

NEEDS ANALYSIS

Prepared for:

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INTRODUCTION

Devon Morden Learning Design (DM Learning Design) conducted this preliminary needs analysis to clarify the nature of employee skill gaps and their causes. This needs analysis, in conjunction with the audience and content analyses, will form the body of information that our training strategy and design will be based on. This analysis includes:

- A description of the issues affecting HIH
- The goals of HIH
- An analysis of the gap between current performance and desired performance
- A description of solutions training can offer

THE ISSUE

A sentiment analysis conducted in January showed that only 40% of hosts held positive views about HIH. The most frequently cited complaint was poor photo quality, followed by the photographer's lack of professionalism. This decrease in positive brand reputation has been reflected in poor first-quarter returns.

GAP ANALYSIS

Current Performance	Desired Performance
Poor-quality photos are being uploaded to the website.	Photos that do not meet quality standards are not uploaded to the website.
<p>Photographers are taking poor-quality photos that:</p> <ul style="list-style-type: none"> a) Do not show the property to its advantages b) Do not follow photography best practices 	<p>Photographers take high-quality photos that:</p> <ul style="list-style-type: none"> a) Show the property to its advantages b) Follow photography best practices c) Have a “personal touch”
<p>Photographers exhibit poor time management by:</p> <ul style="list-style-type: none"> a) Not arriving at the site on time b) Taking too much time to photograph the site 	<p>Photographers manage their time effectively by:</p> <ul style="list-style-type: none"> a) Arriving on time b) Working efficiently
Photographers exhibit unprofessional behavior and do not represent the brand well.	Photographers behave professionally and reflect well on HIH’s brand.

THE GOALS

HIH has expressed the following goals:

- Provide affordable housing for the average traveler
- Employ people who are currently unemployed
- Produce beautiful photography of rental properties
- Train employees to produce photography that meets quality standards
- Train employees in professional skills that represent HIH's brand

TRAINING SOLUTIONS

Based on the information provided in this report, successful completion of training should:

- Enable photographers to take photos that meet quality standards
- Enable photographers to represent HIH's brand well when interacting with hosts

Based on the information provided in this report, we recommend the following:

- Soft-skills training including:
 - Brand representation
 - Professionalism
- Hard-skills training including:
 - Photography best practices
 - HIH quality standards

NEXT STEPS

- 1) HIH will provide quality standards
- 2) HIH will provide a brand manual, including brand narrative and voice
- 3) HIH will provide the following resources for an audience analysis:
 - a. Employees to interview
 - b. A distribution list for a survey

- c. HR records pertaining to employee performance
- 4) DM Learning Design will provide an audience analysis

ACKNOWLEDGMENT

This acknowledges that I have received, read, and agree with the information contained in this Needs Analysis.

X

Signature (Chief Learning Officer)

X

Date

X

Printed Name

X

Representative

X

Date

X

Printed Name