



Needs Assessment Project Report

Assessing Training Needs of an Organization

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Introduction

Needs assessments are an important part of the growth and development of organizations in a constantly changing environment. Needs assessments can also provide valuable information that leadership can use to improve processes and procedures within their organization. Many leaders may not be aware of the issues that have an impact on their organization. Conducting a need assessment can help bring the issues to light and provide solutions. There are different types of needs assessments that can be conducted within an organization. For this project, a training needs assessment was conducted. A training needs assessment helps to identify possible gaps of knowledge and skills within the organization. It also helps organization determine what types of training they need to do to help close these gaps.

Organization Profile

XYZ Organization is a large international, religious non-profit organization that provides various social services to the communities they serve. XYZ Organization has multiple divisions throughout the United States, one being the Texas Division. The Texas Division has a divisional headquarters comprised of multiple departments, which provides professional support to field Salvation Army locations within the state. The human resources department is a vital department to the division because it provides support for the employees and leadership at each location. The human resources department is also tasked with creating an engaging and positive workforce for the division.

The division human resources department is structured as follows:

- Human Resources Director
- 2 Human Resources Managers
- 3 Human Resources Generalist
- 1 Compensation Analyst
- 1 Human Resources Assistant

Purpose

The corporate human resources department noticed that there were significant mistakes being made in regards to human resources related tasks. The main mistakes made were errors on employee paperwork and inconsistency with handling employee relations issues (ex: performance management, conflict management, terminations, etc). This creates a hassle for the corporate human resources department because they were spending much of their day correcting mistakes. It was determined that the source of these mistakes may be a lack of an effective training and development program specifically for human resources professionals in place within the Texas Division. This lack of training may leave many human resources professionals feeling overwhelmed and not confident in their ability to handle human resources tasks.

Target Population

XYZ Organization has a solid business structure, but like any organization there are some areas that need improvement. At each of XYZ Organization locations across the state there is an employee who is designated as the human resources representative. This person is usually in

an Office Manager or Bookkeeper position and human resources may be considered a secondary part of their job tasks. At some of our larger locations in Texas there is an employee that focuses solely on human resources tasks. Many of the human resources professionals had no prior experience in human resources before their current position.

Key Players

The analyst for this project was one of the Human Resources Generalist within the corporate human resources department. The Human Resources Generalist has firsthand knowledge of the organization and has a working relationship with employees who will be a part of the needs assessment. The analyst created the survey questions based on input from everyone within the department. It was important to get input from everyone within the corporate human resources department because they have experienced the mistakes that have taken place. The Human Resources Director has approved the needs assessment and provided their support for the project.

Objectives

The objectives for the needs assessment were as follows:

1. Did the human resources representatives feel that they received training when they started in their position?
2. Do the human resources representatives feel as if they receive support from the corporate human resources office and leadership at their location?
3. Would the human resources representatives like to receive more human resources specific training? If so, what topics would they like more training on?

Methodology and Data Collection

It was decided that creating a survey would be the best method to collect the data needed for the needs assessment. A survey is beneficial because it allows you to collect information from a large number of people located in different locations, and most of the human resources professionals are located throughout the state of Texas. Surveys usually don't require much time to complete and they are fairly simple to understand. The survey created had 10 questions total and the questions asked focused on the type of training or lack of training human resources professionals received. There were also questions that pertained to the support that the human resources perceive they receive.

The survey was created through survey monkey and the Divisional Human Resources Director approved the survey before it was sent out. The survey was sent via email to 52 employees that complete human resources tasks as a part of their position. Respondents were given a week to complete the survey and their answers were anonymous. Since the surveys were anonymous, the thought was that respondents would answer honestly. The survey should have only taken the respondents a maximum of 10 minutes to complete. Our goal was to have 35 employees fill out the survey. We had a total of 41 respondents fill out our survey.

