

CASE STUDY EXERCISE – NEED ASSESSMENT

Group Project: Planning Needs Assessment, Monitoring and Evaluation for the Case Study

(Guidance for the Needs Assessment Plan for the Case Study)

MATERIALS

Group Project Overview

Case Study Description

Case Study Summary Worksheet

Worksheet: Getting Started with the Needs Assessment

Worksheet: Defining Data Collection Questions

Worksheet: Needs Assessment Data Collection Plan

Worksheet: Scheduling and Constraints

INSTRUCTIONS:

On Day One of the course you worked in your groups to review the Case Study and answer some basic questions about the Case Study. For this activity, you will develop an initial needs assessment plan for revising the curriculum associated with the Case Study.

Imagine that your group has been informed that the curriculum associated with the Case Study is not achieving its objectives and not contributing the success of the bureau. Your group has been asked to develop a needs assessment plan that can be used to determine the gaps between the “current” and “desired” performance in order to determine how to improve the training program curriculum in order to accomplish the desired objectives.

To complete this activity you may have to “invent” some of the details about the performance issues for the training program. Don’t let that worry you. Work together in your groups creatively. Remember that this is practice exercise, designed to help you develop the skills required to develop needs assessment plans for training programs you interact with in your professional role.

Use the worksheets below to guide your thinking as you develop a needs assessment data collection plan for redesigning the curriculum in the Case Study.

WORKSHEET: GETTING STARTED WITH THE NEEDS ASSESSMENT

Work together with your group to answer these initial questions about the needs assessment and the training program.

ABOUT THE NEEDS ASSESSMENT

1. What are the goals of the needs assessment? What are the performance issues driving the needs assessment?
2. Who are the critical partners, sponsors, and other stakeholders of the needs assessment?
3. What are the desired results of the needs assessment? What outputs or products are expected from the needs assessment?

ABOUT THE CURRICULUM/TRAINING PROGRAM

1. What are the desired results of the training program? (i.e., what are the expected Impacts, Outcomes, and Outputs)
2. What evidence is there that the training program is not achieving its desired results (i.e., what are the specific performance issues)? (You may have to “invent” information to include for this section based on your experiences with similar issues).

WORKSHEET: DEFINING DATA COLLECTION QUESTIONS

In the column on the left, write down the questions you desire to answer through data collection. In the column on the right, briefly explain how each of the questions will generate data that will help you with your need assessment.

Needs Assessment Question to be answered through Data Collection	Rationale for the Question (How will the question generate data relevant to the goal of your needs assessment?)
<p>For example:</p> <p>(a) How do we know what the causes are of the performance problems, e.g., lack of knowledge about how to perform the desired tasks, motivation issues, etc.?</p> <p>(b) What is the starting knowledge of the employees when entering the course?</p> <p>(c) Now that you have completed this course, how should future sessions of this course be changed to be better meet needs of employees who work in your department?</p> <p>(d) What do bureau managers consider to be the most important employee performance issues to be addressed by the Human Resources Department in planning their 2010 program?</p>	<p>For example:</p> <p>(a) This question helps us to determine the performance problems for employees can help us to intervene appropriately (i.e., through training, through coaching/mentoring, through management improvements, etc.).</p> <p>(b) This question helps us to determine what employees already know. This can help shorten the length of training and provide more time to focus in on new skills and knowledge.</p> <p>(c) This helps us to know which training courses should be changed (expanded, reduced, revised, dropped, etc.) for improved organizational efficiency and effectiveness?</p> <p>(d) This question requires us to focus on the performance issues first, before focusing on interventions (e.g., hiring practices, training, etc.) to address the performance issues.</p>

WORKSHEET: NEEDS ASSESSMENT DATA COLLECTION PLAN

Use the table below to plan out the data collection approach your group would use to determine the data collection approach. Use the Data Collection questions that you identified in the *Worksheet: Defining Needs Assessment Questions*.

Needs Assessment Question	Indicators	Measures	Data Source(s)	Data Collection Method(s)	Instruments/Tools

WORKSHEET: SCHEDULING AND CONSTRAINTS

To finish up the needs assessment plan for the Case Study, you have two tasks: (1) Develop a schedule for collecting and interpreting the data required for the needs assessment, and (2) Identify constraints or challenges that you expect to encounter as you work on this needs assessment plan.

SCHEDULE:

Use this section of the worksheet to create a simple schedule for the data collection and interpretation for the needs assessment.

Date(s)	Task	Person(s) Responsible	Deliverables/Outputs

CONSTRAINTS:

What are the top three constraints (or challenges) you expect you may face with implementing your needs assessment plan for the Case Study?

Constraint 1:

Constraint 2:

Constraint 3: