

## Chapter 1 : Needs Assessment for Organizational Success

*Needs Assessment for Organizational Success is the new and central tool for organizations determined to be the organization of the future. Levels of needs assessment move us toward a new level of understanding of the bright future we all desire.*

This is the second in a series of articles which originally appeared in Tappi Journal in , to introduce methods addressing the development of individuals and organizations through the field of Human Resource Development. The article has been updated, and is reproduced with permission of the copyright owner. A Needs Assessment is a systematic exploration of the way things are and the way they should be. WHY design and conduct a Needs Assessment? What learning will be accomplished? What changes in behavior and performance are expected? Will we get them? What are the expected economic costs and benefits of any projected solutions? We are often in too much of a hurry. We implement a solution, sometimes but not always the correct intervention. But we plan, very carefully and cautiously, before making most other investments in process changes and in capital and operating expenditures. We need to do the same for Human Resource Development. Realistically, it makes sense to invest in an assessment of needs to make sure we are making wise investments in training and other possible interventions. The first step is to check the actual performance of our organizations and our people against existing standards, or to set new standards. There are two parts to this: This analysis also should examine our organizational goals, climate, and internal and external constraints. Desired or necessary situation: We must identify the desired or necessary conditions for organizational and personal success. It is important that we identify the critical tasks necessary, and not just observe our current practices. We also must distinguish our actual needs from our perceived needs, our wants. The difference the "gap" between the current and the necessary will identify our needs, purposes, and objectives. What are we looking for? Here are some questions to ask, to determine where HRD may be useful in providing solutions: Are there problems in the organization which might be solved by training or other HRD activities? Could we gain a competitive edge by taking advantage of new technologies, training programs, consultants or suppliers? How can we take advantage of our organizational strengths, as opposed to reacting to our weaknesses? Are there opportunities to apply HRD to these areas? Could we take a proactive approach, applying HRD to move our organizations to new levels of performance? For example, could team building and related activities help improve our productivity? Are there policies or management decisions which might dictate the implementation of some program? Are there governmental mandates to which we must comply? Now we must examine these in view of their importance to our organizational goals, realities, and constraints. We must determine if the identified needs are real, if they are worth addressing, and specify their importance and urgency in view of our organizational needs and requirements 4. How does the cost of the problem compare to the cost of implementing a solution? In other words, we perform a cost-benefit analysis. Are there laws requiring a solution? For example, safety or regulatory compliance. Does top management expect a solution? Are many people or key people involved? What influence is generated by customer specifications and expectations? If some of our needs are of relatively low importance, we would do better to devote our energies to addressing other human performance problems with greater impact and greater value. Now that we have prioritized and focused on critical organizational and personal needs, we will next identify specific problem areas and opportunities in our organization. We must know what our performance requirements are, if appropriate solutions are to be applied. We should ask two questions for every identified need: Do they know how to do their jobs? This will require detailed investigation and analysis of our people, their jobs, and our organizations -- both for the current situation and in preparation for the future. If people are doing their jobs effectively, perhaps we should leave well enough alone. Training may be the solution, IF there is a knowledge problem. Organization development activities may provide solutions when the problem is not based on a lack of knowledge and is primarily associated with systematic change. Use multiple methods of Needs Assessment. It is important to get a complete picture from many sources and viewpoints. There are several basic Needs Assessment techniques. Use a combination of some of these, as appropriate:

## Chapter 2 : 10+ Organizational Assessment Templates | Sample Templates

*Organizational assessments follow a systems science approach to analyze a proposed transformation, determine the impacts of the transformation on the organization, assess the preparedness of the organizational entities to adopt the transformation, and assess the people and organizational risks associated with the transformation.*