Results

The first question asked in the survey is do you enjoy working for XYZ Organization and 98% of respondents answered yes to that question. We asked this question first because we wanted to get an idea how respondents felt about the company apart from their individual job. We then needed to determine how much of their time was spent completing human resources

tasks. We determined that 73% of respondents spent at least 50% of their time completing human resources tasks. When asked if they received any human resources training when they started in their position, 56% answered YES and 44% answered NO. Of the 56% that answered YES to receiving training, we asked how satisfied they were with the training they received. Most answered that they were either very satisfied or satisfied with the training they received.

We asked respondents how satisfied they were with the support they received from the leadership at their location in regards to human resources tasks, and 72% answered that they were either very satisfied or satisfied. We then asked how satisfied they were with the support they received from the corporate human resources department, and 82% answered that they were either very satisfied or satisfied. These two questions were important because we wanted to determine if the human resources professionals felt as if they were able to receive support when needed. We also asked these questions as a way to determine how the corporate human resources department was perceived and if there were any improvements that needed to be made.

The last few questions focused on if training was needed and if so what type of training was needed. We asked the respondents if they wanted training created specifically for human resources, and 95% answered YES. We then asked respondents to choose which areas of human resources they wanted more training in. The top three choices were: 1) policies and procedures, 2) conflict management, and 3) employee relations. We asked respondents how often they would like to receive training throughout the year, and 67% answered that they wanted training two or more times in a year. The last question was an open-ended question in

which we asked respondents to provide any additional comments or concerns in regards to human resources training. Most respondents suggested that we they would like additional training so that they feel successful in their jobs.

Recommendations

Based on the data collected from the survey, there were a few things that should be addressed moving forward. One major concern is that 46% of respondents said that they did not receive human resources training when they started in their position. The company should make sure they are providing proper orientation and training for human resources professionals, so that they are able to be successful in their position. There seems to be some correlation between lack of training and mistakes being made by human resources professionals. XYZ Organization's human resources department should create new hire training specifically for employees who perform human resources tasks. Official training material needs to be created so that the company can ensure that every human resources professional is trained using uniformed material.

There were 95% of respondents that want training created specifically for human resources topics. This means that human resources professionals at XYZ Organization are open to training and would participate in trainings that were created. There were also 67% of respondents that would like to receive training at least two times or more per year. XYZ Organization currently has a conference in the spring, in which there is a day set aside for human resources specific training. The past two years there has been positive feedback received in regards to the training. Based on the responses received the human resources professionals would like more

opportunities for training. XYZ Organization should look at doing human resources specific training at least twice a year. One of those trainings could be during the annual conference. XYZ Organization could create web-based training focusing on human resources topics that employees can access online.

Costs and Benefits

This needs assessment was conducted at minimal cost to the organization. The analyst was able to create the survey and send it out without spending any money. The benefits of the needs assessments haven't will be known in the future. Based on the information gathered, there is a lot of information that can be used to create solutions to create better training programs for the company. The benefits will be noticed over a period of time if the company decides to implement the solutions.

Lessons Learned

Conducting the needs assessment was an eye opening experience because you are able to gain so much information from the data collected. The most surprising information obtained through the data was how important training is to the human resources professionals in the organization. Since this was a fairly simple needs assessment there weren't any conflicts or complications in collecting and analyzing the data. Moving forward more in depth questions should be asked to determine the best the best type of training material needed for the organization. Overall this project provided a lot of insight and helped to illustrate a major need within the company.

Bibliography

Catherine M. Sleezer, D. F.-E. (2014). *A Practical Guide to Needs Assessment* (Vol. 3). San Francisco, CA: Wiley.

Appendix

Survey Questions

1. Do you enjoy working for XYZ Organization?
2. How much of your time is spent on Human Resources Tasks?
3. Did you receive any human resources training when you started in your position?
4. How satisfied are you with the human resources training you received?
5. How satisfied are you with the support you receive from leadership when dealing with human resources tasks?
6. How satisfied are you with the support you receive from the corporate human resources department?
7. Do you think training created specifically for human resources would be beneficial for you?
8. What areas of human resources would you like to receive more training?
9. How often would you like to receive human resources training throughout the year?
10. Please provide any additional comments and concerns on ways we can improve human resources training.