



*“We Help
Put America
Through
School”*

SFA University Needs Assessment Overview

March 6, 2002

Purpose:

Needs assessment analyzes the gap between current organizational/unit performance and target performance. This approach strives to improve achievement at the team or organizational level through identifying and analyzing performance challenges and recommending appropriate solutions. The overall goal is to improve business results by addressing organizational needs.

Key steps:

- Gather performance data and plans
- Analyze information
- Identify underlying issues
- Recommend approaches/solutions to address performance needs

This needs assessment overview includes:

- Overview of needs assessment and performance improvement stages
- Needs assessment approaches
- Potential needs and solutions
- Estimated deployment timeline

Draft for discussion purposes

Needs Assessment and Performance Improvement Stages



	<i>Is there a need? What is the need?</i>	<i>How should the need be addressed?</i>	<i>What should the solution look like?</i>	<i>What was the impact of the solution?</i>
Description	<ul style="list-style-type: none"> • Gather performance data • Analyze collected information • Identify business need(s) • Identify performance need(s) 	<ul style="list-style-type: none"> • Based on need(s), consider options that might best address the performance needs of a given team • Select appropriate solution for intervention 	<ul style="list-style-type: none"> • Plan for solution implementation • Provide or design/develop the determined performance solution • Coach teams 	<ul style="list-style-type: none"> • Gather feedback on the performance solution • Analyze collected information • Evaluate effectiveness of solution
Results	<ul style="list-style-type: none"> • Need(s) identified 	<ul style="list-style-type: none"> • Strategy / approach identified 	<ul style="list-style-type: none"> • Scope identified and solution developed 	<ul style="list-style-type: none"> • Solution evaluated • Lessons learned compiled
Who	<ul style="list-style-type: none"> • Learning consultant • Team lead • Work team • Organizational leader 	<ul style="list-style-type: none"> • Learning consultant • SFA U. Service Providers 	<ul style="list-style-type: none"> • Performance coach • Development team • SFA U. Service Providers • External Services / Contractors 	<ul style="list-style-type: none"> • Learning consultant • Team lead • Work team • Organizational leader

Needs Assessment Approaches

Team level

Overview

- Learning consultant meets with teams and team leads to identify opportunities for performance enhancement
- Focuses on team needs
- Addresses team goals and initiatives

Process / Technique

- Interview protocol
- Survey
- Questioning
- Data analysis

Questions addressed

- What is the team's current performance?
- What is the team's target performance?
- What are the gaps / needs?
- Assess the best means to achieve the goal

Organizational level

Overview

- Tracks performance metrics to identify trends over time
- Focuses on organizational needs
- Involves targets, such as Performance Plan goals
- Prepares for new initiatives, technologies, and business trends

Process / Technique

- Interview protocol
- Benchmarks
- Statistical tracking of data
- Measurement of satisfaction ratings
- Industry data analysis

Questions addressed

- What are the organizational target performance goals?
- What is the current performance?
- What are the gaps / needs?
- Assess the best means to achieve these goals
- What's on the horizon, in the industry and with our customers, for which we need to prepare?

Possible Needs and Solutions

Examples of Areas for Improvement

- Employee satisfaction targets
- Customer satisfaction targets
- Unit cost targets
- Performance standards
- Team productivity
- Improved efficiency
- Skill levels / ability
- Succession planning
- Recruitment
- Technology
- Regulations and procedures
- Projected increase in work
- Retention
- Strategic alignment
- Competencies

Example Solutions

- Training programs
- Career development programs
- Organizational re-design
- Organizational development
- Process redesign
- Tools and equipment
- Learning enhancements
- Job aids
- Planning programs
- Performance support
- Coaching
- Competency building programs

Estimated Deployment Timeline

