

NEEDS ASSESSMENT REPORT

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Executive Summary

A needs analysis was conducted at a Medical Research Hospital in Houston, Texas. The target for this assessment was the Research Department that focuses on disease prevention. The organization structure of this wing of the organization begins with the Department Chair. We are specifically looking at the support staff within this department.

We began this needs assessment by conducting interviews with those in the supervisory role and working downward into the support roles. These interviews were conducted for the purpose of gathering information regarding available resources, communication, training, and general concerns about the department. Those responses were analyzed and key issues were identified that would then become topics of a survey. Among the issues covered were: intention to quit, job demands, job satisfaction, training, perceived supervisor support, and employee commitment. In addition to the survey, we also asked open-ended questions to determine if there were any areas of concern that had not been addressed in the original needs assessment. The survey was administered to the entire department, with half the department responding. Those responses have been synthesized and included in the recommendations. Once the survey was completed and data analyzed, the results indicated:

Areas of Strength



- Supervisor Support – 59% of the workforce surveyed have a favorable view of Supervisor Support, meaning they feel connected and supported by their superiors.
- Training – 58% of the workforce surveyed have a favorable view of their training experience meaning they feel that have received, and continue to receive adequate training.

Areas for Improvement



- Intention to Quit had a positive response rate of 61%, meaning 61% of the surveyed workforce is planning to leave their job in the near future
- Job Demands scored an unfavorable rating by 72% meaning that 72% of the surveyed workforce feel that their job is too demanding, observing instances of Role Ambiguity, Role Conflict, and Emotional Demands.

Recommendations:

Based on the results, we recommend the following:

1. Examine job tasks and responsibilities to determine why employees are experiencing unsatisfactory job demands.
2. Conduct focus groups to determine the possible causes of high turnover intention.
3. Investigate the feasibility of creating an internal promotional/succession plan for employees.
4. Conduct job analysis on the positions linked to unsatisfactory job demands to determine if there is role conflict or role ambiguity.

Introduction

A needs assessment will help determine what gaps exist within the current operation of the organization when compared to the organizational goals, and what needs exist that may hinder an organization from meeting those goals. A needs assessment will assist us in determining what an organization may be lacking. Our analysis on the needs assessment will allow the company insight in determining the reasons why their organization may not be meeting their goals and what steps need to be taken in order to appropriately diagnose any issues preventing success.

When companies are not seeing their desired results, it can affect many aspects of their organization. If one department is not functioning well, it may signify leadership issues, teamwork, or communication problems, for example. Properly identifying what the company needs or wants, can determine how the company can move forward and make informed decisions.

Purpose of Needs Assessment

The research department has noticed an increase in turnover rates and complaints have been filed to Human Resources regarding supervisor related issues. Those employed in the department are also reporting low job satisfaction, which may signal other determining factors of concern. The purpose of this needs assessment is to determine the needs along with the goals of this department and its employees. With this needs assessment, this department can identify key issues and make adjustments that will refocus on best practices that will allow them to meet their goals.

Strategic Planning

Five different individuals from the department were interviewed to determine what survey questions need to be distributed. The subjects interviewed held various positions in the department and included some supervisory positions. The interviewees selected have different positions varying managerial levels in the department. The interview included questions about tools used in the person's position, a description of how their team communicates, manager interactions, descriptions of training received, a description of promotional opportunities, and a section for any further comments. A full list of questions can be found in Appendix 1. The information gained from the interviews was then used to determine areas of interest for the survey. The interviews pointed indicated areas of interest in the following job attitudes: intention to quit, perceived supervisor support, departmental support, job satisfaction, organizational commitment, and challenge and hindrance demands. A 43 item survey based on previously validated survey measures was created. All questions were converted into a five point Likert scale with responses ranging from “Strongly Agree” to “Strongly Disagree”.

Participants in the department were sent an email asking about their interest in participating. If employees stated they were interested, a follow up email was sent and included an informed consent along with the survey. In addition to the 43 survey questions, participants were asked their job title, tenure with the organization, and if they had any further feedback to include. The department currently holds less than 100 employees, it was reasoned that anonymity was important in order to receive honest and valuable feedback. A total of 34 members of the department participated in the survey. The average years spent in their current position was 4 years, with a range from 11 years to 1 month. Both managerial and non-

managerial level staff were polled. The responses were converted to favorable, neutral, and unfavorable response categories for clarity and diagnostic purposes.

