

## Call for Needs Assessment Case Studies

Needs assessment is often presented as a linear process devoid of influences. However, the cases in this text will show real-world applications of needs assessments, which are influenced by the characteristics of the analyst, the decision makers, and the organization. The influences include politics, culture, language, competing interests, interactions among people in social situations, technology choices, and much more. For example, whether a needs assessment is conducted in an institution of higher education on a routine basis for updating an academic program or in a multi-national organization as needed to address specific strategic needs—whatever type of organization, the analyst must understand how the organization does its work, its culture and so forth. In the past, students and HR professionals armed themselves with the jargon of needs assessment before venturing into an organization (gap analysis, needs analysis vs needs assessment, performance improvement potential, etc.) and business leaders were expected to learn their jargon. By contrast, students and needs assessment professionals today are expected to quickly understand the industry and the business of the organization and have the know-how to contribute their specialized knowledge to the organization. This expectation presents a challenge for novices who have little experience in translating needs assessment concepts into organizational contexts, little understanding of the real-world applications of needs assessments, and/or little knowledge of how to successfully conduct a needs assessment when there are competing interests. This textbook will address the challenge by presenting 20 real-world case studies including discussions the influences and the issues that had to be addressed for success. We are seeking authors who would like to submit an original case study for this book.

Each case study should be a maximum of 3500 words, use APA format, and contain the following information:

1. **Abstract** (50-75 words)
2. **Background:** Describe why you are conducting a needs assessment and the presenting problems.
3. **Profile of the organization:** This includes organization type (i.e., higher education, business & industry, government, health care, non-governmental organizations) and size (small business / organization, large national organization, global organization)
4. **Pre-assessment information:** for example, describe what led to the decision to conduct a needs assessment, the boundaries for the effort, the key players, and the focus of the needs assessment (i.e. individuals, team, organization, or community)
5. **Needs Assessment Process:** This including the needs assessment approach (i.e., knowledge and skill assessment, job and task analysis, competency-based needs assessment, strategic needs assessment, complex needs assessment), data collection (e.g., surveys, interviews, observations, archival records, some combination) and data analysis
6. **Results of the needs assessment**
7. **Influences:** (e.g., politics, culture, language, interactions among people in social situations, and so forth)
8. **Issues and challenges:** Describe issues, problems, and challenges that had to be addressed for success and how you addressed them.
9. **Discussion questions**
10. **The author** (i.e., your name and institution as you want it to appear in the publication)
11. **References**

To meet the publication deadline the schedule is completed by:

Jan 29, 2018	Authors submit abstracts & outlines of the cases
Feb 26, 2018	Feedback to authors on abstracts and outlines
April 30, 2018	Authors submit completed cases
June 25, 2018	Feedback to authors on completed cases

Sept 10, 2018      Authors submit revised case studies  
Nov 12, 2018      Submit final manuscript to Sage

We want the book to include different types of organizations, approaches to needs assessment and problems and issues. Cases will be selected for inclusion in the book based on their ability to contribute to the book's purpose. Given that we want an honest reporting of the case, we require that the organization's name be anonymous as well the names of decision makers and individuals involved in the case study. As we review the cases, we will follow up with each contributor with feedback and questions, as needed. We hope you'll contribute to this effort.