Practical Exercise — Front End Analysis

Training needs assessment case study exercise

The goal of this activity is to get you to gain insight into the Front End Analysis process.

Activity Objectives
- List possible reasons why an individual might not perform a given task and
- Explain how front-end analysis helps address the need gap.
- When given a case, outline the FEA based on a selected model.
- Describe factors used to determine your final recommendations.

Context

You have been asked by New College, a small 4-year college, to design a workshop for new students to enable them to be better prepared for college. New College admits approximately 1000 undergraduate students each year, and has approximately 3000 students total. This means approximately a third (33%) of entering students do not graduate.

Task I: 15 Min

Read through the "job description" below. **List the knowledge, skills and attitudes you expect applicants to have in order to be successful**.

> **Definition of terms:**
>
> *Knowledge*—relates to intellectual skills such as the recall, comprehension, application, analysis, synthesis and evaluation of data/information. (Blooms taxonomy.)
>
> *Skills*—relates to ability and capacity acquired through deliberate, systematic, and sustained effort to smoothly and adaptively carryout complex activities or job functions involving ideas (cognitive skills), things (technical skills), and/or people (interpersonal skills)
>
> *Attitude*—relates to the attitudes and values displayed. For example, interest, attention, concern, and responsibility, ability to listen and respond in interactions with others.

Job Description: Undergraduate Student at New College

The successful undergraduate student should:
- Attend course lectures, labs, recitations and/or studios as specified for each course.
- Actively participate in class discussions and any group activities.
- Complete all out-of-class assignments as specified in course syllabi.
- Take exams.
- Participate in a co-curricular activities and/or athletics.
- Have the skills, knowledge and attitudes required to be able to complete these job tasks.

Task II: 20 minutes

Below is a general student body profile. You can choose to bound your target group by focusing on a specific profile of students. For example, students from rural communities, student athletes, first generation college-going students, etc.

General Profile of "Trainees"

Students come from varied locations and background. Those admitted rank in the top 20% of their high school graduating class and participated in at least one co-curricular activity. While some students are well prepared for college, many feel overwhelmed by the course workload, job, curricular activities and/or athletics, and the change in culture from high school to college.

Part A: Outline your Front End Analysis.

Using the Mager & Pipe or Harless Model, outline how you would conduct a needs assessment. Include some specific strategies you would use to collect information.

Part B: Assume you've completed your front end analysis

1. **Identify the Need(s)/GAP(S).**

2. **What would be the cost of ignoring these?**

3. **What are your recommendations?** What recommendations would you make to the college to address the needs/gaps?

Task III: Presentation

Each group will present their completed analysis to the class. Your presentation should include:
- How your group went about determining which model to use.
- What strategies you selected for your FEA plan.
- Your final decision on whether you would recommend training or not.
- What insights did you gain from this activity?
- How would you apply them to a new scenario?