### Krista Galyen Needs Assessment

## Executive Summary

This needs assessment is to identify areas of strength as well as areas of concern in relation to the Special Education Service Agency (SESA) and its vision: to successfully support the education of children with low-incidence disabilities throughout the state of Alaska. This needs assessment will help define the strengths and areas of concern regarding:

- Effectiveness of service delivery
- Modes of service delivery, training, and support
- Ability of employees and recipients of service to successfully complete duties and followthrough

## Problem/Opportunity Statement.

### **Performance Gap: Actuals and Optimals**

Through on-site consulting, training, and resource development/provision, it is SESA's goal that these recipients will incorporate the recommendations and resources successfully into these children's education. However, often it is stated that teachers are not able to implement these recommendations, and specialists often end up "doing the same thing over and over again."

#### Types of Problems

For evidence and explanation on this topic, see Appendix A,  $\#_{I}$ .

## Organizational Description.

#### **■** Mission

The Special Education Service Agency (SESA) is a public non-profit set up by the State of Alaska Department of Education to deliver educational support and consulting to needed early intervention programs and school districts throughout the state of Alaska. The SESA mission statement calls for successful service delivery to these districts and programs who have students, families, and/or children with low-incidence disabilities. Through on-site consulting, training, and resource

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development/provision, it is SESA's goal that these recipients will incorporate the recommendations and resources successfully into these children's education.

#### **■** Location

Based in Anchorage, SESA is located centrally in Alaska. This is the only agency delivering these services, and often these rural sites rely on SESA to be the sole source of information on low-incidence disability students.

#### ■ Size

SESA specialist staff is currently at 14 specialists covering autism, emotional disturbance, hearing impairment, dual-sensory impairment, visual impairment, and multiple disabilities. The lowest specialist count was 12 during the year prior. The total number of students and children covered by these consultants hovers around 370 students. There are 5 administrators (2 financial, 1 executive director, 1 program director, and one part-time grant director) and 5 support secretaries. One person covers the library resources (half time) and the technology (equipment, IT).

### **■** Funding

SESA has been flat-funded for the past 4 years. As costs of airline tickets and other travel expenses rise, along with higher staff wages and increasing Alaska Teacher's Retirement System (TRS) and health insurance costs, SESA continues to find ways to cut funding. Grants have been sought out, and previous LID specialists have been moved into the grants to help the costs of running the agency.

### **■ Significant Recent Events**

- Addition of Alaska Autism Resource Center (grant)
- Retirement of Visual Impairment Delivery (cutting VI specialist down to 1)
- Retirement of Executive Director
- Project Director taking over Executive Director Position
- Sunset evaluation and continuation of Agency for 4 more years given requirements (sunset report)
- Teacher retirement system employee contributions going up by 5% each year for 5 consecutive years to balance state retirement system

## Audience Analysis

The individuals whose needs will be assessed are both those needs of the agency (SESA) as well as those needs of its service recipients. The SESA group contains subgroups of administrators, support secretaries, and specialists. The service recipient group contains school district as well as EI/ILP administrators, paraprofessionals, educators, and therapists. Ages and experience ranges of all groups range from 20's and 60's, and experience ranges from little experience to very knowledgeable. As stated above, SESA contains approximately 25 employees, and the SESA service recipients number

(at this point) over 412 contacts. The service recipients are located throughout the entire state of Alaska.

## Primary and Secondary Data Sources

#### **■ Primary Data Sources**

SESA Staff: Administration, Specialists.

Rationale: SESA is the agency delivering service. The administration oversee specialists in their role to deliver services to recipients, and specialists perform the delivery of service. They also work with the on-site teachers whose role it is to implement recommendations. They understand this perspective of needs and issues given the role of consultant.

• Recipients of Service: On-site teachers, paraprofessionals, therapists, and administration.

Rationale: The recipients of service are required to implement recommendations and receive the service. They understand their own desires, needs, and issues given the on-site portion of delivery.

### **■ Secondary Data Sources**

Baldridge Surveys

Rationale: These surveys were collected to discover the desires and goals of the specialists for the agency. These help to reveal the goals and desire of the staff at SESA.

Quality Report Surveys:

Rationale: These quality report surveys give feedback as to how the recipients of service felt about the service received. It reveals how well they like the service, if they commonly need help, and if they understand and feel they can implement the material given.

Training Surveys

Rationale: Given after trainings, these surveys filled out by recipients offer more detailed information on what they like about the training: preparedness, quality, and ability to implement.

Written Service Delivery Summaries:

Rationale: Written by specialists to cover recommendations to recipients, analysis of these can reveal how often specialists do continue to write repeating recommendations, revealing if indeed teachers are not able to successfully implement recommendations.

## Data Gathering Techniques and Instruments

### **■ Extant Data Analysis**

- Description: Analysis of information and data already collected.
- Sources: Baldridge Surveys, Quality Report Surveys, Training Surveys, Written Service Delivery Summaries
- Rationale: Extant data analysis of the sources listed above allows the viewing of actuals: what
  the agency is already achieving, and what its staff and recipients of service currently believe
  about this agency and its service.

#### **■** Observation

- Description: Observation of the work environment, looking at the 6 performance elements.
- Sources: SESA office, SESA Staff.
- Rationale: Allows to notice any patterns or items not stated by staff within surveys, interviews, or documented in extant data. Allows an unfiltered view of (at least part of) the performance issue.

#### **■** Interviews

- Description: A set of questions held in a manner that is interactive in nature; in this scenario held with a sample of employees.
- Sources: SESA administration and SESA specialists, Alaska on-site recipients of service (administrators, educators, and therapists.)
- Rationale: Interviews allow an interactivity not present within surveys. The amount of and
  general nature of these questions allow the interviewees to talk about the performance issue.
  Use of these overarching and general questions allow honing of the survey and eliminate
  questions that would be meaningless or out of focus.

#### **■ Surveys**

- Description: Targeted questions specific to the situation, asked in a brief manner, usually answering by utilizing some sort of rating system.
- Sources: SESA administration and SESA specialists, Alaska on-site recipients of service (administrators, educators, and therapists).
- Rationale: Surveys allow the assessor to gather information taken from the interviews, tune the questions, and get some quick answers (and data) from many, many users at once.

For the data gathering instruments, see Appendix B.

## Data Gathering Process

#### **■** How Gathered

Extant data was requested from administration (all paper surveys). All online surveys were given permission to collect from Surveymonkey.

Observations were collected using the observation template and documenting short observations made throughout the course of a week.

Interviews were described (as detailed in the appendix) via email, and participation was requested on a volunteer basis. If interest was shown, follow-up details were given over the phone or in person, depending on distance factors. All those who chose to volunteer did receive an interview. Answers were documented and immediately typed up afterwards in greater detail. These were conducted in person or over the phone.

Surveys were described to recipients via email (as detailed in the appendix), and were sent out to all SESA administration, SESA specialists, and all SESA recipients of service via Surveymonkey. A reminder email was sent out if, after one week, the user did not submit the survey. If the second email was not responded to, it was assumed that they did not wish to participate in the survey.

#### **■ Problems or Issues**

Extant data was in short supply. Given the size of the agency, this is not surprising and was expected. It was difficult to find data, however, very specific to the agency's mission as well as performance issue.

Observations were not able to be conducted while SESA staff were providing services on-site. Since this is a great part of the performance issue, it was difficult to solve that issue given that there is no current way of observing specialists on-site.

Interviews and surveys utilized contact information kept on the database. This contact information was a list of all recipients of service; Over 50% of the contact information was out-of-date or typed in incorrectly, making requesting participation from the service recipients available quite difficult.

## Data Analysis Process

#### **■ How Analyzed**

Extant data and Interviews. Most of this data was anecdotal in nature. To be able to categorize and summarize data, (as well as maintain confidentiality), comments were categorized according to the performance issue (one of six in the performance pyramid), and then summarized to target a specific area. These then could be counted and show trends in stated issues and comments.

Observations. The recording sheet was broken down into the six performance areas (pyramid) and documented. Keeping in mind the performance issue at hand, these were managed much like the anecdotal information. Observations were categorized and summarized, then counted to show trends in stated issues and performance.

*Surveys*. Data was collected via surveymonkey from both SESA staff and recipients of service. Questions were based on problematic performance issues revealed by the extant data, interviews, and observations. Paired questions were developed around actuals and optimals, then compared against each other. High discrepancies between actuals and optimals (point differences) with optimals being high and actuals being low revealed a need to concentrate recommendations in that area.

#### **■ Problems or Issues**

It would have been more advantageous to gather information from more sources. Since contact information on recipients was innacurate, a small proportion of the real recipients responded. (Approximately 10%.) Regarding SESA staff, approximately 50% responded (many were reluctant to answer questions) which could skew results since it is such a small agency.