Investigating the Data

Each question was converted to a five point Likert scale and then the responses were categorized as favorable, neutral and unfavorable for ease of understanding. Any responses that were agree or strongly agree were converted to favorable and disagree to strongly disagree was converted to unfavorable. Next, percentages for each category were calculated to see where the weakest and strongest areas of the department were. Additionally, question level percentages were calculated to create a fuller picture about the weakness and strengths of the department. Any comments that were provided in the comment section will be covered in the discussion section. They were not used in the analysis portion but the comments exemplify some of the findings of the survey.

Areas of Strength

21. My supervisor shows concern for my comfort.

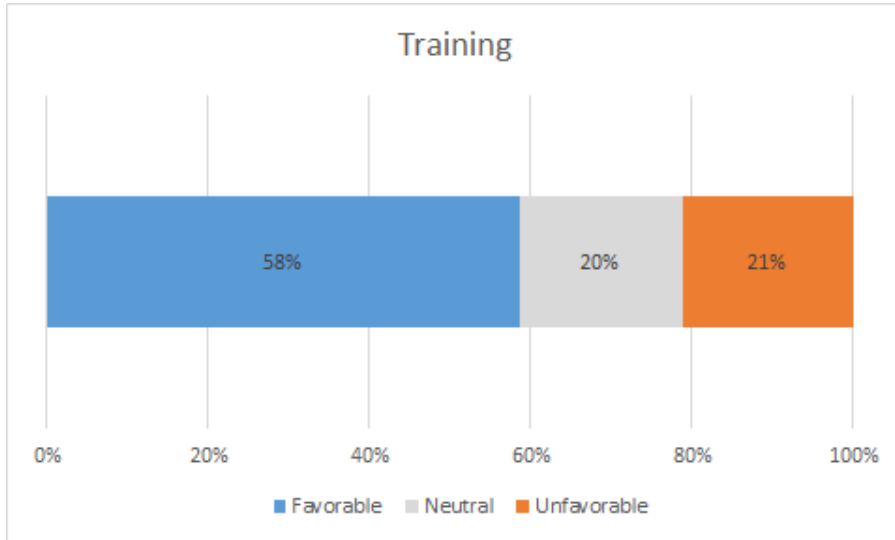
Favorable	71%
Neutral	12%
Unfavorable	18%

22. My supervisor expresses an interest in my personal well-being.

Favorable	71%
Neutral	15%
Unfavorable	15%

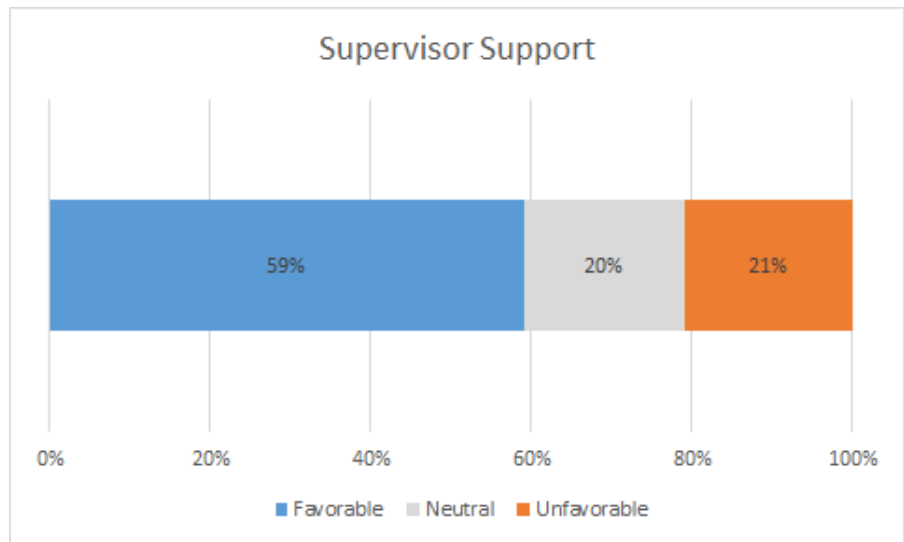
23. My supervisor helps employees to develop their strengths.

Favorable	50%
Neutral	26%
Unfavorable	24%



Training – 58% of the workforce surveyed have a favorable view of their training experiences meaning they feel that have received and continue to receive adequate training.

Supervisor Support – 59% of the workforce surveyed have a favorable view of Supervisor Support, meaning they feel connected and supported by their superiors.