Various Ideas for Ways to Learn Overall Purpose of Training Needs Assessment and Analysis A training analysis is conducted ultimately to identify what areas of knowledge or behaviors that training needs to accomplish with learners. The analysis considers what results the organization needs from the learner, what knowledge and skills the learner presently has and usually concludes with identifying what knowledge and skills the learner must gain the "performance gap". Usually this phase also includes identifying when training should occur and who should attend as learners. Ideally, criteria are established for the final evaluation of training to conclude if training goals were met or not. Depending on the resources and needs of the organization, a training analysis can range from a very detailed inventory of skills to a general review of performance results. Note that employees can require training for a variety of reasons, which usually fall into two categories: Training to fill a "performance gap" as identified during the performance management process 2. Training to fill a "growth gap", that is, to be promoted or be able to fill another open position in the organization One Approach -- Four Steps to Conducting a Needs Assessment This article was written by Leigh Dudley ; copyright, Leigh Dudley. Step 1 -- Perform a "Gap" Analysis The first step is to check the actual performance of our organizations and our people against existing standards, or to set new standards. There are two parts to this: This analysis also should examine our organizational goals, climate, and internal and external constraints. Desired or Necessary Situation We must identify the desired or necessary conditions for organizational and personal success. It is important that we identify the critical tasks necessary, and not just observe our current practices. We also must distinguish our actual needs from our perceived needs -- our wants. What are we looking for? Here are some questions to ask to determine where training and development or even human resource development HRD may be useful in providing solutions: Are there problems in the organization which might be solved by training or other HRD activities? Could we gain a competitive edge by taking advantage of new technologies, training programs consultants or suppliers? How can we take advantage of our organizational strengths, as opposed to reacting to our weaknesses? Are there opportunities to apply HRD to these areas? Could we take a proactive approach, applying HRD to move our organizations to new levels of performance? For example, could team building and related activities help improve our productivity? Are there policies or management decisions which might dictate the implementation of some program? Are there governmental mandates to which we must comply? Now we must examine these in view of their importance to our organizational goals, realities and constraints. We must determine if the identified needs are real, if they are worth addressing, and specify their importance and urgency in view of our organizational needs and requirements. How does the cost of the problem compare to the cost of implementing a solution? In other words, we perform a cost-benefit analysis. Are there laws requiring a solution? For example; safety or regulatory compliance. Does top management expect a solution? Are many people or key people involved? What influence is generated by customer specifications and expectations? If some of our needs are of relatively low importance, then we would do better to devote our energies to addressing other human performance problems with greater impact and greater value. We must know what our performance requirements are, if appropriate solutions are to be applied. We should ask two questions for every identified need: Are our people doing their jobs effectively? Do they know how to do their jobs? This will require detailed investigation and analysis of our people, their jobs and our organizations -- both for the current situation and in preparation for the future. Step 4 - Identify Possible Solutions and Growth Opportunities If people are doing their jobs effectively, then perhaps we should leave well enough alone. But if our people ARE NOT doing their jobs effectively, then training may be the solution if there is indeed a knowledge problem. Organization development activities may provide solutions when the problem is not based on a lack of knowledge and is primarily associated with systematic change. Another Approach to Needs Assessment to

**Determine Your Overall Goals in Training** The purpose of the needs assessment is to help you determine what you need to learn to, for example, qualify for a certain job, overcome a performance problem or achieve a goal in your career development plan. Learners are often better off to work towards at most two to four goals at a time. You may want to re-review some of the following information:

**Goals -- Selecting the Training and Development Goals** Are there any time lines that you should consider in your plan? Do you have to accomplish any certain areas of knowledge or skills by a certain time? If so, this may influence your choice of learning objectives and learning activities to achieve the objectives. Are you pursuing training and development in order to address a performance gap? A performance gap is usually indicated from the performance appraisal process. The performance appraisal document should already include careful description of the areas of knowledge and skills that you must learn in order to improve your performance. To understand performance gaps, see [Employee Performance Management](#) Or, is your plan to address a growth gap? If so, carefully identify what areas of knowledge and skills are needed to reach your goals in your career. Consider referencing job descriptions, lists of competencies or even networking with others already in the positions that you want to reach in the near future. The following links might help you. If so, carefully identify what areas of knowledge and skills are needed to perform the job or role that soon might be available to you. Again, consider job descriptions, lists of competencies or even interviewing someone already in the job or role that may soon be available to you. They can be a real treasure for real-world feedback about you! For example, you and your supervisor, is applicable could work together to conduct a SWOT an acronym analysis, including identifying the your strengths, weaknesses, opportunities and any threats to reaching the your desired goals. Should you conduct a self-assessment? There are also a wide variety of self-assessments available at [Self-Assessments](#) numerous self-assessments Is a list of competencies, job descriptions or job analysis available to help you identify your training and development goals? A competencies list is a list of the abilities needed to carry out a certain role. The list can be very useful to you when identifying your learning objectives in your training and development plan. See information in the sections [Job Analysis](#) [Job Description](#) [Competencies](#) Begin thinking about how much money you will need to fund your plan. You might need money, e. Identify your training goals. By now, you should have a strong sense of what your training goals are, after having considered each of the above steps.

### Chapter 3 : Organizational needs assessment - calendrierdelascience.com

*Organizations need assessments for various reasons, and there are some universal generic assessments too where an organization is assessed for the output, the financial condition, the liabilities, the assets, the legal sides, the manpower, the future goals and many more things.*

April 24, Liz Couchon 3 Steps to an Effective Needs Assessment for Corporate Training If you have spent any time as a learning professional, you have probably heard the term needs assessment. Maybe you are conducting these assessments all the time, or maybe you have heard of them but thought they were the great white buffalo of learning and development. The truth is, a training needs assessment is actually quite simple, and conducting one will help you to target the development of your learning content and programs. When learning a new concept, it is often helpful to start with a simple definition. I found this one on NeedsAssessment. Before conducting a needs assessment, you first need to determine whom to ask, what to ask, and what you will do once you get the answers. Let me break it down each of these steps for you.

**Determine who you should ask** Although the questions will vary slightly, you might want to interview the entire company pyramid. Start with senior-level management, then talk to the front line managers and the people actually doing the work. You may find that the needs of senior management vary greatly from those of the front line managers and the workers. Develop the questions to ask Your questions for management will be slightly different than the ones you ask workers or subject matter experts since the managers are more in tune with operational results rather than learning gaps. Here are some ideas to get you started, but you will need to tailor them to meet the needs of your own organization. For more detailed information, check out Performance Consulting which is a great reference guide for building your list of questions. How should employees perform to be successful and achieve the expected results? What are employees doing or not doing that is hindering achievement of the desired results? What is causing this gap? For example, you could build realistic scenarios that factor in a stressful or confusing environment, and then provide instruction for achievement despite these challenges. How do the top performing employees currently get to the point where they perform expertly? What would an ideal curriculum look like for your employees that need to increase their skills, abilities and knowledge?

**Workers** What is your current level of job performance? What would help you to perform at a higher level? Tabulate the results Once you have gathered the information, you will need to tabulate everything to have a clear picture of what steps to take. Since a training needs assessment does not start with a solution in mind, taking the time to review and organize results is critical. Conducting a training needs assessment is a great way to step back and make sure you have all of the information before you dive into your next learning project. You will know this, of course, because you conducted a needs assessment. More corporate training and learning tips:

## Chapter 4 : 3 Steps to an Effective Needs Assessment for Corporate Training | Brainshark

*The purpose of the Needs Assessment should be explained to employees in advance. Employees should also understand what a Needs Assessment is and is not. It is an opportunity for employees to express their views of how the organization is doing, to raise concerns they may have, and to offer suggestions for innovation and improvement.*

