



2.2 | Apply: Needs Analysis Scenario

Hoffman Tool & Die Company

Scenario:

You are the training director for Hoffmann Tool and Die Company. The President of the company is very concerned about the latest production statistics, and has spoken to your boss, who is the head of operations. President Hoffman pointed out obvious evidences of production inefficiency and issues that were hampering cost effective operations. For example, he cited excessive tool breakage, failure to meet schedules, too much scrap, poor methods, wasted time, a large number of employee grievances, high absenteeism, and excessive turnover figures.

Your boss has called you into her office to relate the President's concerns, and she adds that employee representatives have lodged complaints about excessive overtime, frustration with poor quality materials, and a lack of understanding on the part of management. Your boss has asked you to identify the main problem and its root cause. How will you proceed?

Task:

Given the scenario above, create a table like the one illustrated below and complete it to describe...

1. *Problems, Causes, & Solution Alternatives* – How will you identify the problem(s) involved, the causes, whether the resulting needs are instructional in nature, and the possible solutions? Use the chart below to record what you know from the scenario description above and then imagine what else you might find during your data collection and analysis to fill in the rest of the chart.
2. *Techniques for Collecting and Analyzing Data* – What technique(s) will you use to collect data and how will you analyze the data? Write a brief paragraph on your data collection techniques and analysis procedures.
3. *Information Sources* – What internal and external information sources will you use? Identify the people, documents, and metrics you will consult.
4. *Use and Presentation of Needs Analysis Data* – How will you use and present the results of your needs analysis? Write one or two sentences to describe how and to whom you'll report your results.

When you are done, check out the needs analysis solutions provided in the website resources to compare your answers with what we thought made sense.

Problems, Causes, & Solution Alternatives:

Problem, Challenge or Opportunity	Instructional Need? (Y/N)	Causes	Solution Alternatives

[expand the number of table rows as needed]