Areas for Improvement

12. I think about quitting my job.

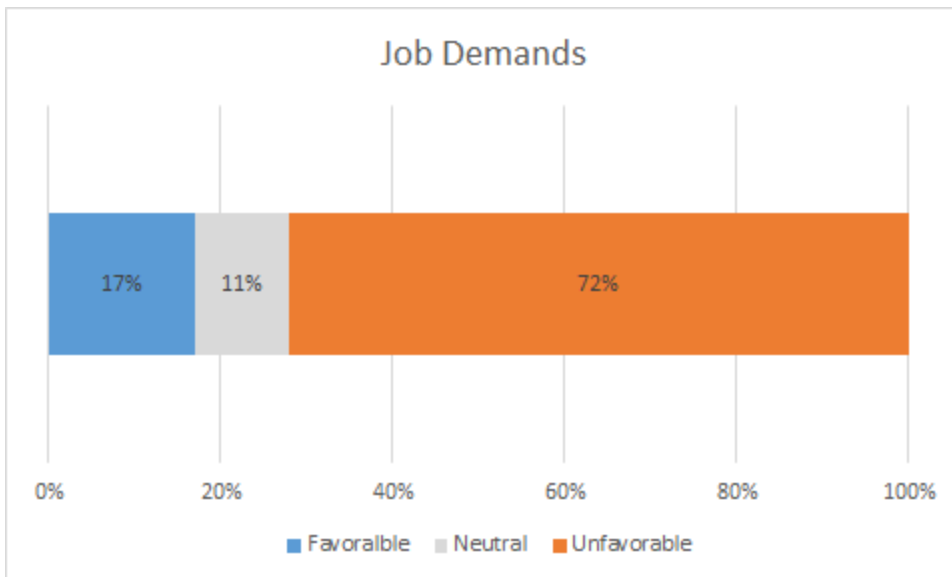
No	29%
Neutral	15%
Yes	56%

13. I have considered leaving the company for advancement opportunities not available here.

No	24%
Neutral	3%
Yes	74%

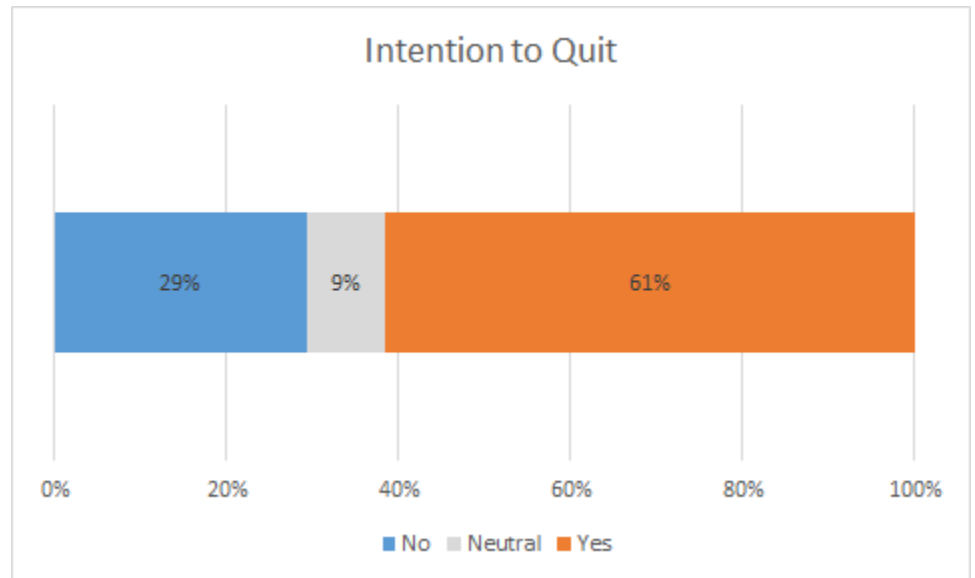
14. I plan to look for a new job during the next year.

No	29%
Neutral	15%
Yes	56%



Job Demands – 72% of the workforce surveyed feel that their job is too demanding, observing instances of Role Ambiguity, Role Conflict, and Emotional Demands.

Intention to Quit – 61%
of the workforce
surveyed is planning to
leave their job in the near
future.



Conclusions

Survey Responses

It was found that the department weakness was in the challenge demand or job demands and in the employee's intention to quit. Of the respondents, 88% reported that they had to juggle multiple tasks and 79% reported that their job requires them to monitor a great deal of information. A majority of the employees (79%) reported that they did not feel they would lose much by leaving the department. The department's strengths were found to be in training and supervisor support.