## Data Table

Tech- nique	Instru- ment	Source	Summary
1. Extant Data	Survey- monkey	SESA Presentatio n/ Workshop Evaluation	<ol> <li>Paraprofessionals are the highest category of service recipients</li> <li>81-85% (varying on topic) of training recipients feel that the presentation is clear, well-organized, and provided good information.</li> <li>60-65% (varying on question) of training recipients feel that the information will make positive changes for themselves and the student.</li> </ol>
2. Extant Data	Zoomerang, Comment summariz- ing and tally sheet	SESA Training Comments	<ol> <li>1. 26% of training recipients commented positively on the use of visuals, either wanting more or praising the use of.</li> <li>2. 15% commented positively on the use of models and simulations.</li> <li>3. 30% commented positively on handouts, summarizing the purpose and outline of the training.</li> </ol>

Tech- nique	Instru- ment	Source	Summary	
3. Extant Data	Zoomerang	Quality Report Surveys	<ol> <li>58% of service recipients stated "Yes" they learn new skills, and 25% stated they somewhat learned new skills from the visit.</li> <li>70% stated that they do not need any help implementing the recommendations, 30% said they "mostly" don't need help implementing the new skills.</li> </ol>	
4. Extant Data	Written Service De- livery Summary Tally Sheet	Written Service De- livery Summaries	<ol> <li>67% of random sampling of 50 reports were repeating recommendations (may be worded slightly different) from previous reports.</li> <li>24% of these 50 reports included visuals or attached handouts</li> </ol>	
5. Observation	Observa- tion Proto- col	SESA specialists working in SESA office	<ol> <li>There is an inability to see, analyze, or share the actual action that occurs in relation to the SESA vision: specialists consulting teachers.</li> <li>Infrequent interaction between colleagues</li> <li>Sufficient tools</li> <li>No formal documentation or data collection of success of vision.</li> </ol>	
6. Interview	SESA Staff Interview Protocol	SESA administration and SESA specialists who volunteered for the interview	<ul> <li>I. Strengths: <ul> <li>Adequate resources and tools</li> <li>Personal motivation is strong</li> <li>Strong ability to perform, knowledge, confidence in skills</li> <li>Common understanding of vision</li> </ul> </li> <li>2. Needs: <ul> <li>Ability to encompass new or alternative ideas to fit specific site needs</li> <li>Ability to share strategies and ideas with others</li> <li>Positive incentives (reinforcement) for trying new things, ideas</li> <li>Use of systems to help track implementation, progress, strategies, and success</li> <li>of the work with individual sites (processes)</li> <li>Gathering more specific and more frequent feedback from on-site teachers</li> <li>Specific feedback regarding job performance</li> <li>Positive recognition and rewards</li> </ul> </li> </ul>	

Tech- nique	Instru- ment	Source	Summary
7. Interview	Onsite Teacher Interview Protocol	Onsite recipients of service: administrators and educators, therapists who volunteered for the interview	<ul> <li>I. Strengths: <ul> <li>Somewhat adequate resources and tools</li> <li>Personal motivation is strong</li> <li>Strong ability to perform, knowledge, confidence in skills</li> <li>Common understanding of vision</li> </ul> </li> <li>2. Needs: <ul> <li>More time with SESA staff</li> <li>More time to learn and implement new skills</li> <li>More frequent and better communication with staff</li> <li>More resources that are useful and easy to implement, especially when given recommendations</li> <li>Positive reinforcement for implementing work</li> <li>More specific feedback</li> </ul> </li> </ul>

Tech- nique	Instru- ment	Source	Summary
8. Survey	SESA Staff Survey	SESA Staff: administration and specialists	100% of staff know their understanding best through self- evaluation 100% of staff know least about performance through adminis- trative feedback 15% of staff would most like to be encouraged for trying new things by receiving positive feedback and reinforcement. 80% feel they are currently encouraged by seeing their own success 15% state they are currently not being encouraged through positive reinforcement of new ideas  Staff uses the following most often to convey information to recipients (top 6 out of 11):  1. Conversation 2. Written reports 3. Phone 4. Email 5. Visual Handouts 6. Articles  Staff believes the following would be the best way to convey information to recipients (top 6 out of 11):  1. Conversation 2. Visual Handouts 3. Written Reports 4. Multimedia 5. Email 6. Videoconferencing 81% staff would most like to receive training on the process of consulting and how to do it effectively 50% feel clear and consistent communication is sometimes pre- sent. 15% staff feel specific and clear feedback is not often present. 50% staff feel permission and encouragement to try new things is not often present.

Tech- nique	Instru- ment	Source	Summary
9. Survey	Onsite Teacher Survey	Onsite recipients of service: administrators, educators, and therapists	<ul> <li>In order of importance, recipients would most like to im_prove: <ul> <li>More onsite visits (consultations and trainings)</li> <li>Ongoing and consistent communication</li> <li>Information and suggestions that are relevant and clear</li> </ul> </li> <li>2. Most teachers would like, when the specialist visits, to: <ul> <li>Shadow the specialists throughout the site visit</li> <li>Have time set aside to sit and discuss the child and his/her education</li> </ul> </li> <li>3. Teachers would like to be recognized for their hard work in order of importance: <ul> <li>Acknowledgment of excellent work to administration</li> <li>A personal thank-you or good-job</li> </ul> </li> <li>4. Teachers would like to receive information and training through: (in order of most preferred) (out of 12 choices total): <ul> <li>Conversation</li> <li>Written reports</li> <li>Email</li> <li>Phone</li> <li>Visual Handouts</li> <li>DVD/Digital Media</li> <li>Internet</li> </ul> </li> <li>5. Teachers would like to receive MORE of these resources (in order of importance, out of 6 total): <ul> <li>Created materials (handouts, modified materials, etc.)</li> <li>Devices and equipment</li> <li>Created multimedia</li> </ul> </li> </ul>

