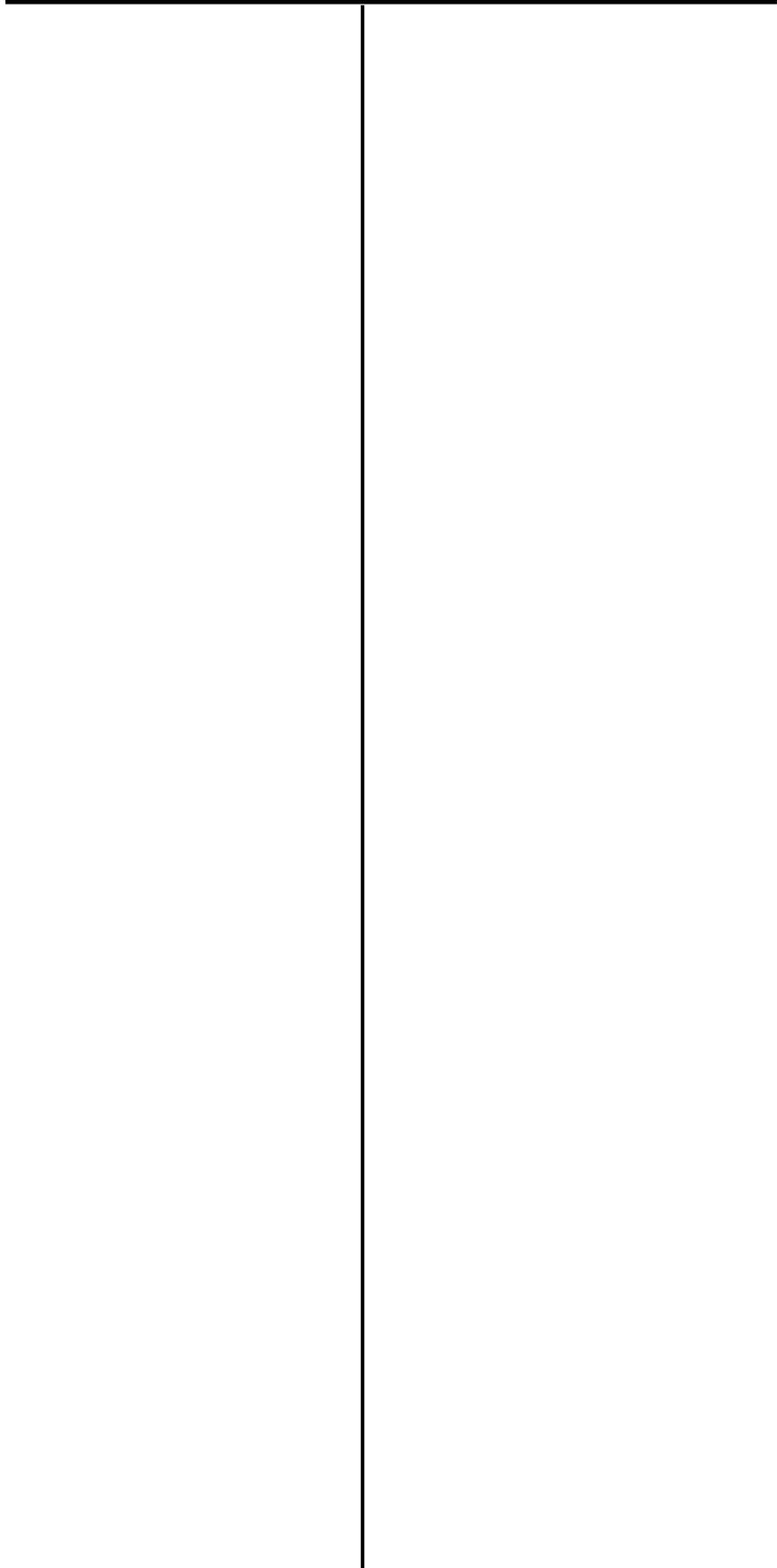


BENEFITS

CHALLENGES



## NEEDS ASSESSMENT STRATEGIES

Advantages	Limitations	Do's and Don'ts
<p><b>Observation</b></p> <ul style="list-style-type: none"> <li>&gt; Permits demonstration of actual behavior</li> <li>&gt; Provides context and view of work environment</li> <li>&gt; Provides verbal, non-verbal information</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Employees may act differently when being observe</li> <li>&gt; Employees may feel threatened</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Be objective</li> <li>&gt; Make employees feel comfortable</li> </ul>
<p><b>Interview</b></p> <ul style="list-style-type: none"> <li>&gt; reveals feeling, causes and possible solutions of problems as well as facts</li> <li>&gt; Affords maximum opportunity for free expression of opinion, giving of suggestions</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Is time consuming, so can reach relatively few people</li> <li>&gt; results may be difficult to quantify</li> <li>&gt; Can make the subject feel he is "on the spot"</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Pretest and review interview questions as needed</li> <li>&gt; Be sure interviewer can and does listen, doesn't judge responses</li> <li>&gt; Do not interpret, sell or educate</li> </ul>
<p><b>Questionnaire</b></p> <ul style="list-style-type: none"> <li>&gt; Can reach many people in short time</li> <li>&gt; Is relatively inexpensive</li> <li>&gt; Gives opportunity of expression without fear of embarrassment</li> <li>&gt; Yield data easily summarized and reported</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Little provision for free expression of unanticipated responses</li> <li>&gt; May be difficult to construct</li> <li>&gt; Has limited effectiveness in getting at causes of problems and possible solutions</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Pretest and review questions and form as needed</li> <li>&gt; Offer and safeguard anonymity</li> <li>&gt; Use only if prepared to:                             <ul style="list-style-type: none"> <li>-report findings, both favorable and unfavorable</li> <li>- do something about them</li> </ul> </li> </ul>
<p><b>Tests</b></p> <ul style="list-style-type: none"> <li>&gt; Are useful as diagnostic tools to identify specific areas of deficiencies</li> <li>&gt; Helpful in selecting, from among potential trainees, those who can most profitably be trained</li> <li>&gt; Results are easy to compare and report</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Tests validated for many specific situations often not available</li> <li>&gt; test validated elsewhere may prove invalid in new situations</li> <li>&gt; Results gives clues, are not conclusive. tests are second-best evidence in relation to job performance</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Know what test measures. Be sure it is worth measuring here. Apply results only to factors for which the test is good</li> <li>&gt; Don't use tests to take blame for difficult or unpopular decisions which management should make</li> </ul>

