

	Questions to consider	Outcomes
Why	1) Is there a performance deficiency in the workplace? 2) How do we know this? What data is this deficiency tied to (e.g., absenteeism, productivity loss, lost workdays, injuries, grievances, damage to equipment/personnel/environment)? 3) Even if no performance deficiency exists, what expected changes in the workplace may impact performance (e.g., recent changes in regulations; layoffs to staff that may require other workers to pick up additional tasks; new processes or equipment being installed)?	<ul style="list-style-type: none"> • Employees are provided with annual refresher training on confined spaces. This training covers the minimum requirements outlined in the OSHA standard. There have been no injuries or damage to equipment in the past 5 years related to entry into any of these spaces. • Although initially everything may look alright, employees are anticipating significant layoffs to the maintenance staff and supervisory-level employees. As a result, additional staff members may need to be pulled from other departments to assist employees during entry into permit-required confined spaces (PRCS). These employees do not have the requisite knowledge and hands-on experience to carry out the duties of the attendant, entrant and entry supervisor.
Who	4) Who is involved in the performance deficiency? 5) If there are expected changes in the workplace, who else could benefit from the training?	<ul style="list-style-type: none"> • Maintenance department; supervisory personnel from the maintenance, engineering and carpentry shops; employees from the engineering and carpentry shops. • Supervisors from all divisions of facilities management could benefit from this training so that they can educate their staff properly.
How	6) How can the performance deficiency be corrected? 7) Can training improve this performance deficiency? (Did a skill or knowledge deficiency lead to the problem?)	<ul style="list-style-type: none"> • While a current performance deficiency does not exist, it is anticipated that once the layoffs take place, there is an increased risk of employee injury if proper PRCS procedures are not followed because current staffing needs will not be met. Because there may be a change in assigned duties under these new conditions and because some employees are new to the PRCS program, training will be necessary. This training should be provided to the new staff and reeducation on the current staff can improve performance. Current staff who are familiar with PRCS entry procedures may need to participate in educating new employees to the program.
What	8) What is the best way to perform this specific job task? This information can be gathered from reviewing standard operating procedures (SOPs), regulations or job hazard analysis, or by conducting interviews, conducting on-site observations, reviewing best practices and reviewing performance reviews. 9) Does the employee have these skills and this knowledge? (This information can be gathered in much the same way as in question 8.) 10) What are the critical tasks that have the potential to produce personal, property or environmental damage?	<ul style="list-style-type: none"> • SOPs for entry into PRCS are available in the maintenance department. The PRCS program should also be referenced. These should both be used as the primary documents to reviewing PRCS entry procedures. • It is expected that there will be two or three people on each shift who can serve in one of the following capacities: 1) entrant; 2) attendant; or 3) entry supervisor. However, employees should be cross-trained to be able to serve as either the entrant or the attendant. Supervisors from all divisions of facilities management should be trained to serve as the entry supervisor. However, it is expected that supervisors in the maintenance department should still have ultimate control over the permits. • Because of anticipated involvement between different divisions of the facilities management department to carry out the PRCS procedures, the SOPs will need to be revised. Employees and supervisors will need to be trained on these new procedures. It is recommended that all divisions of facilities management (engineering, maintenance, carpentry, etc.) meet to discuss the best approach to carrying out entry procedures. • Training should cover at a minimum those requirements outlined in 29 CFR 1910.146(h)-(j).
When	11) When should training take place so that it provides the most benefit to the employee and has the least impact on business operations? 12) What format is most effective (e.g., classroom, hands-on, self-directed)? 13) What else is needed to make the training successful?	<ul style="list-style-type: none"> • Training should take place as soon as possible after layoffs occur. Training must occur before the scheduled quarterly entry into the space. It is recommended that training be conducted for approximately 1 hour at the start of the daylight shift. Evening and night shift employees should attend this training session as well. • It is suggested that during the training session employees go through the permitting procedures and be taken to a PRCS for hands-on experience. • Refresher training should be conducted annually. Additional training may be necessary if there is a change in assigned duties or a change in permit space operations that presents a new hazard, or when there are deviations or inadequacies in employees' knowledge.

Training Department's Annual Review Questionnaire

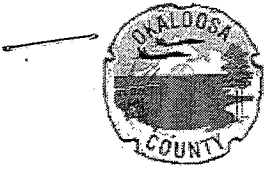
1) List below the courses the training department is currently conducting for your department, then indicate how satisfied you are with the results of each course.

2) List below any of your department's individual employees who have specific training needs to improve current job performance.

3) List below any additional training that you or your employees require in order of need.

4) List below any training requirements you believe will develop within the next year.

5) List below any other areas in which training can be of assistance to you and your employees.



*Okaloosa County Board of County Commissioners
Training Needs Assessment
November 2010*

In order to better assess training needs, please answer the following questions and return to Rhonda Hacker in Human Resources. Responses are due no later than **December 1, 2010**.