## General Data Summary and Interpretation.

### **SESA Staff**

SESA has adequate knowledge, vision, motivation, resources, and performance capacity. SESA staff often repeat recommendations, and there is a lack of documenting recommendations, strategies used, and successes associated. There is a strong lack of recognition, rewards, incentives, feedback, and expectations for SESA staff. The manners in which SESA staff currently deliver recommenda-

tions and training do not wholly align with their beliefs about how teachers learn best. Many SESA staff would like training on the consultant aspect of their jobs.

### **Recipients of Service**

Recipients are motivated and confident in their abilities to perform, and have a common understanding of purpose and vision. Recipients may not always have easy-to-implement resources. Most recipients do not overtly state they may need help implementing recommendations. Recipients like to learn from visuals, handouts, interactions, simulations, and modelling. Recipients have a great need for more time to learn and spend with SESA staff and communicate. They enjoy created and adapted materials from specialists.

## Knowledge/Skills Needed - Details

Knowledge/Skill	Analysis	Sample Objectives
Ability to document and track recommendations, strategies used to teach, and successes associated  Communication interaction	<ol> <li>Identify recipient needs</li> <li>Identify teaching/learning approach</li> <li>Express recommendations and utilize teaching/learning strategies appropriate to recipient</li> <li>Document progress</li> <li>Creating environment that is</li> </ol>	<ol> <li>Staff will document learning plan for recipients</li> <li>Strategies for teaching/learning documented</li> <li>Success/progress will be documented</li> <li>Administration will supply</li> </ol>
Communication interaction	1. Creating environment that is supportive of communication flow  2. Encourage communication among staff through positive reinforcement  3. Staff communicates regularly with administration  4. Administration communicates regularly with staff  5. Staff communicates regularly with service recipients to follow up with progress	staff with consistent specific feedback on job performance  2. SESA staff will supply administration with specific progress on job experiences and duties.  3. SESA staff will follow up on a regular basis to assess progress of service recipients, offer support, and identify any needs.

Knowledge/Skill	Analysis	Sample Objectives
Staff knowledge on consultant aspect of jobs.	<ol> <li>Understand how to train adult learners</li> <li>Break down tasks appropriate to learner</li> <li>Teach task in a manner appropriate for learner</li> </ol>	<ol> <li>SESA staff will receive training on adult education and learning styles</li> <li>Staff will understand how to analyze adult learners and environments to choose the best learning approach and mode for teaching.</li> <li>Staff will understand how to organize learning objectives and training to best fit their adult learners.</li> </ol>
Create easy-to-implement resources	<ol> <li>Analyze learner and situation</li> <li>Understand learner's strengths and needs</li> <li>Experiment with resource at on-site</li> <li>Create examples and models of resources, if teacher must create their own</li> </ol>	<ol> <li>Staff will recommend resources that have been sampled and modeled at the onsite visit.</li> <li>Staff will help to make initial implementation of resources and recommendations as simple and timely as possible.</li> <li>Staff will model created resources if teacher is to create their own.</li> </ol>
Create a positive environment for creativity and trying new things	<ol> <li>Identify area of need</li> <li>Create new idea/strategy for area of need</li> <li>Plan how to document progress and implement</li> <li>Communicate idea to administration</li> <li>Implement and share results with others</li> </ol>	<ol> <li>Staff will communicate ideas to administration.</li> <li>Positive reinforcement will be given for trying new ideas that are sound and have the goal of helping teachers learn.</li> <li>If new ideas are implemented, document progress and share with staff the success and/or limitations of new idea.</li> </ol>

## Recommendations

SESA should begin thinking of ways to set up an environment conducive to communication, sharing, positive interactions, and support for trying and implementing successful new ideas. Documentation of strategies used and successes with those strategies used is key. SESA staff will more than likely need (and want) training associated with these: the consultant role and how to analyze, teach, implement, and document success with adult learners. SESA staff will need to focus on how to teach the service recipients in a timely manner using easy implemented resources. Resources may need to be modeled, simulated, and demonstrated.

Specific expectations and specific feedback, both for SESA staff and service recipients are essential and needed. Ways for understanding what and how the specialist is doing on-site will need to be addressed. There may need to be more communication and problem solving between SESA and site recipients on how best to allow teachers time to spend with SESA specialists while on-site. Follow-up communication and support between visits in a frequent and timely manner will also need to be addressed.