Open Ended Questions

At the end of the survey, all respondents were asked if they had any further information they would like to share. This was done in order to determine needs and concerns that may not have been captured in the survey questions. Here is a sample of the responses:

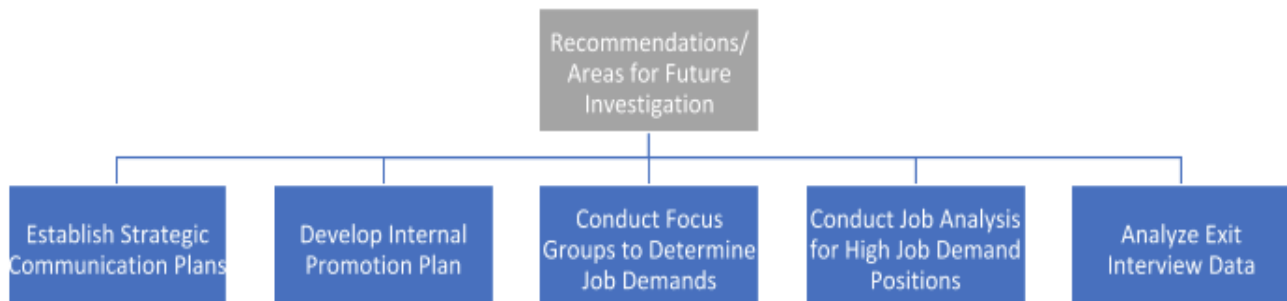
"I enjoy the work that I do but poor management and limited growth pushes me towards leaving."

"My manager and team are great. I love the work I do. The department as a whole pays little attention to the individual employees."

"My supervisor is great but the department has many flaws when it comes to prioritizing the needs and happiness of its employees. Sadly, there is not a lot of opportunity for growth within the department."

Recommendations

The survey and interview results indicated that there are issues with employee's intention to quit, ability for promotion and job demands being experienced. Our firm has established some areas for future investigation, as well as initiatives to implement so that these problems may be alleviated. The recommendations include the following:



Department supervisors will need to establish strategic communication plans, so that all employees are informed of all future pulse surveys and initiatives. This strategic plan will need to include an outlet for employees to provide suggestions to managers regarding departmental policies and procedures. Survey questions suggested that employees do not feel like their opinion is valued or considered. This is a crucial element to organizational success. Also, promotional plans will need to be established within the department. The lack of ability for promotion could be linked to the high intention to quit scores.

Focus groups should be conducted with employees who have similar titles. In these focus groups, questions will be asked regarding job demands and reasons for intention to quit. Hopefully through these focus groups, we will be able to identify the positions that are experiencing the highest levels of job demands and whether or not they are able to control and manage the demands. Once these positions are identified, we will conduct job analysis on the positions with high job demands, so that we can determine what tasks are necessary for those positions and which are not. This should prevent role conflicts and role ambiguity from occurring within the department, if those issues are to be found.

Finally, the department will need to start conducting exit interviews, so that this data can be analyzed to understand the reasons why employees are leaving the department. Exit interviews will follow a structured interview format and will consist of questions asking about promotional opportunities, employee input and employee recognition. Employees will also have the opportunity to address and explain any additional issues not asked by the interviewer. Hopefully, this data will shed light on the high intentions to quit among employees within the department.

If you have any questions or concerns regarding this needs assessment, please reach out to us.

We would be happy to set up an appointment to discuss this further.

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Appendix

Appendix 1 – Complete List of Interview Questions

1. What type of tools or resources do you use to complete your everyday tasks? These can be physical items like computers or telephones, or other items like software and written procedures.
 - a. Please describe how you use these tools/resources through an example situation.
 - b. Are these tools/resources easy to access?
If no explain why or what you feel you are missing
 - c. Are there adequate resources for you to perform your job?
If no, please explain what resources you feel you are missing.
2. Can you describe how you and your teammates communicate?
 - a. What is the typical process in completing projects within your team?
 - b. Can you describe how a recent project was completed within your team?
 - c. How was the task divided up and what was your role in the project?
 - d. How does your team communicate outside of your immediate team members?
Outside of the department?
3. How would you describe your average interactions with your manager?
 - a. How would you describe their communication style? Do you find it effective or ineffective? Please explain your answer.
 - b. If you have more than one manager
 - c. Please describe your interaction with one manager and then the other.
4. How was the training that you received to perform in your role?
 - a. What type of training did you receive?
 - b. Was there anything that you found to be missing in the training you received that impacted your performance in your role?
5. Are there any other topics that make doing your job harder that we didn't cover?
 - a. If yes, what is the topic?
 - b. Please describe it in detail with an example situation.

How would you describe your promotion opportunities in the department? Within the institution?