1. Please review the following basic training topics. Rate your departmental need for such training on a scale of 1 to 5, with 1 being "Not important/needed" and 5 being "Very important to success."

- a. Teambuilding and Team Dynamics 1 2 3 4 5
- b. Dealing with Diversity 1 2 3 4 5
- c. Leadership Skills for Managers & Supervisors 1 2 3 4 5
- d. Payroll-Timesheets, Method & Data Entry 1 2 3 4 5
- e. Dealing with Generational Differences 1 2 3 4 5
- f. Stress Management 1 2 3 4 5
- g. Customer Service-improving quality 1 2 3 4 5
- h. Customer Service-disappointed/hostile customers 1 2 3 4 5
- i. Performance Appraisals 1 2 3 4 5
- j. Interviewing & Hiring 1 2 3 4 5
- k. Discipline & Counseling 1 2 3 4 5
- l. Ethics 1 2 3 4 5
- m. Time Management/Organizational Skills 1 2 3 4 5
- n. Workplace Violence Awareness for Supervisors 1 2 3 4 5
- o. Recognition (non-monetary) 1 2 3 4 5
- p. Family Medical Leave Act 1 2 3 4 5
- q. Americans with Disabilities Act 1 2 3 4 5
- r. Fair Labor Standards Act 1 2 3 4 5
- s. Drug-Free Workplace for Supervisors 1 2 3 4 5
- t. Communication-listening, understanding & building trust 1 2 3 4 5
- u. Communication-business writing 1 2 3 4 5
- v. Communication-effective dialogue 1 2 3 4 5
- w. Coaching & Mentoring 1 2 3 4 5
- x. Motivation 1 2 3 4 5
- y. Dealing with difficult employees/Conflict Resolution 1 2 3 4 5
- z. Improving Telephone Skills 1 2 3 4 5
- aa. Sunshine Law 1 2 3 4 5
- bb. Public Records Law 1 2 3 4 5



*Okaloosa County Board of County Commissioners
Training Needs Assessment
November 2010*

Page 2 of 3

2. Please review the following basic computer applications. Rate your departmental need for such training on a scale of 1 to 5, with 1 being "Not important/needed" and 5 being "Very important to success."

- | | | | | | | | | | | |
|-------------------------|---|--------------------------|---|--------------------------|---|--------------------------|---|--------------------------|---|--------------------------|
| a. Microsoft Outlook | 1 | <input type="checkbox"/> | 2 | <input type="checkbox"/> | 3 | <input type="checkbox"/> | 4 | <input type="checkbox"/> | 5 | <input type="checkbox"/> |
| b. Microsoft Word | 1 | <input type="checkbox"/> | 2 | <input type="checkbox"/> | 3 | <input type="checkbox"/> | 4 | <input type="checkbox"/> | 5 | <input type="checkbox"/> |
| c. Microsoft Excel | 1 | <input type="checkbox"/> | 2 | <input type="checkbox"/> | 3 | <input type="checkbox"/> | 4 | <input type="checkbox"/> | 5 | <input type="checkbox"/> |
| d. Microsoft Access | 1 | <input type="checkbox"/> | 2 | <input type="checkbox"/> | 3 | <input type="checkbox"/> | 4 | <input type="checkbox"/> | 5 | <input type="checkbox"/> |
| e. Microsoft PowerPoint | 1 | <input type="checkbox"/> | 2 | <input type="checkbox"/> | 3 | <input type="checkbox"/> | 4 | <input type="checkbox"/> | 5 | <input type="checkbox"/> |
| f. Adobe | 1 | <input type="checkbox"/> | 2 | <input type="checkbox"/> | 3 | <input type="checkbox"/> | 4 | <input type="checkbox"/> | 5 | <input type="checkbox"/> |
| g. Web 2.0 Applications | 1 | <input type="checkbox"/> | 2 | <input type="checkbox"/> | 3 | <input type="checkbox"/> | 4 | <input type="checkbox"/> | 5 | <input type="checkbox"/> |

3. Please identify any general topics that were not mentioned above and for which your staff would benefit in order to meet your departmental goals:

- a.
- b.
- c.

4. Please rank (1-4) the following training presentation styles, with 1 as most preferred and 4 as least preferred:

- Audio Conference
- Live Presentation
- E-Learning
- Self-study (no presenter or facilitator)

5. Please identify the training method you would prefer for your staff (check only one box):

- Individual (E-learning, Video, etc)
- Small Group (15-25 participants)
- Large Group (25-50 participants)



*Okaloosa County Board of County Commissioners
Training Needs Assessment
November 2010*

Page 3 of 3

6. How often would you prefer to see training sessions offered to choose from (check only one box):

- More than 1x month
 1x month
 1 every other month

Please provide this final information:

Name:

Department:

Title:

Analyzing Performance Problems