Must be high objective Conducting a needs chain model[ edit ] A needs chain model is a framework that allows organizations to consider the individuals needs within an organization as well as the organizations needs simultaneously in order to come to solutions to prioritizing resources and areas of improvement for the organization. One of the benefits of this model is that it can be used to help decision makers quickly come to solutions to priorities that may change over time. The organizational level applies to behavior or outcomes, where as the individual level pertains to individual attitudes to things such as job performance or how they view the organization. The data about each of these levels comes from different data collection methods: Goals of the organization Individual level: Surveys or interviews [37] The most difficult data to collect in this model are the unconscious needs. In order to gather this information about the individual, careful methods must be used to allow for trust from the individual while discussing sensitive topics about their thoughts on the organization. Organizational assessment evaluates the level of organizational performance. An assessment of this type will determine the skills, knowledge, and ability needs of an agency. It also identifies what is required to alleviate the problems and weaknesses of the agency as well as to enhance strengths and competencies. Organizational assessment takes into consideration factors such as changing demographics, political trends, technology, and the economy. Occupational assessment examines the skills, knowledge, and abilities required for affected occupational groups. Occupational assessment identifies how and which occupational discrepancies or gaps exist, as well as examining new ways to do work that could fix those discrepancies or gaps. Individual assessment provides information on which employees need training and what kind. Problems with performance New system, task or technology An organizational need to benefit from an opportunity [42] Organizational training needs[ edit ] There are many tools to gather information about employee performance, which work best in different circumstances. First hand observation and analysis in a setting in which the observer is not interfering with normal productivity. Using a series of predetermined questions to gauge opinions and perceptions. This tool allows the employee to comment on their performance, and allows the interviewer to ask in depth questions about performance. Allows for a big picture of the environment by asking respondents identical questions. Allows for more respondents than individual interviews, and takes less time. The data collected can be analyzed in a more quantitative way than with interviews. Study of all responsibilities of a certain job to define an employees expectations and responsibilities, allowing for more thorough training and supervision. A conference setting that allows employees and other staff to identify a plan for a new task or technology and mold the training to it. Within a performance review, questioning the employee about their duties and training. Allows supervisor to uncover reasons for poor performance. Analysis of Organizational Policy: When using any of these methods, these three things should be kept in mind: These tools should be used in combination, never rely on just one They may be used to identify training needs in different groups or types of employees They should be applied to individual employees because of variation in training between employees. A community needs assessment identifies the strengths and weaknesses needs within a community. The community needs assessment places great emphasis on the abilities of the people in the community, and on the agencies and organizations within that community that provides services to the children and families. Community leaders, local government, advocacy groups or a combination of these then address these identified needs through policy change or development. A community needs assessment can be broadly categorized into three types based on their respective starting points: First, needs assessments which aim to discover weaknesses within the community and create a solution Community Needs Assessment I. Second, needs assessments which are structured around and seek to address an already known problem or potential problem facing the community Community Needs Assessment II. Third, needs assessments of an organization which serves the community domestic violence

centers, community health clinics etc. Community needs assessments are generally executed in four steps: Depending on the type of needs assessment being conducted one can tailor their approach. Types and strategies for planning and organizing[ edit ] Community needs assessment I “ This type of needs assessment seeks to evaluate the strengths and weaknesses within a community and create or improve services based on the identified weaknesses. Organizing this type of needs assessment is primarily structured around how to best obtain information, opinions, and input from the community and then what to do with that information. This process may be broken into targeted questions which can direct the project overall. Define goals for the needs assessment. What is the specific purpose of the needs assessment? How will the data from the community be used; to set a new agenda, support a new program or support new changes in service delivery or policies? What is the timeline for the needs assessment? If applicable, identify the target population. How will a sample from the population be chosen? Community needs assessment II “ This type of needs assessment is constructed around a known problem or potential problem facing the community for example, disaster preparedness, how to address an increase in violent crime etc. This type of community needs assessment centers less around the direct involvement of the community but rather the governing entities, stakeholders, businesses, advocacy groups and organizations which will be potentially affected or can contribute to the community need. Potential organization questions could include: The program staff, the funders, and the consumers of the program. Learn more about the community and its residents. Review already existing material regarding the community problem or potential problem. Sharing expectations, goals, and approach regarding the needs assessment with the other partners. Community needs assessment III “ This final type of needs assessment is based within an organization which either serves the community at large, is currently addressing a need within the community, or is dedicated to an under-served population within the community. This type of needs assessment centers around improving the efficiency or effectiveness of such organizations. Learn about the organizational culture and its philosophy by interviewing staff, including the executive director. Review existing materials regarding the community need and the organization. Tour the community and learn more about the target population or problem the organization serves. Conduct a literature review to see what the recent research has to offer, review relevant archival information and what previous needs assessments by the organization have found. Where is the program in terms of the implementation and development of service delivery? What current resources do the organization and its programs offer? Identify and learn about the program that would most benefit from a needs assessment. Implementing a community needs assessment “ The exact methodology to implementing a community needs assessment is partially determined by the type of assessment that is being performed discussed above. However, general guidelines can be proposed. Use of focus groups Creating a needs assessment survey Collecting and analyzing data Community public forums Producing a final report and planning action committees Selecting members of a focus group first requires choosing a target community, population, or demographic which will structure the community needs assessment. This information guides the selection process for a focus group. The principle of the focus group is to select members who are diverse yet share a degree of commonality. Generally speaking the commonality between focus group members is a vested interest and stake in their community. Thus, focus group members might include: Another focus group would consist of adult resident of the community; and a third consisting of youth residents of the community". Focus groups solicit input from community members on broad, open-ended questions, such as: What do you like about your community? What concerns you within your community? How would you improve your community? Questions such as these can help target potential strengths, weaknesses, opportunities and needs for change or growth. With the targeted objectives discovered in the focus group, the community needs assessment survey can be created and dispersed. Leaders of the community needs assessment can then summarize the data through computer analysis programs such as Access or SPSS. The results are then brought to the community through a public forum. Public forums are the place where the information collected through the survey, the identified strengths, weaknesses, and concerns of the community are presented for open public discussion. Finally, the results of the focus groups, survey, and public forum present a direction which the final report can detail. Action groups are formed and solutions and guidelines are enacted to ensure the

changes desire are realized. The purpose of these departments is to ensure that nonprofit organizations that receive funding from the Children, Families Department will provide families with children with the necessary services that are essential to children growing up healthy, have access to a quality education, and thrive in safe homes and neighborhoods. This specific city department conducts a needs assessment every three years to develop a strategic plan to guide the department during their funding cycle when they send out a request for proposal RFP for organizations to apply for grants, which will enable these community organizations to continue to provide services to the children and families in their community. A needs assessment therefore becomes crucial in the initial stages of an intervention. A needs analysis is focused on identifying the possible barriers to successful program intervention in a community and possibly finding solutions to these challenges. These assessments highlight the close relationship between needs assessment, monitoring, and evaluation; while each applies similar tools, each also has independent objectives and requires unique skills. In many cases, an organization or community is faced by challenges with regards to some social issue, provision or access to services and it is the job of the practitioner, in consultation with stakeholders, to decide about how best to go about finding helpful interventions and implementing solutions to this. A community level needs assessment is beneficial and crucial to any planned intervention on behalf of communities facing difficulties with regard to some community issue. A community needs assessment will also uncover which members of the community are most likely to benefit from a planned intervention and who might not be. Community level needs assessment will also give direction to planners in terms of where resources need to be allocated for the intervention so that they are not wasted. Community level needs assessments should include the community at all stages of planning, and should consider all people that might be affected by the planned intervention, including children, the elderly and the mentally ill.

**Tools[ edit ]** There are a number of components in a community level needs assessment, all of which are aimed at gathering data that will answer what the practitioner needs to know and inform the decisions that he or she makes.

**Community demographics[ edit ]** Community demographics assist the practitioner to get a feel of the field that they are working in. Demographics include things like age ranges, the number of people living in a certain area within the community, the number or percentage of people within a certain socio economic status and gender characteristics.