## Appendix A

### ■ 1. Performance Problem/Opportunities

- Fifty reports of on-site visitations covering the past 2 years of SESA service. On each report, on average (reports ranging from 3 recommendations to 14 recommendations), over 50% of the recommendations covered recommendations that were given on the report prior. This number continued to stay steady throughout the following recommendations, showing that there was a need for investigating this issue.
- 100% of the SESA specialists interviewed stated that it was difficult to have follow-through with recommendations.
- Interviews with on-site teachers and administrated consistently stated that time to study, learn, and integrate recommendations from the SESA specialists, in addition to high staff (teacher and administration) turnover results in great difficulty to implement recommendations for children and students.

## Appendix B

The following pages include the observation, interview, and survey documents utilized. They are in order of:

- SESA Observation
- SESA Staff interview
- Recipients of Service Interview
- SESA Staff Survey
- Recipients of Service Survey

## **Observation data sheet**

Vision	How are teachers actions and strategies related to SESA's vision?
Expectations	Are specialists relaying the overall expectations to the teachers?
Feedback	How are specialists providing feedback to the teachers?

Tools	What tools were being used by the specialists?
	Do teachers have the appropriate tools to implement these recommendations?
Environment	Is your work environment set up to help the specialist/teacher be successful?

Processes	What are the processes specialists are using?
Rewards	How are specialists being rewarded?
	What rewards are specialists/SESA giving to teachers for implementing
	recommendations?

Recognition	How are specialists recognized?
Recognition	How are teachers recognized?
Incentives	How are the specialists given incentives?
	How are teachers given incentives?
Motivation	Are specialists motivated towards the vision?
	How do the specialists/SESA motivate teachers to implement recommendations?

Self-Concept	Do specialists view themselves and their job positively? Their role?
	How to specialists help the teachers' self-concept to implement recommendations?
Capacity	Are there difficulties that specialists encounter?
	How do specialists help the teachers overcome difficulties in implementing recommendations?
Knowledge/Skill	What skills did successful specialists have?
	What skills do specialists try to foster in the teachers?

Extant data on			
questions or unobservables			
unobservables			

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# SESA Support System Interview

Date:	_	
Interviewee Initials:		
Group (if applicable):		
Interviewer:		

#### Introduction:

"Hi. I am currently taking a class in needs assessment, and for our final project we are to conduct an actual needs assessment. I've consulted with Nancy, and I'm going to conduct a needs assessment in regards to one of your concerns: the ability to help teachers implement our recommendations for helping their LID students.

Not to worry, all that I write will not be kept on my work computer, will remain strictly confidential, and your name or answers will not be shown to anyone else in the agency. Nancy did state, however, that she would use the overall results of the needs assessment to help make positive changes for the agency. The interview will last about 20 minutes, are you interested in participating? Okay, great. When is a good time for you? I will see you then."

Vision	What is SESA trying to accomplish?
	What do you wish SESA would accomplish?
Expectations	What do you think you are expected to do?
	What would you like to be doing?
Feedback	How do you know you are meeting the expectations?
	What is a good way for you to find out how well you are meeting expectations?

Tools	What do resources and toold do you have to complete your job? Do you feel this is sufficient?
Environment	How is the environment helping you to be effective?
	What barriers do you experience that prevents you from being effective?
	How would you change those barriers to help you be more effective?

Processes	What processes and systems are in place that help you to do your job well?  What kinds of help would enable you to do your job better? How would you like to receive this help?
Rewards	How will you benefit if SESA is successful in its vision?
	How will the teachers and other recipients of our service benefit from SESA as a whole unit being successful?

Recognition	How do others in the agency and schools view you in your position? Do you feel they think it's positive? Negative?
	How do you think specialists should be recognized for having success with on-sites?
Incentives	In what way are you encouraged to do different things?
	What other incentives would lead you to do more?
Motivation	What led to your involvement into special education and consulting? Why do you want to be involved?

Self-Concept	Let's say SESA is effective and accomplishing it's vision. How do you envision yourself within this successful agency? Describe what you see yourself doing.
Capacity	What things about your work are just tough for you to deal with? (e.g., reading a computer screen; working in a loud environment)
Knowledge/Skill	What skills do you need to help you help the teachers implement recommendations?
	What skills are needed by the following people to help you be successful in your work accomplishing that?  -supervisors
	-customers
	-co-workers
	-support staff

Organizational	How does SESA get people involved in day-to-day tasks and decision
Culture (see below)	making?
	- Does this seem to work OK? How so?
	How consistent is SESA in terms of how it carries out day-to-day
	operations? How consistent is it in terms of working to achieve long-term
	objectives and addressing major challenges?
	- Do the policies and procedures (formal and informal) used at SESA
	help achieve long-term stability? How so?
	Does your organization's culture, its resources, and activities fit together in
	such a way that the organization accomplishes things that are important, like
	helping teachers be successful with their students?