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## NEEDS ASSESSMENT STRATEGIES cont.

Advantages	Limitations	Do's and Don'ts
<p><b>Group Problem Analysis</b></p> <ul style="list-style-type: none"> <li>&gt; Same as for interview plus:</li> <li>&gt; Permits synthesis of different viewpoints</li> <li>&gt; Promotes general understanding and agreement</li> <li>&gt; Build support for needed training</li> <li>&gt; Is in itself good training</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Is time-consuming and initially expensive</li> <li>&gt; Supervisors and executives may feel too busy to participate, want work done for them</li> <li>&gt; results may be difficult to quantify</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Do not promise or expect quick results</li> <li>&gt; Start with problem known to be of concern to the group</li> <li>&gt; Identify all problems of significance to the group</li> <li>&gt; Let group make own analysis, set own priorities</li> </ul>
<p><b>Job Analysis and Performance Review</b></p> <ul style="list-style-type: none"> <li>&gt; Produces specific and precise information about jobs, performance</li> <li>&gt; Is directly tied to actual jobs and to on-the-job performance</li> <li>&gt; Breaks jobs into segments manageable both for training and for appraisal purposes</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Time consuming</li> <li>&gt; Difficult for people not specifically trained in job analysis techniques</li> <li>&gt; Supervisors often dislike reviewing employees' inadequacies with them personally</li> <li>&gt; reveals training needs of individuals but not those based on needs of organization</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Brush up on job-analysis techniques, arrange special training for those who are to do it</li> <li>&gt; Be sure analysis is of current job and current performance</li> <li>&gt; review with employee both:                             <ul style="list-style-type: none"> <li>- analysis of job, and</li> <li>- appraisal of performance</li> </ul> </li> </ul>
<p><b>Records and Report Study</b></p> <ul style="list-style-type: none"> <li>&gt; Provide excellent clues to trouble spots</li> <li>&gt; Provide best objective evidence of results of problems; identifies trends.</li> <li>&gt; Are usually of concern to, and easily understood by, operating officials</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Do not show causes of problems, or possible solutions</li> <li>&gt; May not provide enough cases (e.g., grievances) to be meaningful</li> <li>&gt; May not reflect current situation, recent changes</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Use as check and clues, in combination with other methods</li> </ul>

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# Self-Assessment Exercise

**What do I know about Needs Assessments?**

Day 1

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Check -in

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End of Day 2

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**Observation** means exactly what it sounds. It is a method of data collection based on watching a process or skill and systematically recording the events.



Observation Is a Means of Data Collection

For example you may record what a field ranger does as he is counting migratory birds for the quarterly survey.

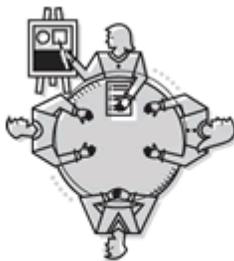
**Interviews** means one or more series of active interchanges between two or more people. They can be conducted either face to face or via technology.



Interview Means One or More Series of Active Interchanges between Two or More People

Interviews can be conducted via telephone, video conference, or even on-line via the web.

A **focus group** is an interactive exchange between a interviewer/facilitator and a group of people. Typically the discussion is guided by the facilitator according to a preplanned set of questions.



Focus Group = Interactive Exchange

You might be familiar with focus groups by some other term such as roundtable discussion.

**Oral surveys** are an interview where closed questions are used in order to elicit "yes" or "no" answers to a set of preselected questions.



Oral Surveys =  
Asking Set of  
Prewritten Questions

Read a list of questions from a survey form and fill in the answers the participants give you

**Questionnaires** are a survey instrument through which individuals respond to printed questions.



Sample of Questionnaire

You've seen these in many different varieties and used for many different types of input.

Review of **existing data** mean looking at information already gathered by the organization. Records, Reports and Files.



Many Types of Documents  
Can Be Reviewed

By existing data, we are referring to existing information in the form of reports, work samples, historical data, planning and budget reports, organizational structure charts, evaluations, career development reports that can be reviewed and analyzed.

A **test** means simply an exam that assesses knowledge or skill level.



Tests Can Be a Good Tool

Testing your target audience will give you a good idea of the knowledge gaps that exist.