



Needs Assessment for Performance Technologists: Tools and Techniques



Applying research to practice . . .

Seminar Objectives

Objectives

During this course you will build the following skills.

1. Plan a performance and training needs assessment following a systematic model.
 2. Consider your work role as a solution provider (e.g. training) versus a performance technologist.
 3. Use research tools to collect and interpret data needed for performance assessments and evaluations, including
 - individual interviews
 - group interviews
 - surveys, *and*
 - product/performance data.
 4. Plan an effective performance assessment report.
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Agenda

The following will be our agenda for the three-day session.

Day 1

Seminar Welcome and Introductions

Unit 1: An Introduction to Performance Assessment

- Lesson 1: Introduction to Performance Assessment and Evaluation
- Lesson 2: Solutions to Optimize Performance
- Lesson 3: Conducting the Training Needs Assessment
- Lesson 4: Planning the Evaluation

Project Work

Seminar Agenda, continued ...

Day 2

Unit 1: An Introduction to Performance Assessment

- Lesson 5: Planning Your Performance Assessment Strategy

Project Work

Unit 2: Planning and Conducting Individual Interviews

- Lesson 1: Planning the Interview
- Lesson 2: Designing the Interview Guide
- Lesson 3: Conducting the Interview

Case Study

Project Work

Unit 3: Planning and Conducting Group Interviews

- Lesson 1: Group Interview Techniques

Project Work

Day 3

Unit 4: Planning and Analyzing Work Products and Procedures

- Lesson 1: Analyzing Work Products and Procedures

Project Work

Unit 5: Planning and Conducting Surveys

- Lesson 1: Planning the Survey
- Lesson 2: Drafting the Survey

Case Study

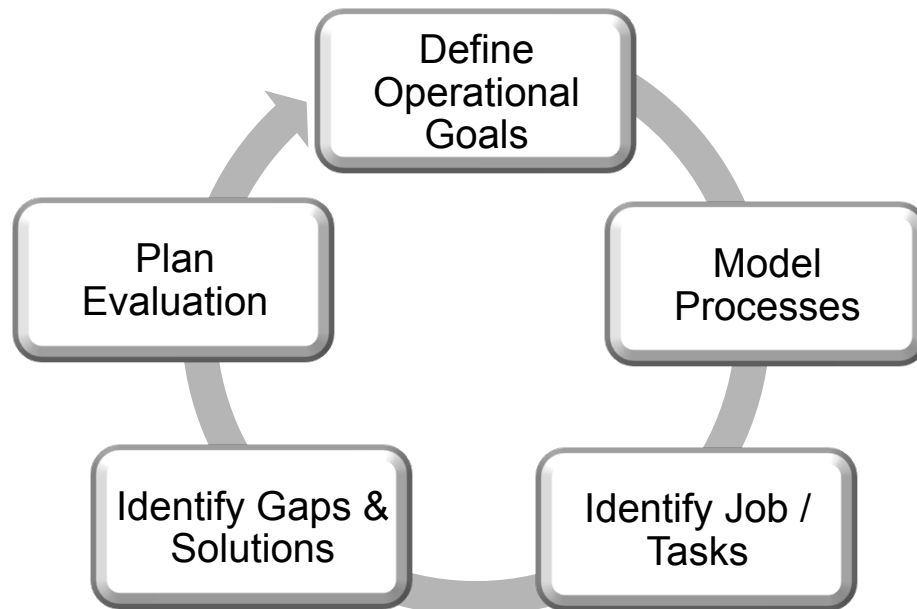
Project Work

Unit 6: Preparing the Final Report

- Lesson 1: Planning the Report
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Unit 1

An Introduction to Performance & Training Needs Assessment



Introduction This unit provides an overview of the performance assessment process and the fundamental concepts and principles on which effective performance assessment is based.

Importance The principles and model presented in this unit lay the groundwork for the remaining units of this seminar.

Unit Overview This unit will introduce you to;

- the components and elements of performance and training assessment,
- a general needs assessment model, *and*
- the basic process for conducting a performance assessment

Continued on next page

An Introduction to Performance & Training Needs Assessment, Continued ...

Unit Objectives

In this unit, you will

1. apply a performance assessment model
 2. identify training needs,
 3. make high level decisions regarding the training needs,
 4. plan a evaluation, *and*
 5. create a performance assessment project plan
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Unit 1 Lessons

This unit includes the following lessons.

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Lesson 1

Introduction to Performance Assessment and Evaluation

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AN INTRODUCTION TO PERFORMANCE & TRAINING NEEDS ASSESSMENT

Purpose	This lesson will provide an overview of the process of performance assessment and evaluation that you can adapt to your organization.
Objectives	<p>You will</p> <ol style="list-style-type: none"> 1. define your role as a performance technologist, 2. distinguish among operational goals, business processes, and linked job/task accomplishment, <i>and</i> 3. apply a performance assessment model using your own client data.

Order of Topics Lesson 1 includes the following topics.

Topics	See Page
Practice 1-1: Is Training Needed?	4
What Is a Performance Assessment?	5
What Is a Performance Technologist?	7
Performance Assessment Accomplishments	8
Performance Assessment Events	9
What Is an Operational Goal?	10
Practice 1-2: Identify Operational Goals	11
What Is a Linked Business Process?	12
Practice 1-3: Identify Linked Business Processes	14
What Is a Linked Job Task?	15
Practice 1-4: Identify Linked Job Tasks	17
Performance Assessment Analysis: Example	18
Practice 1-5: Use the Performance Assessment Analysis Form	21



Practice 1-1: Is Training Needed?

Case Study

The manager of Mortgage Services asks for a short course on loan analysis for underwriters. In the past two years, the percentage of defaulted loans has increased by 25%. The Bank president has told mortgage services to fix this problem fast. Sales staff at the local branches takes loan requests and submits to underwriters for approval. Sales people earn a commission on funded loans. Underwriters are expected to process all loan requests within 5 days. Funded loans are audited monthly with a standard of no more than 1% high risk loans and no more than 5% medium risk loans all of which are documented regarding reasons for approving the loans. Sales staff are expected to submit at least 10 loan applications/week.

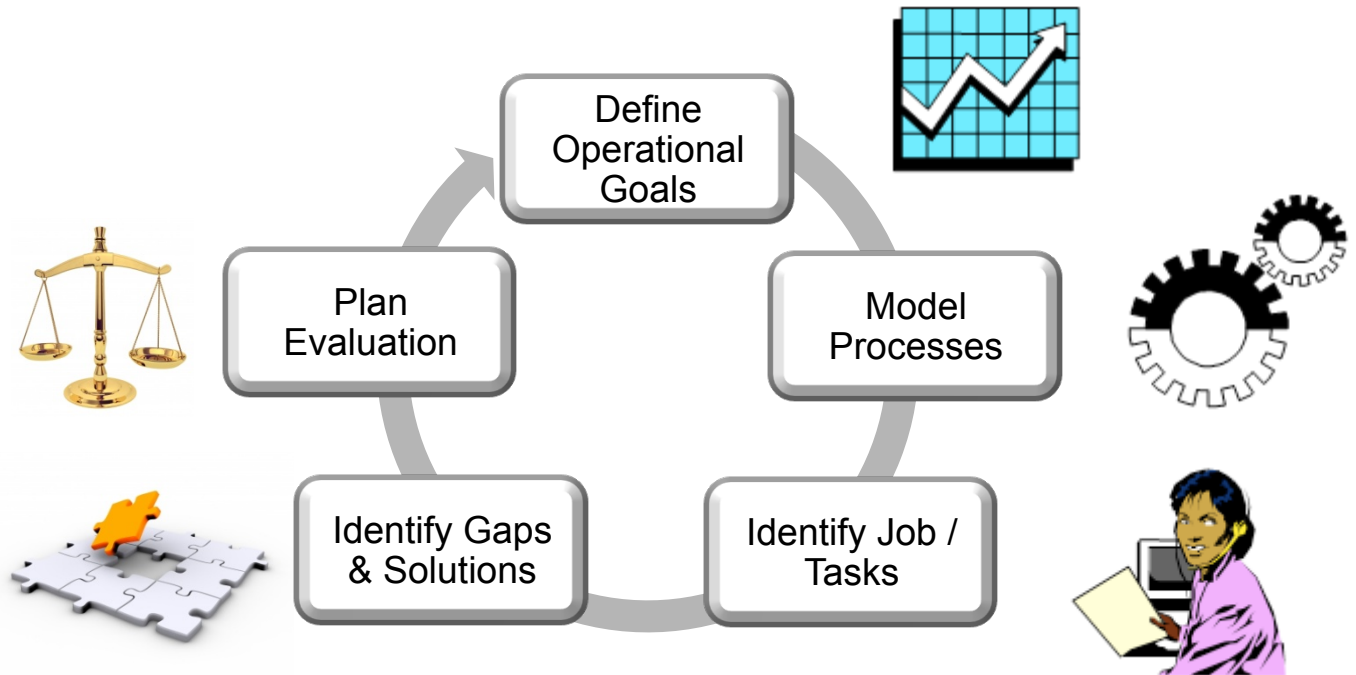
1. What are the business objectives of the Mortgage Services manager?
 2. How can they be measured?
 3. What are the job standards currently in place for Underwriters?
 4. What organizational conflict of standards and incentives might be present?
 5. Which of the performance enablers below might be needed to reach the business objectives?
 - A. knowledge and skills
 - B. different job standards
 - C. different feedback
 - D. different incentives
 - E. different computer support system
 - F. revised business process
 - G. improved procedures
 6. How could you find out which of the above might be the most appropriate and give return-on-investment (ROI)?
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What Is a Performance Assessment?

Introduction The goal of performance assessment is to plan solutions at the organizational, process, or job/task level that optimize operational bottom-line outcomes as much as possible, given constraints.

Definition A *performance assessment* is a planned research study with the goal of recommending solutions (not necessarily training) that optimize those accomplishments of human performance that will impact important operational outcomes. Solutions may be aimed at the organizational, process, and individual team/worker levels.

Process Diagram The diagram below outlines the basic process for assessing needs.



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What Is a Performance Assessment? Continued ...

Process Summary

The chart below summarizes the performance assessment process stages with examples:

Stage	Step(s)	Example(s)
Define Operational Goals	Define operational goal(s).	<ul style="list-style-type: none"> • Low percentage of defaulted loans
	Specify metrics of goal(s).	<ul style="list-style-type: none"> • Defaulted loan records • Audits of funded loans
Model Processes	Identify & model process	<ul style="list-style-type: none"> • Sales and underwriting process
Identify Job / Tasks	Identify Job / Tasks	<ul style="list-style-type: none"> • Sales and underwriting loan analysis
Identify Gaps & Solutions	Identify which support teams /workers need to perform tasks effectively.	<ul style="list-style-type: none"> • May have conflicting incentives • Feedback and incentives tied to operational goals • Knowledge and skills - sales and underwriters
	Identify solutions to provide support.	<ul style="list-style-type: none"> • Revised job standards - sales or underwriters • Aligned feedback and incentives • Training and job aids • Process realignment
Plan Evaluation	Define Measures for the 4 levels	<ul style="list-style-type: none"> • Participant Survey • Performance Test • Audits of funded loans • Percentage of defaulted loans