Note: see: Denison Consulting – Organizational Culture Surveys. <a href="http://www.denisonculture.com">http://www.denisonculture.com</a>

## Wrap-up:

"Okay, that's it! Thanks so much for taking the time to answer these questions. I may come back to you in the future for some follow-up surveys, but this is definitely the longest one. Thanks for your time. Do you have any questions? Thank-you."

### SESA Needs Assessment Initial Interview: Teachers Exit this survey >>

#### 1. Help Us Change for the Better...

### Why?

We all know times change. And with it, so do services. This interview is the initial step in finding out YOUR opinions on your resources, how you view our services, and how SESA can change to help you better serve your students with special needs.

### How long is it?

This interview has 20 questions. They're all open-ended, allowing me to collect your insights as to what your needs specifically are and how we can change to help you. The answers don't have to be long, and feel free to be blunt for clarity's sake. :)

### What will you do with this information?

At the end of this week, I will look at the information you have provided. I will compile the commonalities, things many of you have stated an agreement on, and submit a short survey. This survey will give us, as we all know we must eventually get: NUMBERS. But that's not the important part. This information will be used to create positive changes within the agency, and therefore positive changes for all of you. In the end, it is my goal to make this well worth your time and effort.

#### Is it confidential?

Regarding confidentiality: do not worry. Your name, email, or any other identifying information IS NOT recorded on this survey. In addition, the actual survey answers will not be shared with others, only myself. Only the compiled results, separate from the actual answers you submit, will be shared. So thank you for participating, and let's work together to make Alaska a better place to teach!

1. What do you think SESA is trying to accomplish?				
	do you th	do you think SES	do you think SESA is tryi	do you think SESA is trying to acc

1 of 6 12/13/05 9:09 AM

2. What do you wish SESA would accomplish?	
3. When SESA specialists work with you, what do yo you see your role?	u believe you are expected to do? How do
4. When SESA specialists come to visit you, what wo	
	uld vou *like* to be doing?
4. When 525A specialists come to visit you, what wo	uld you *like* to be doing?
When 525A specialists come to visit you, what wo	uld you *like* to be doing?
When 525% specialists come to visit you, what we	uld you *like* to be doing?
When 525% specialises come to visit you, what we	uld you *like* to be doing?
Which SESA specialises come to visit you, what we	uld you *like* to be doing?
Which observed specialises come to visit you, what we	uld you *like* to be doing?
5. What type of feedback do you receive from SESA t implementing positive services for the child? (Or do	hat provides you information/support in
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6. What would be a good way for you to receive feedback from SESA?

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http://www.surveymonkey	v.com/Users/2323Ud	19/Survevs/4889/131.

10. What barriers to this success (implementing appropriate recommendations) do you confront in the workplace? How, do you think, these barriers could be removed?

3 of 6 12/13/05 9:09 AM

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http://www.surveymonkey	v.com/Users/2323Ud	19/Survevs/4889/131.

14. In what way are you encouraged to try new things?

4 of 6 12/13/05 9:09 AM

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http://www.surveymonkey	/.com/Users/2323Uð	19/3urvevs/4889/131.

18. What skills do you need to help you be successful? What skills does the SESA specialist need to help you be successful?

5 of 6 12/13/05 9:09 AM

19. Why do y	ou want to be in	volved with child	dren that have	low-incidence	e disabilities? (	What is
your motivat	ion?)					
20. Anything	else you would	like to mention r	egarding your	partnership w	ith SESA and h	ow we
can serve you	u better and be	more successful	as a team?			

Done >>

6 of 6 12/13/05 9:09 AM

## **Needs Assessment Survey: SESA Staff**

Exit this survey >>

### 2. Expectations

These questions covers how you and your recipients meet expectations, and how you and your recipients know what the expectations are.

# \* 1. I know if I am doing a good job or if I need to work on improving something by receiving feedback through:

	Hardly Used at All	Not used often	Used Often	Used Almost Always
self-evaluation/analysis				
feedback from recipients of my service (employees/educators/parents/therapists)				
observing the results of my success or gaps in success				
feedback from administration (or board/supervisor)				

### \* 2. I would prefer to receive feedback through:

	used hardly at all	used not very often	Used Often	Used Almost Always
self-evaluation/analysis				
feedback from recipients of my service (employees/educators/parents/therapists)				
observing the results of my success or gaps in success				
feedback from administration (or board/supervisor)				

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## **Needs Assessment Survey: SESA Staff**

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### 3. Feedback

These questions discuss how you give and receive feedback.