**Consumer leadership[ edit ]** Consumer leadership assessment is an assessment of the frequency with which community members use or are likely to use an existing or planned service. Consumer leadership assessment is meant to give an indication of the different types of leadership activities and roles that are related to transformation in relation to some health or social issue that is being addressed. This may give an indication as to the degree of the need for an intervention or not.

**Service gaps[ edit ]** An assessment of service gaps is meant to give an indication of the types of services that are needed the most at the particular point of time in which the assessment is being conducted www. The scale also assesses the availability of other services in the community such as support groups, education and employment services that may be of interest to the practitioner.

## Chapter 5 : Organizational Needs Assessment

*Organizational Needs Assessment process and directions for use. An Organizational Needs Assessment has been prepared to replace the current Incident Complexity Analysis. The new process is designed as a chart format has been developed and is based on input variables of.*

**Focus Groups** Gathering Employee Opinions for Training Needs Schedule a meeting with employees in a particular department or job classification. During the meeting, gather ideas from the employees about their needs and areas for professional development. Determine common themes and topics. Then determine the desired outcomes from the training to address these needs. These outcomes could serve as measures of success validation of the training. **Advantages** and **Disadvantages** **Survey Questionnaires** Web based or printed questionnaires distributed to employees for completion. **Advantages** Survey a large number of employees at the same time. Do not require a lot of time. Enable honest and open feedback. Gathers quantitative and qualitative data easily. May be difficult to design questionnaires to allow for follow-up or more elaborate responses. **Personal Interviews** Conducted by a trained "interviewer" who follows an interview outline or set of questions to be asked during the interview. **Advantages** More flexible in the ability to ask various questions. Able to immediately follow-up on items mentioned in the interview. Is not limited in scope or limited to only a certain set of questions. Especially if only one individual is interviewed at a time. Requires the interviewer to document conversations in detail. Any details not documented are lost or need to be gathered through subsequent interviews. **Personal Observations** An observation of the employee at work. May be structured i. May be more realistic--observations are made of the employee actually at work. Requires a trained observer. Requires the observer to document the work in detail. Any details not documented are lost or need to be gathered through subsequent observations.

### Chapter 6 : Training Needs Assessment Survey from calendrierdelascience.com

*/5/9 1 UNITAR Web Seminar: Conducting an Organization Needs Assessment Presented by Howard and Sue Lamb and ACTRA Members To the UNITAR Afghan Fellows.*

Email What is an organizational readiness assessment? It is an official measurement of the preparedness of your company to undergo a major change or take on a huge new project. This type of assessment also gives your company the ability to address any potential issues before they become big problems as you move forward on the proposed project. This is important because it will save your company time and money, and even improve the profitability of the change, if the change is a project you are taking on for a client. In addition, the organizational readiness assessment allows you to address the details of the change with your employees to determine if they are ready for such change, and have the ability and resources they need to do their part in it. This is another way that doing the assessment is a smart move. Being kept in the loop and engaged with what the company is doing will make your employees feel more valued, which will increase their personal investment in the proposed change or project, and motivate them to want to do their part in it well. An organizational readiness assessment is a checklist that is usually custom made based on the current situation at your company and the parameters and requirements of the change or project you intend to pursue. A third party auditing company like I. Partners, LLC is the best choice to create an organizational readiness assessment for you. A third party will be able to look at your company and your proposed project objectively, without the attachment to it that you and your employees will have, and that could get in the way of a realistic assessment. Your auditor will even conduct the assessment for you, using the checklist they prepared, and give you a detailed report of their findings, and will consult with you on those findings and their recommendations based on them. These are the precursors of improvement of quality, and are achieved when your company feels like it is ready to make a big change, alter the current way you do things, restructure the business, or take on a large and important new project for a client. Your professionally prepared organizational readiness assessment will pinpoint your available company resources, the characteristics of your employees, and areas in which your company needs to improve in order to take on the change or project and make it a success. The results of the organizational assessment will give you the additional benefit of identifying the strengths of your organization, most particularly the things that will be the strongest assets for you in your proposed change. Finally, your organizational readiness assessment will allow you to know whether your organization meets the requirements to even consider the change or project you have in mind. If your company is considering making a big change to its structure or the way it does business, or is trying to determine whether a proposed new project from a client is something it can actually take on, an organizational readiness assessment will be an invaluable tool for you. Partners, LLC will come to your company and create a custom organizational readiness assessment checklist for you, then consult with you on the results and what they mean. They will even advise you on what you need to do to make your company ready if it is determined to not be when the assessment is done. Taking on big changes and projects can make this happen for you. An organizational readiness assessment by I. Partners, LLC will be instrumental in getting your company there. Give us a call at or request a quote here!

## Chapter 7 : Why Organizational Readiness Assessments are Important

â€¢ A "needs assessment" is a systematic set of Needs Assessments are focused on particular target groups for whom the organization or system exists.

Techniques Checklist for evaluating an assessment Training Needs Analysis: The process of identifying training needs in an organization for the purpose of improving employee job performance. Training a performance improvement tool is needed when employees are not performing up to a certain standard or at an expected level of performance. The difference between actual the actual level of job performance and the expected level of job performance indicates a need for training. The identification of training needs is the first step in a uniform method of instructional design. A successful training needs analysis will identify those who need training and what kind of training is needed. It is counter-productive to offer training to individuals who do not need it or to offer the wrong kind of training. A Training Needs Analysis helps to put the training resources to good use. Types of Needs Analyses Many needs assessments are available for use in different employment contexts. Sources that can help you determine which needs analysis is appropriate for your situation are described below. An analysis of the business needs or other reasons the training is desired. What is the organization overall trying to accomplish? The important questions being answered by this analysis are who decided that training should be conducted, why a training program is seen as the recommended solution to a business problem, what the history of the organization has been with regard to employee training and other management interventions. Analysis dealing with potential participants and instructors involved in the process. The important questions being answered by this analysis are who will receive the training and their level of existing knowledge on the subject, what is their learning style, and who will conduct the training. Do the employees have required skills? Are there changes to policies, procedures, software, or equipment that require or necessitate training? Analysis of the tasks being performed. This is an analysis of the job and the requirements for performing the work. Also known as a task analysis or job analysis, this analysis seeks to specify the main duties and skill level required. This helps ensure that the training which is developed will include relevant links to the content of the job. Are the employees performing up to the established standard? If performance is below expectations, can training help to improve this performance? Is there a Performance Gap? Analysis of documents, laws, procedures used on the job. This analysis answers questions about what knowledge or information is used on this job. This information comes from manuals, documents, or regulations. It is important that the content of the training does not conflict or contradict job requirements. An experienced worker can assist as a subject matter expert in determining the appropriate content. Analysis of whether training is the desired solution. Training is one of several solutions to employment problems. However, it may not always be the best solution. It is important to determine if training will be effective in its usage. Analysis of the return on investment ROI of training. Effective training results in a return of value to the organization that is greater than the initial investment to produce or administer the training. Use assessment instruments for which understandable and comprehensive documentation is available. This kind of work may require training if the employee does not have these skills. Below is a list of various competencies that employees may be required to possess in order to perform their jobs well.

## Chapter 8 : Organizational Self-Assessments | National Council of Nonprofits

*A comprehensive needs assessment is the critical first step a coalition or organization must take in order to develop an effective and successful underage drinking prevention effort. This "Community How To Guide on Needs Assessment and Strategic Planning," details the elements of a needs assessment.*

## Chapter 9 : Assessing Your Training Needs: Needs Assessment to Training Goals

*A needs assessment is executed within an organization (or any other community) to collect information necessary to*

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*identify an occurring need, which can be provided through training, needs analysis, and other specific developmental procedures.*