

Results of Training Needs Assessment Conducted at DNA



Strategic Needs of DNA

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The company has identified a strategic need to improve the on-time delivery of end products to its customers. Currently, customers are frustrated because deliverables are being submitted late about 30% of the time. They remain loyal to DNA only because the end products are high quality. However, it is only a matter of time before DNA begins to lose customers to competitors.

Strategic Goal of DNA

DNA seeks to improve the on-time delivery rate so that no more than 10% of deliverables are delayed.

Organizational, Task, and Person Analyses Results

The organizational analysis revealed that teams are missing internal deliverables about 50% of the time. Task and person analyses were conducted and found the following issues:

- Teams in the three departments are highly efficient and produce high quality deliverables.
- The three departments have little knowledge of the status of other department's deliverables. For example, the Medical team often does not know the priority of a first draft they are given from Editorial. Thus, they often incorrectly prioritize their reviews, which lead to delays in editing. This is creating conflict, interruption, and stress throughout the organization.
- While the company has adopted Microsoft Project and Outlook as their standard communication tools, Medical is still using GroupWise and Editorial is using Lotus Notes. Media has achieved success in using the Microsoft suite.
- Employees in Medical and Editorial have received minimal training in the Microsoft suite and admit to being uncomfortable with it. They feel that their current tools are well suited for their processes and do not feel that switching platforms is necessary.
- Managers in the three departments were recruited as subject matter experts. They do not have the skills required to coach employees on either process issues or technical tools.
- The project managers have not been cross-trained on the processes of the other departments. They are familiar with their own processes, but do not have the big picture needed to work collectively towards a common goal.