

## Chapter 3 Outline

Beginning the Training Process: Needs Assessment  
    What Is Needs Assessment?  
    Who Should Conduct It?  
    Why Conduct Needs Assessment? Before You Begin

Identifying Needs  
    Gap Analysis  
    Training Problem or Performance Problem  
    Vague Standards

Organization Analysis

Job and Task Analysis  
    The Task List  
    The Job Breakdown  
    Job Standards  
    Job Descriptions

Data Collection Methods  
    Classification  
    Surveys and Questionnaires  
    Focus Groups  
    Extant Data  
    Nominal Group Technique  
    Interviews  
    Observations  
    Objective Data Collection

Organizing Data  
    Tools  
    Analysis

Other Classifications of Needs Assessment  
    Deficiency or Opportunity  
    Known or Unknown

Working with Results  
    Plan Your Initial Training Goals and Objectives  
    Gaining Support  
    Get to Know Your Audience

Conclusion

## Competencies

1. Describe a training needs assessment and explain who should conduct it, why it should be conducted, and how to prepare for it. (pp. 87–91)
2. List methods for identifying the training and development needs of a hospitality organization. (pp. 91–96)
3. Explain how to conduct a job and task analysis. (pp. 96–104)
4. Identify and describe data collection methods and how data is organized. (pp. 104–114)
5. Describe how need assessments are classified into deficiency or opportunity, and known or unknown. (pp. 114–116)
6. Explain how to use the information gained from a needs assessment. (pp. 116–118)