



**NEEDS ASSESSMENT
PROCESS**

TEAMS NEEDS ASSESSMENT PROCESS

NEEDS ASSESSMENT

The foundation for SBCI's TEAMS program is the Needs Assessment. The objectives of the Needs Assessment Process are as follows:

1. to provide a quantitative analysis of the Board's absence data with a focus on indicators such as the magnitude, the incidence and the duration of absences;
2. to compare a Board's performance to recognized industry standards and its peer boards
3. to provide a qualitative analysis of the practices used by the Board in the management of absences;
4. to compare a board's current practices for managing absenteeism with industry best practices as endorsed by SBCI;
5. to analyze, quantify and clearly define the gaps between best practices and current practices, and;
6. to provide a comprehensive report for the school board that includes recommendations for improvements, target cost reductions and an implementation strategy to move forward with an Attendance Support Programme which incorporates the Board's objectives.

PROPOSED INFORMATION GATHERING PROCESS

We propose the following approach for gathering the information required for the Needs Assessment process.

- A review of policies and procedures pertaining to Disability Management, Attendance Support, Prevention and Health in the Workplace.
- A review of collective agreements and working conditions of non-unionized employees
- Interviews with key individuals in Human Resources who can provide answers to questions pertaining to the following categories:
 - Organizational context - factors which are driving the Board's interest in participating in the Needs Assessment
 - Organizational structure, size etc
 - Benefits/compensation
 - Lost time data
 - Disability management/employee wellness
- Meetings with focus groups comprised of 6-8 individuals, one group comprised of Principals and the other representing non-teaching Supervisors.
- An analysis of your non-occupational sick leave data for several school years. SBCI is able to provide an analysis of the magnitude of absenteeism and the nature of absenteeism. In order to do this, we require that absence data (see attached spreadsheet) be provided electronically using Excel.
- The data needs to be categorized in the following manner:
 - Employee group
 - We request that, at a minimum, you categorize the data by the following groups: Elementary Teachers, Secondary Teachers, Educational Assistants, Plant/Custodians, and

Other. Using these categories will enable SBCI to benchmark your results against other school boards that have participated in the Needs Assessment.

- Employee identifier – employee number rather than the name
- Date of absence i.e. every date of absence from work rather than a running total

NOTE: We request that:

1. The data analysis include a comparison of the utilization of personal sick leave (i.e. absences due to the employee's own illness) compared to overall absences for which the employee is deducted a sick leave credit. For example, in some Boards, personal days can be used to deal with family responsibilities. These days, although not attributed to personal illness, are deducted from the employee's sick leave bank. To provide this analysis, we require that you to code these absences differently from absences due to the employee's personal illness.
2. The Board includes both paid and unpaid personal sick leave. For example, even if LTD is employee paid, we suggest that the Board include these absences in order to gain a sense of the overall magnitude of lost time. We ask, however, that these be differentiated so that we can accurately estimate the actual cost of lost time to the Board.
3. You exclude sick leave that is used during the 6-week post-pregnancy period.

TIMELINE

We estimate that we will require approximately 1 ½ days on-site to gather the above information. Ideally, it is preferable to receive any written documentation pertaining to the Board's current practices and your lost-time data in advance of our on-site meetings. This will provide us with an opportunity to clarify any information during the on-site visit.

Once SBCI receives the data, the analysis requires approximately 4-6 weeks.

DELIVERABLES

Upon completion of the needs assessment process, the Board will receive a **Needs Assessment Report** that contains the following:

- An Executive Summary
- A Qualitative Analysis which comprises a comparison of current practices with industry Best Practices as endorsed by SBCI
- A Quantitative Analysis of absence data leading to identifiable cost reduction targets based on SBCI's industry experience
- Recommendations for improvements and a strategy for Programme Development and Programme Implementation.