Appendix 2 – Category Breakdown

Table 1			
<i>Category Percentage Breakdown</i>			
<u>Category</u>	Favorable	Neutral	Unfavorable
Emotional Demands (ED)	71%	11%	17%
Supervisor Support (SS)	59%	20%	21%
Development (D)	58%	20%	21%
Social Interaction (SI)	54%	15%	30%
Job Satisfaction (JS)	41%	31%	28%
Departmental Support (DS)	41%	26%	33%
Organizational Commitment (OC)	35%	19%	46%
Satisfaction with Management Responsiveness (SMR)	29%	31%	40%
Intention to Quit (IQ)	29%	9%	61%
Challenge Demands (CD)	17%	11%	72%

Appendix 3 – Question Response Breakdown

Table 2			
<i>Question Response Breakdown</i>			
Questions	Favorable	Neutral	Unfavorable
1. My department values my contribution to its well-being. (DS)	38%	41%	21%
2. My department fails to appreciate any extra effort from me.(DS)	38%	15%	47%
3. My department would ignore any complaint from me.(DS)	47%	25%	28%
4. My department really cares about my well-being.(DS)	50%	24%	26%
5. Even if I did the best job possible, my department would fail to notice.(DS)	50%	21%	29%
6. My department cares about my general satisfaction at work.(DS)	53%	15%	32%
7. My department shows very little concern for me.(DS)	56%	18%	26%
8. My department takes pride in my accomplishments at work.(DS)	38%	35%	26%
9. Encouraging participation in staff development and/or training is considered important.(D)	71%	15%	15%
10. Developing the skills employees need to perform their job is considered a priority.(D)	62%	24%	15%
11. Great effort is put in to ensuring that staff development helps employees to improve performance.(D)	55%	18%	27%
12. I think about quitting my job.(IQ)	No	Neutral	Yes
	29%	15%	56%
13. I have considered leaving the company for advancement opportunities not available here.(IQ)	No	Neutral	Yes
	24%	3%	74%
14. I plan to look for a new job during the next year.(IQ)	No	Neutral	Yes
	29%	15%	56%
15. There are sufficient opportunities within the department to critically reflect on managerial policies, or to give suggestions for improvement.(SMR)	Favorable	Neutral	Unfavorable
	24%	35%	41%
16. Management of this department pay attention to employees' suggestions.(SMR)	29%	35%	35%
17. If I would want to criticize the strategy of the department, I know how to communicate this within my department.(SMR)	41%	24%	35%
18. I often communicate informally within my department for social reasons. (SI)	56%	21%	24%

19. I often communicate with colleagues who are not in my department for social reasons.(SI)	44%	15%	41%
20. My supervisor shows concern for my comfort. (SS)	71%	12%	18%
21. My supervisor expresses an interest in my personal well-being.(SS)	71%	15%	15%
22. My supervisor helps employees to develop their strengths.(SS)	50%	26%	24%
23. I feel fairly satisfied with my present job. (JS)	47%	21%	32%
24. Most days I am enthusiastic about my work.(JS)	35%	41%	24%
25. Each day seems like it will never end.(JS)	52%	24%	24%
26. I feel real enjoyment in my work.(JS)	38%	32%	29%
27. I consider my job to be rather unpleasant.(JS)	59%	21%	21%
28. I am willing to put in a great deal of effort beyond that normally expected in order to help this department be successful.(OC)	47%	24%	29%
29. It would take substantial change in my present circumstances to cause me to leave this department.(OC)	36%	12%	52%
30. I really care about the fate of this company.(OC)	56%	32%	12%
31. If I have to leave the department, I would lose too much in my life.(OC)	18%	3%	79%
32. I feel much loyalty to this department.(OC)	32%	24%	44%
33. My job requires that I juggle multiple tasks or activities at a time.(CD)	6%	6%	88%
34. My job requires me to monitor a great deal of information.(CD)	9%	12%	79%
35. My job requires me to analyze a lot of information.(CD)	21%	12%	68%
36. My job requires unique ideas or solutions to problems.(CD)	18%	12%	70%
37. My job often involves dealing with problems that I have not met before.(CD)	29%	15%	56%
38. My job responsibilities are not clearly defined.(ED)	71%	9%	21%
39. I feel uncertain about how much responsibility I have.(ED)	71%	12%	18%
40. I do not have a clear idea of what is expected of me in my role.(ED)	76%	9%	15%
41. In my job I receive incompatible requests from two or more people.(ED)	65%	15%	21%
42. Different people quite often ask me to do the same thing in different ways.(ED)	76%	9%	15%
43. In my job I often get involved in situations in which there are conflicting requirements.(ED)	68%	15%	18%