### \* 3. How do you receive feedback on your work?

	used hardly at all	used not very often	Used Often	Used Almost Always
Formal written documentation (yearly evals)				
Face-to-face conversation				
Observation and Response				
Emails				

# \* 4. How would YOU prefer to receive feedback on your own work as a specialist (or administrator)?

	used hardly at all	used not very often	Used Often	Used Almost Always
Formal Written Documentation (yearly evals)				
Email				
Face-to-face conversation				
Observation and response				

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#### 4. Incentives

These questions cover how you and/or your recipients are encouraged to implement, create, try new things, and be successful.

#### \* 5. I have been encouraged to try new things by:

	used hardly at all	used not very often	Used Often	Used Almost Always
Positive reinforcement for new ideas				
Rewarded for creativity				
Sharing with others				
Seeing my own success				
Receiving positive feedback for trying new things				

#### \* 6. I would be most encouraged to try new things by:

	Would not Like	Neutral	Would Like	Extremely Preferred
Seeing my own success				
Sharing with others				
Rewarded for creativity				
Positive reinforcement for new ideas				
Receiving positive feedback for trying new things				

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#### 5. Knowledge and Skill

These questions cover what knowledge and/or skill you and/or your recipients may need to do your job well.

# \* 7. What mediums do you use most to convey information to your recipients (teachers, parents, therapists, etc.)?

	Hardly Used at All	used not very often	Used Often	Used Almost Always
Videoconferencing				
DVD/movie/clips				
Pictures				
Books				
Articles				
Visual handouts				
Internet sites				
Conversation/Interaction				
Phone				
Email				
Written Reports				

#### \* 8. How do you think your teachers learn best?

	Hardly at all	Not very well	Good	Best
Written reports				
Email				
Books				
Conversation				
Visual handouts				
Pictures				
Articles				
Phone				
internet Sites				
DVD/movie/clips				
Videoconferencing				

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#### 6. Recognition

These questions cover how you and/or your recipients are recognized for a job well done.

# \* 9. If you are successful in your job, how would you most like to be recognized for your success?

	Don't Use	Neutral	Preferred	Extremely Preferred
A spoken "thank you" or "good job"				
Recognition in a newsletter name mentioned				
Allow you to write an article on the strategies you've used for success (newsletter, etc.)				
Public recognition (mentioned in staff meetings or congratulated in front of others)				
A written "thank you" or "good job" such as a letter or certificate				

#### \* 10. How do you feel you are recognized in your success?

	Hardly at all	Not Very Often	Often	Almost Always
A spoken "thank you" or "good job"				
Recognition in a newsletter name mentioned				
Allow you to write an article on the strategies you've used for success (newsletter, etc.)				
Public recognition (mentioned in staff meetings or congratulated in front of others)				
A written "thank you" or "good job" such as a letter or certificate				

# \* 11. How do you think your recipients of service should be recognized for their successes?

	Don't Use	Neutral	Preferred	Almost Always
A spoken "thank you" or "good job"				

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Recognition in a newsletter name mentioned		
Allow you to write an article on the strategies you've used for success (newsletter, etc.)		
Public recognition (mentioned in staff meetings or congratulated in front of others)		
A written "thank you" or "good job" such as a letter or certificate		

#### \* 12. How do you currently recognize your recipients for their successes?

	Hardly Used at All	Not Very Often	Often	Almost Always
A spoken "thank you" or "good job"				
Recognition in a newsletter name mentioned				
Allow you to write an article on the strategies you've used for success (newsletter, etc.)				
Public recognition (mentioned in staff meetings or congratulated in front of others)				
A written "thank you" or "good job" such as a letter or certificate				

*	Extremely positive	Positive	Neutral	Slightly negative	Very negatively
How do you feel others think of you in your job (both SESA staff and recipients of the service?)					
How do I view myself in my job?					

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#### 7. Rewards

These questions ask about the rewards and incentives you receive.

\* 14. How will people benefit from SESA success?

(5=r	Nost benefit 1=Least Benefit)
	Children and/or Families will have an education that is appropriate and helps them to be successful
	I can be happier and more fulfilled in my job
	I will feel like I can make a difference
	More people will seek SESA out as a resource and utilize us
	Teachers/parents/therapists will get what they need

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#### 8. Processes

These questions cover the processes that are in place to help you and/or your recipients be successful.

*	Always	Often	Sometimes	Not too often	Hardly ever or Never
How often do you document strategies used that resulted in teacher and student learning? (our vision)					

#### \* 16. What kinds of help/assistance would you most like to receive?

(4=Mo	st wanted 1=Least wanted)
	The use of several models rather than just one focus
	Increasing our knowledge as consultants
	Learn more about the process of consulting and how to do it effectively
	Increaasing efficiency

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#### 9. Environment

These questions discuss how the environment affects your success.

