

STAFF NEEDS ASSESSMENT

Below is a list of questions related to specific program areas that may be important to the effectiveness of the staff. This assessment is the first step in a larger effort to improve communication within the organization and make your job more effective and satisfactory.

Please answer each of the questions based on your own experience with this organization. Answer each question as either a *Yes, No, Needs Work or I Don't Know*.

When complete, please *circle the questions* that you think are most important or relevant to this assessment process.

Topic Area and Questions

ORGANIZATIONAL CULTURE

1. Do staff members have the opportunity to work together in teams to address organizational needs?
2. Do staff members know what is expected of them and the standards for performance?
3. Are staff members given the opportunity to influence what happens in their work?
4. Do staff members understand how their work relates to the broader goals of the organization?
5. Do staff members view mistakes as learning opportunities – a normal part of the creative process?
6. Do staff members approach problem-solving without placing blame or pointing fingers?
7. Do staff members welcome their differences as a normal part of working together and as a source of creativity?
8. Do staff members focus on performance – on getting results?
9. Are staff members fiercely committed to doing quality work?
10. Do staff members have some flexibility in how they achieve goals?
11. Do staff members base their daily actions and decisions on the corporate strategy?
12. Are staff members able to question a policy or practice without being criticized for doing so?
13. Are staff members to be recognized for their contributions and successes?

STAFF NEEDS ASSESSMENT (CONTINUED)

LEADERSHIP

14. Does the delegation of responsibility carry with it the authority to make decisions regarding a project or task?
15. Do leaders model the behavior they expect from others?
16. Do leaders make informed, timely decisions?
17. Do leaders listen more than they speak?
18. Do leaders encourage diverse opinions and open disagreement?
19. Do leaders encourage staff members to manage themselves – to take full responsibility for their actions and results?
20. Are senior staff members accessible to employees?
21. Do they provide clear direction for the future?
22. Do they provide open and honest communication?
23. Are senior managers aware of employees concerns?
24. Do senior managers demonstrate consideration about employees' concerns?
25. Do senior managers inform you/your team how the agency is performing?

ORGANIZATIONAL STRUCTURE

26. Does the organization hold regular staff meetings that are productive and useful to you?
27. Have efforts been made to improve communication between staff members?
28. Have efforts been made to improve communications between board and staff members?
29. Do staff members receive an adequate orientation to the organization when first hired, including clear, accurate job descriptions?
30. Are adequate training and development opportunities provided to staff to help them improve and grow?
31. Does the staff have adequate input into the process of developing the budget?
32. Does the budget adequately reflect the purposes, program priorities and values of the organization?
33. Are there appropriate internal controls for effectively managing the budget?
34. Does the Board of Directors provide clear direction to staff through the governing policies it sets?
35. Is there a clear distinction between the different types of policies (governing, administrative and operating) and the appropriate roles for staff members and board members?
36. Are staff members given an opportunity to provide suggestions and ideas in the development of policy?

STAFF NEEDS ASSESSMENT (CONTINUED)

37. Do board members avoid stepping beyond their roles as policy makers into program implementation?
38. Does the Board of Directors have adequate input into how the budget is developed and managed?

PERSONAL

39. Does this job provide personal fulfillment and satisfaction to you?
40. Are you proud to be an employee of this organization?
41. If you had a friend who was qualified for a position that came open at this organization, would you recommend that he/she apply?
42. Have you been able to develop close working relationships with your fellow employees?
43. Would you be willing to give more time and energy to help this organization achieve its goals?