Emeritus University

Training Needs Analysis

Degree Audit

Rhonda Shields
11-20-2017

Table of contents

Training Needs Analysis for Degree Audit-Emeritus University

Introduction

A front-end analysis was conducted to determine if Academic Advisement Reports (AAR) not produced by staff result in low student enrollment. The analysis conducted was also used to determine if performance goals and expectations are uniform and measured equally from management for both individuals and the entire team.

Analysis Plan

Input	Purpose	Source	Method
Degree Audit unit Staff training materials	To determine and identify staff training materials and deliverables. -Are the current worksheets and checklists updated and accurate? -Do the worksheets/checklists mirror timeliness and relevance to current performance measurement standards? -Are all documents readily available for staff use? -Do documents follow any required sequential order for staff to follow? -Are staff required to submit any documents to managers for review and accuracy?	Degree Audit training folder for staff -Performance mentoring worksheet and mentoring checklist	Extant data review
Degree Audit Manager performance assessment materials	To assess and review manager tools used to gather staff performance for feedback.	Degree Audit Manager folder –Manage	Extant data review

		outline/guidelines and shared spreadsheet	
	-Are the current worksheets and checklists updated and accurate based on management standards? -Do the worksheets/checklists mirror timeliness, content, and relevance to current performance measurement standards? -Are staff updated when changes occur regarding performance measurements? -Is content reviewed and scored equally among all staff? -Does the content on what managers are reviewing reflected the same criteria on staff worksheets/checklists? -Is feedback given to staff timely and frequently?		
Degree Audit unit Staff feedback	-Determine staff knowledge on performance expectations	10/35 staff	Survey & observation
Degree Audit Manager feedback	-Determine manager level of consistency on staff performance review	1 Director, 3 Assistant Directors	Onsite Collective Interview/Questionnaire

Data Collection Instruments

Instruments used to collect information from the Degree Audit unit included various data sources. Data collected included responses from staff and management to have an inclusive understanding of the process of AAR reporting. Methods used for collecting data:

- Survey: Five (5) question survey was sent to current staff members within Degree Audit.
- Questionnaire/Interview: Seven (7) -questionnaire was sent to the Director and three (3) Assistant Directors within Degree Audit. Follow-up was conducted with a collective interview with the Director and three (3) Assistant Directors.

- Extant data review-Document review of staff checklists and manager guidelines and spreadsheet requirements used to interpret and analyze performance.
- Observation- Staff was observed in the environment while producing official AAR reports.

<u>Staff survey</u>

1-My department has specific individual performance measures?

2-I understand how my performance is measured and evaluated?

3- My manager review my performance equally among my peers?

4- My manager shares documents with me on how to measure my performance expectations?

5- How often do you meet with your manager to discuss performance and/or productivity?

   A. Weekly
   B. Monthly
   C. Quarterly
   D. Semi-annually
   E. Yearly
   F. Other

<u>Onsite manager questionnaire and collective interview</u>

1- What factors are currently used to measure individual staff performance?
2- Who sets the performance goals for individuals?
   A. Director
   B. Assistant Director
   C. Management team
   D. Other
3- What processes are a part of your performance measures?
   A. Coaching
   B. Mentoring
   C. Training and development
   D. Career development

4- How are a team and individual performance goals linked?
5- What documents are used to identify individual goals?
6- What type of feedback is given to an individual on performance?
7- How often are meetings scheduled with individuals to discuss staff performance/productivity?
   A. Weekly
   B. Monthly
   C. Quarterly
   D. Semi-annually
   E. Yearly
   F. Other

Extant data review and collection from the department

Review of Degree Audit documents outlines a mixture of documents used to evaluate and measure staff performance. Managers have a shared folder with several spreadsheets that documents key areas to review on each AAR completed by staff. Criteria identified by management include elements:

- Type of AAR (AA, BS)
- Correct data entry
- Correct course placement
- Residency credit requirements
- Correct comments to students

Managers inventory monthly metrics for each staff member on 10 randomly selected completed AAR reports from staff reports submitted directly to them (below).

AAR Completion Date	Type of Evaluation (AA,BS,CERT)	Correct Program Plan Stack	Correct Transcripts (correct student, org. i.d.)	Accurate Data Entry	Correct Posting	Correct Course Placement	Pre-reqs and related requirements	Upper Level (in major, minor, and overall)	Residency (in major, minor, and overall)	Overall Credit Limits (70/90/VT)	RPEX, RPIN, Grades, Duplicates	Appropriate AAR Notes	AAR DMS

Staff documentation below consists of two checklists that allow staff to review key degree requirement areas that mirror the official AAR report. Items listed on the checklists are defined as:

- Transfer credit minimums/maximums
- General education/Major/Minor requirements
- Non-traditional credit limits
- Correct data entry

☐ Date of degree requirements	☐ Semester/Quarter hours
☐ Course numbering (LL/UL)	☐ Transferable grades (P/F, C-, MDCC)
☐ Review & verify accreditation	☐ Student applied for graduation?
☐ Verify all transcripts in DMS & PS	☐ AA/AS from MDCC ☐ GER Block

General Education:

☐ 41 s.h	☐ Natural sciences (lab included)
☐ Communications	☐ Computer course(s)
☐ Arts & Humanities	☐ Information literacy
☐ Behavioral & Social Sciences	☐ Historical
☐ Math	

Major:

☐ UL requirements	☐ UC residency requirements
☐ Appropriate related requirements	☐ Duplicate courses?
☐ Minimum transfer grade requirements	
☐ Pre-requisites	

Minor (No minor):

☐ UL requirements	☐ UC residency requirements
☐ Appropriate related requirements	☐ Duplicate courses?
☐ Minimum transfer grade requirements	
☐ Pre-requisites	

Electives:

☐ Appropriate related requirements	☐ Duplicate courses?

Education Screen

☐ Check Org ID
  ☐ X005608 for Military Service School
  ☐ Is Military Service School and MOS credit separated out?
  ☐ Does NER/NEC/NWO/CGR/MOS credit have its own Org Id?
  NOTE: X005609 is not a valid Org ID

☐ Is Data Entry Correct?
  ☐ Is Term Type: Other
  ☐ Is the Begin/End Date correct?
  ☐ Is the Version number correct?

Course Credit Screen

☐ Verify courses fetch correctly
☐ Fix DE when nothing fetches – refer to Education Screen section above
☐ Check all XFERS to see if they can be used in the GER/Major or Minor
  ☐ If so, check PeopleSoft query
☐ Send articulation to transfercredit@umuc.edu
☐ Change Grading Basis (MLS, MSV, MLR, MEV) (CCAF 3000/5000 = TXV; 7000/9000 = EXL)
☐ Make sure VTCH total doesn't exceed the limit (21 in BS, 12 in AA)

Data Collection Summary

Survey from staff

Of the 35 Degree Audit team members, 20 were randomly selected to participate by using a web tool designed to randomly select names. Ten (10) participated and completed the staff survey. Below are the raw data answers from the staff survey.
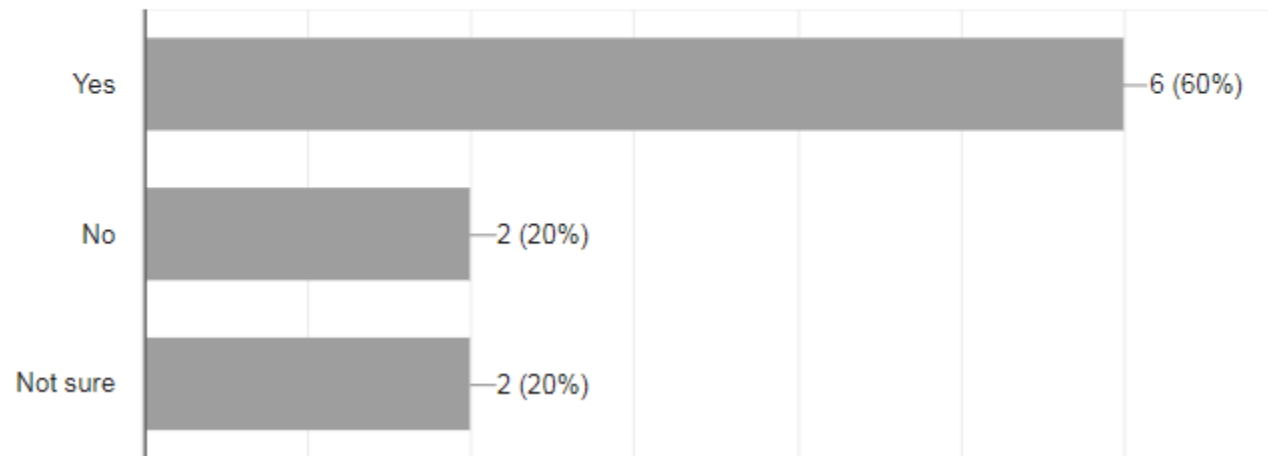
My department has specific individual performance measures?
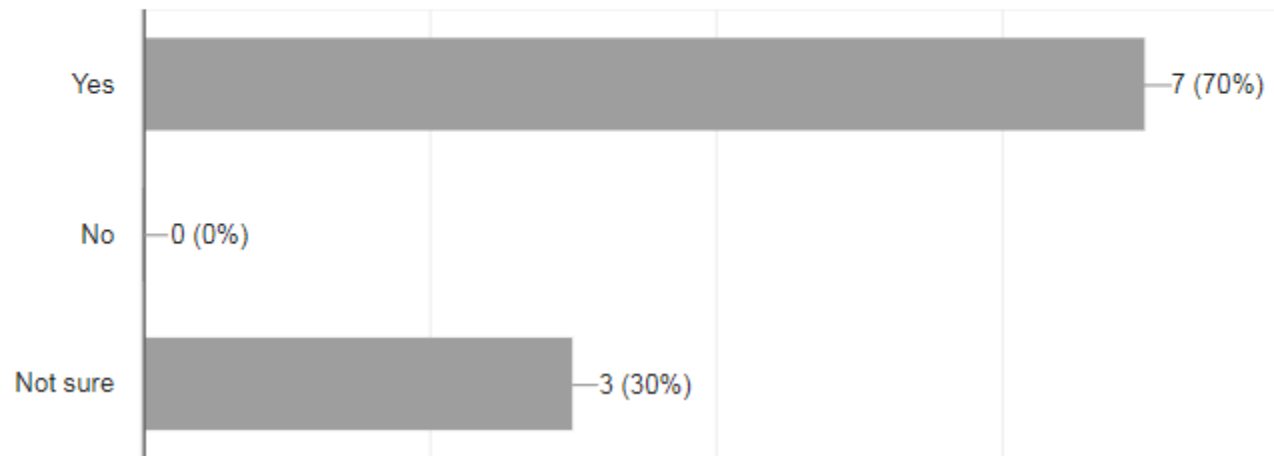
10 responses
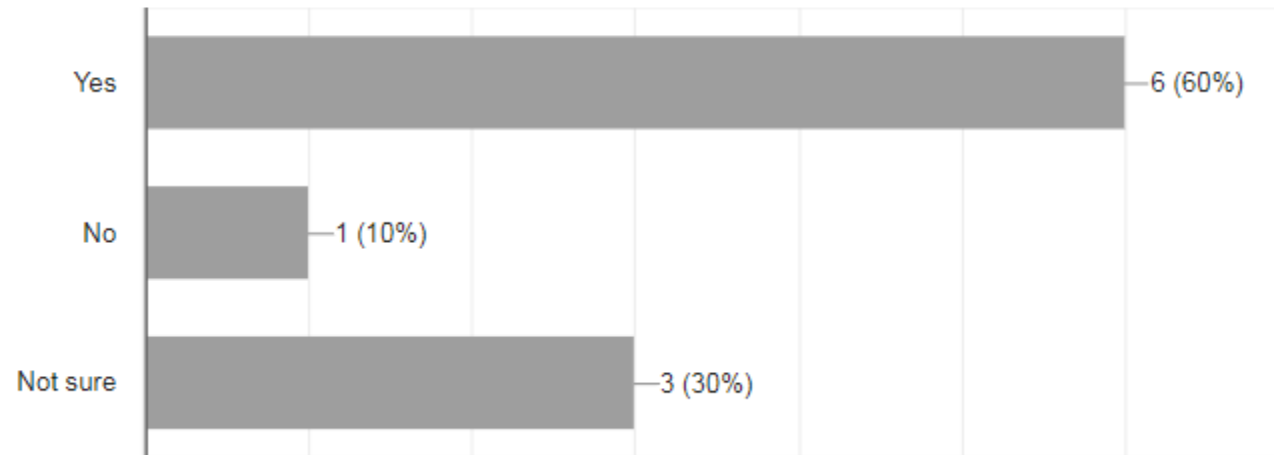
I understand how my performance is measured and evaluated?
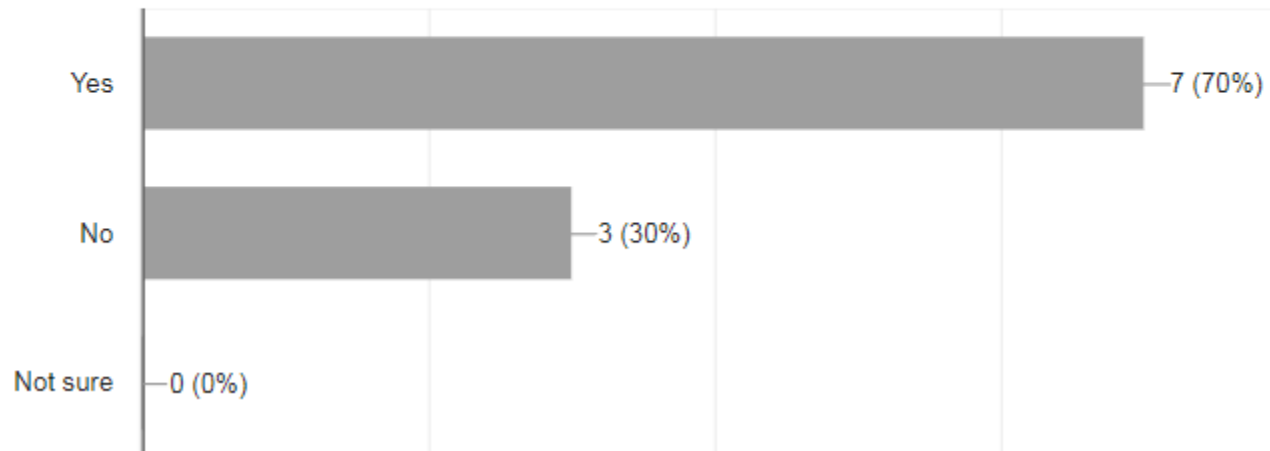
10 responses

My manger reviews my performance equally among my peers?
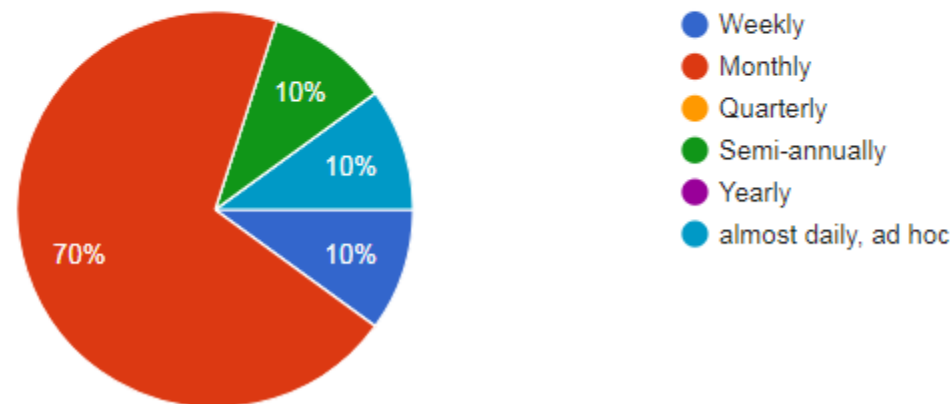
10 responses

My manager shares documents with me on how to measure my performance/productivity expectations?

10 responses

How often do you meet with your manager to discuss performance and/or productivity?

10 responses

- Weekly
- Monthly
- Quarterly
- Semi-annually
- Yearly
- almost daily, ad hoc

(Pie chart values: 70%, 10%, 10%, 10%)

Observation of staff

The observation was held with five (5) randomly selected staff members for approximately 30 minutes each while completing AAR's. The observation was conducted in the workspace of each staff member. Observation summary and detail revealed:

- Each staff member analyzed all student documents prior to producing a completed official final report.
- Steps taken to complete AARs was not sequential by each staff member, yet the result of completing AAR was achieved.
- Sources and documents used by staff varied (i.e. post-it notes, websites, checklists, electronic documents, emails, etc).
- At times during the process staff would correspond with other staff members to verify correct policy and/or procedure.
- At times technology posed a challenge that resulted in staff contacting IT for technical support and a delay in completing AAR report.
- Interruptions from management and internal units (phone calls, emails) also delayed staff in completing AAR report.
- Each staff maintains a self-reporting spreadsheet of findings, issues and a quantifiable tally of completed AAR. Spreadsheets vary with each staff member that no one sheet is exactly the same.
- Staff self-reporting spreadsheet indicated differing performance targets/columns from each manager.

Manager questionnaire/interview

A scheduled on-site interview session was conducted with the management unit for Degree Audit. Prior to the interview, a seven (7) questionnaire was shared with management to complete and bring to the interview session. Management for the Degree Audit unit consists of one (1) Director and three (3) Assistant Directors. All directly interact with staff on a daily basis regarding various administrative and academic policy issues. Below are the raw data answers from the management questionnaire and interview.

What factors are currently used to measure individual staff performance?

4 responses

Internal email inquiries from other depts., weekly quantitative AAR reports, quality assurance
Weekly completion of assigned AARs to complete; consistency with degree audit processes; Review staff submission of statistics on daily/weekly basis and identify any lapses or increases in productivity
Completing monthly quality assurance review on staff AAR reports; internal inquiries from other units; review from staff daily report on completing AAR reports
Seniority; weekly completion of AAR reports; special projects and tasks

Who sets the performance goals for individuals?

4 responses

Director	2 (50%)
Assistant Directors	2 (50%)
Management team	3 (75%)
Other	2 (50%)

How are team and individual performance goals linked?

4 responses

| |
|---|
| Quantitatively individual goals count toward team goals. The weekly tally of AAR reports is counted. Additional tasks completed are added to the quantitative goals |
| Overall AARs are completed by month; staff is given weekly workload to complete monthly team report completion. The team goal is to complete AARs within 10 calendar days |
| Individuals are given weekly tasks to complete; team goals are reviewed by the amount of AARs completed each month for team completion. Team goals are to complete AARs within 10 calendar days |

The individual AAR report completions count toward the team monthly completion goal. Most times there is no defined monthly completion amount. Work is viewed completed on a calendar basis

What processes are a part of your performance measures?

4 responses

Coaching — 1 (25%)
Mentoring — 4 (100%)
Training & devel... — 4 (100%)
Career develop... — 1 (25%)
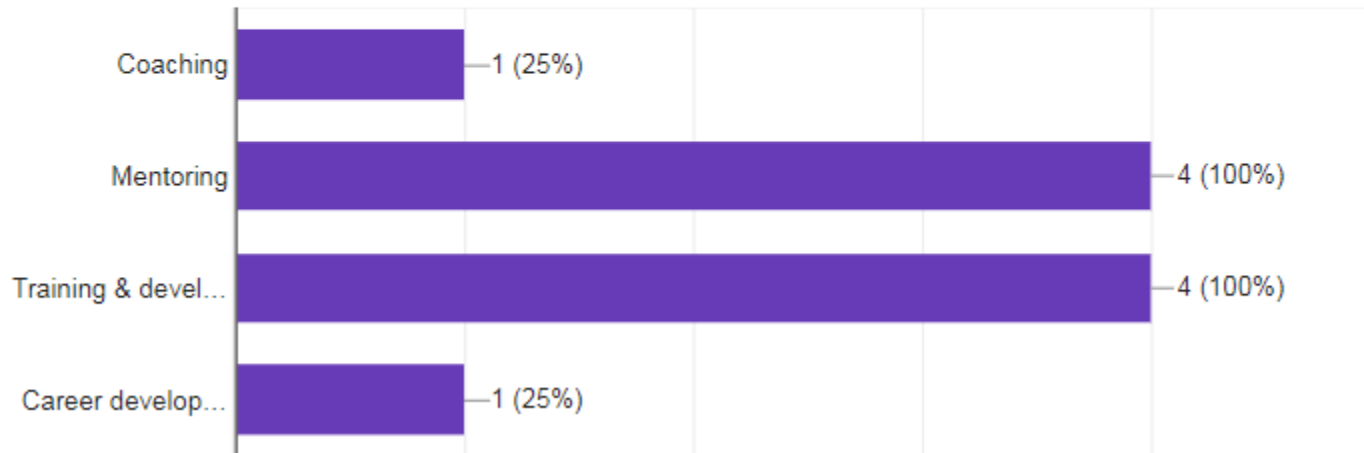
What documents are used to identify individual goals?

4 responses

Shared spreadsheet with certain quality assurance indicators is checked for randomly selected AARs completed. Factors observed are observed for every 10 AARs reviewed weekly;

Spreadsheet for managers with identifying criteria to be reviewed for each 10 AAR files randomly selected

Spreadsheet with the same criteria to look for on each set of 10 randomly selected AARs; math formula used to count additional special tasks and projects
Identified factors taken from randomly selected AAR completed reports from staff. Shared spreadsheet with managers lists checkoffs.

## What type of feedback is given to individuals on performance?

4 responses

Positive and constructive feedback is given when instances occur. Written and oral feedback is given
Any recurring issue both in writing and verbally. Feedback is given when an instance occurs
Monthly regular meetings with staff; sooner when occurrences require changes to AAR immediately
Both written and oral communication during individual meetings; if escalated issue feedback along with correction may take place

7-How often are meetings scheduled with individuals to discuss staff performance/productivity?

How often are meetings scheduled with individuals to discuss staff performance/productivity?

4 responses
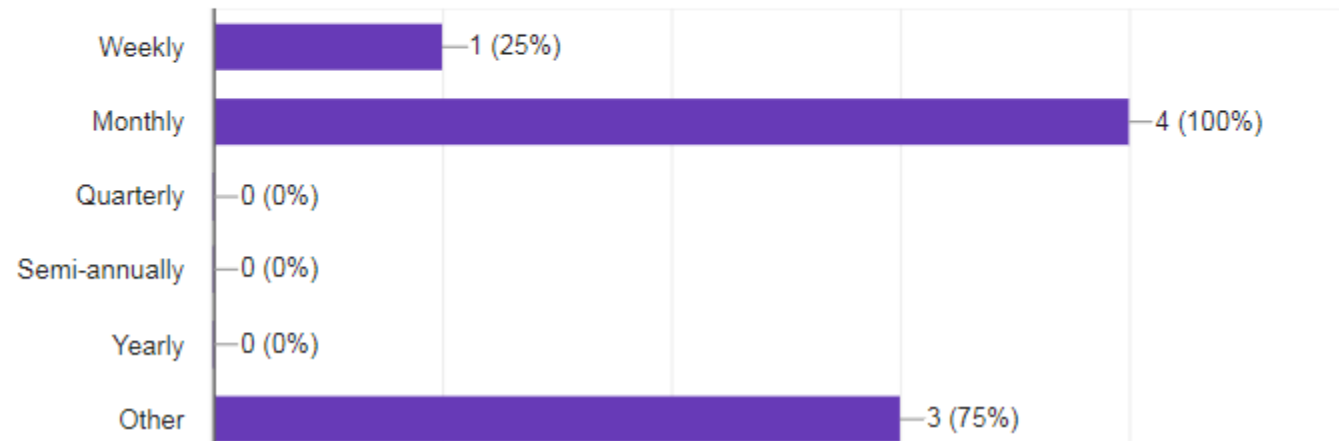
Findings

Regarding the findings for staff, document review of checklists used by staff, self-reporting spreadsheets created by staff, and the spreadsheet by management have several different or missing factors on what was being used to evaluate overall performance. One important observation missing from all documentation is how the AAR reports actually count toward individual performance and how important the AAR reports count toward unit goals. While the documents explain criteria such as correct data entry, major/minor requirements and the like, there is little to summarize a completion or goal percentage for staff to extrapolate from. 40% of staff surveyed indicated that they are either not sure or do not know understand how individual performance is measured. The data is suggesting performance targets could improve with consistent and updated information sharing and clarifying what individual staff targets should be.

The data gathered also suggested that 60% of staff understand how their performance is being reviewed and understand that their performance does make an impact, yet 30% are not sure. Based on the submitted data some staff understands the importance of the AAR report completion, however, some staff members are not getting the same information. The current state initially indicated that 50% of AAR reports reviewed are meeting performance standards which, survey and observation methods revealed a slightly better advantage (60%).

The management team document data and questionnaire review revealed varied analysis among managers. The questionnaire answers regarding what data is being captured and counted toward performance goals showed different managers counting goals differently. The data is suggesting that managers are not consistently using the same criteria for all staff and, the data from the staff is showing support for this observation. While 100% of management agree that mentoring and training are factors in performance, 50% of managers feel that goals are defined and set by either the Assistant Managers or Director. This is also supported by the staff survey that some staff is not sure of how or what goals are measured.

Recommendations

Based on the training needs assessment the following are recommendations to bridge the knowledge gap:

- Management unit updates and summarize performance documents used to check AARs that are alignment with staff. It will be imperative for management to define the direction of both staff and team performance goals.
- Management unit clarifies what percentage criteria is viewed and what counts toward individual goals. Define and identify how goals are tied to AAR report completion enrollment goals. Outline what percentage of AAR completion is needed to maintain the future state of 80%.
- Management unit and staff collaborate to work on a shared document for staff to use for metrics collected and include extraneous factors such as IT issues and special projects. Enlist a design thinking discussion to clearly identify performance criteria. The discussion must include obvious and underlying factors such as some staff creating self-reporting documents that are not synced with performance goals.

- Conduct training to staff on new individual performance metrics. The training should quantify how resources will be shared, delivered, measured, and how feedback will be given.
- Management unit completes a quarterly or semi-annual review to determine if current performance metrics are still relevant and complete update to metrics and disseminate upgrades to staff.