#### \* 17. The following are present at SESA:

	Hardly ever or never present	Not often present	Sometimes present	Fairly present	Always present
Clear and consistent communication					
Permission and encouragement to try new things					
Specific and clear feedback					
Recognition of a job well done					

# 18. These things help me to be effective here at SESA. These things may not currently be present, but these things help me to be effective in my job:

	Don't Use	Neutral	Preferred	Extremely Preferred
Clear and consistent communication				
Specific and clear feedback				
Recognition of a job well done				
Permission and encouragement to try new things				

#### 19. I experience these things at SESA:

	Don't Use	Neutral	Preferred	Extremely Preferred
Clear and consistent communication	ion			
Specific and clear feedback				
Recognition of a job well done				
Permission and encouragement to try new things	0 🥥			

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# \* 20. I experience some of these barriers that prevent me from being as effective as I could be:

	Never experience	Don't experience often	Experience some of the time	Experience almost all of the time
Too narrow of vision for SESA and/or our positions; can be more broad to reach more people and/or provide more resources/services				
Not enough trust in my abilities to do a good job				
Difficult to find out if I am meeting all that is expected of me in the position				
Trying new things/ideas is very difficult				
Difficult communication between staff members				

#### 21. I think SESA's effectiveness could be improved by:

(4=Co	uid be greatly improved by 1=wouldn't be as improved by)
	The use of several models rather than just one focus
	Increasing our knowledge as consultants
	Learn more about the process of consulting and how to do it effectively
	Increasing efficiency

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# **Needs Assessment Survey: SESA Staff 10. Tools**

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These questions discuss the tools available to you and/or your recipients of service.

*		Extremely	Somewhat	Neutral	Not very	Not at all
	In regards to effectiveness as a [specialist]/[administrator], I feel I am effective.					
	How EASY is it to find out how well I am doing in my job?					
	Do you feel the teachers/therapists have the tools and resources necessary to follo0w through with your recommendations and what is needed for the child/student?					

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#### 11. Organizational Culture and How Things Work Together

These questions cover how everything works together as a whole as a cohesive unit.

	3. Any other comments that you would like to add regarding SESA's effectiveness help teachers/families/therapists implement recommendations?					
e neip teachers	,				· •	

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#### **SESA Needs Asssessment Survey: Teachers**

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#### 1. SESA Needs Asssessment Survey: Teachers

Based on the answers you provided in the previous interview questions, we developed a quick survey to narrow down the improvements we can make here at SESA to serve you. We thank you for your compliments, and we did receive the information you provided to us about what works. This survey focuses on the gaps and helps us to hone in on those specific areas of need. So please, if you can, take the time to fill out this quick (and yes, final!) survey regarding our services. All the information will be compiled and presented so that positive improvements can be made. Again, your information will not be recorded and all submissions are completely confidential. Thank you!

All questions below are using a rating system. Higher numbers are more preferred.

\* 1. In order of importance, what would you like SESA to improve?

(9=most important to improve, 1=least important to improve)

Consistent SESA staffing
Ongoing and consistent communication
Quick turn-around time for reports and feedback
Information and suggestions that are relevant and clear
Using various forms of media to present suggestions (written, pictures, video, audio, combination)
Consistent number of visits from year to year
More on-site visits (consultations and trainings)
More distance consultations and trainings (online, videoconference, etc.)
Better or larger library services

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2. W	hen a SESA specialist comes to visit, would you like to:
(4=	would like most, 1=would like least)
	Shadow the specialist as he/she works with the student/child throughout the visit
	Be observed by the specialist as you work with the child
	Have time set aside to sit and discuss the child and his/her education
	Have time for training on the specific disability or area of need
*like mos	Then SESA sends you suggestions, information, or training, how do you most e* to receive this information? (Examples: Which one do you benefit from the t? What do you learn from the most?)  =Prefer most, 1=Prefer least)
	Videoconferencing
	DVD/Movie/Movie clips
	Pictures
	Books
	Articles
	Visual handouts
	Internet sites
	Conversation
	Online learning/education courses
	Phone
	Email

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Written reports
* 4. What resources do you enjoy most from SESA, and would like to see more?
(6=Enjoy most, 1=Enjoy least)
Internet site
Created multimedia (pictures, movies, electronic demos)
Created materials (handouts, modified materials, etc.)
Devices and equipment
Articles, books, published written material
Online distance learning system (moodle)
* 5. You've been doing a great job at creating an educational environment for your student(s). Which way would you most prefer to be thanked/recognized for your hard work?
(5=Most preferred, 1=Least preferred)
Acknowledgement of your excellent work to your administration
A personal one-on-one "thank you" or "good job"
A written "thank you" or "good job"

## Done >>

SESA newsletter)

A more public thank-you/recognition, such as name or article in a local newsletter (example: SESA newsletter)

Opportunity for you to write about your own success in a newsletter (example:

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