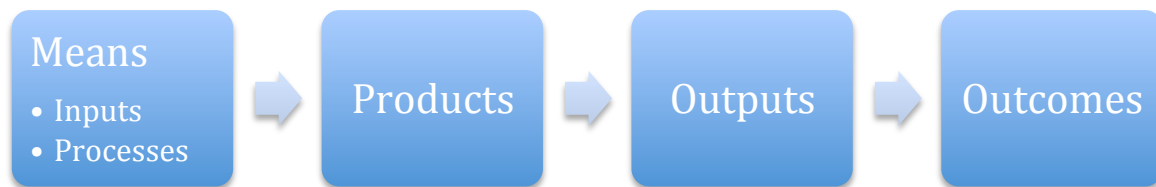


Roger Kaufman's Organizational Elements Model (OEM)

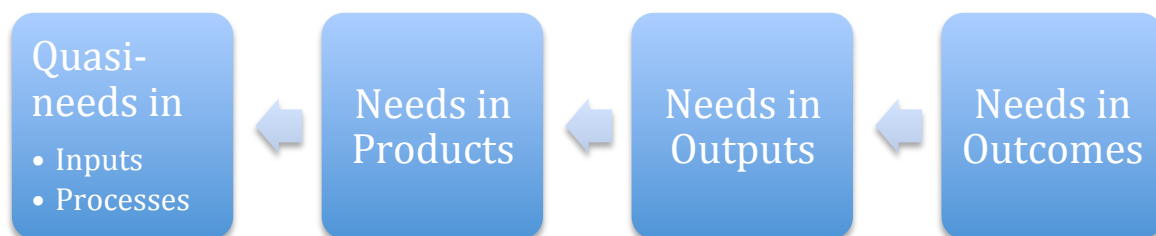
OEM provides a holistic perspective to a system that helps prevent fragmented types of interventions and accomplishments (Chyung, 2008). According to Kauffman, means are what the organizations uses and does; and ends are what organization produces.



Inputs are the “raw materials or resources” and processes are the “methods or activities”. Both of these are the means.

In OEM, there are two types of organizational results; products (micro- level results), that are the accomplishments that individuals or small group performance units perform; and outputs (macro level results), are the accomplishments that the organization as a whole produces. OEM further has the outcome (mega-level) result, which is the result produced beyond the organization.

Kauffman explains that the need analysis occurs at three different levels of results of a system (Kauffman, 2000). The strategic planning begins with the needs assessment at the mega level (outcome), which then leads to the needs assessment at the macro level (output), and finally to the needs assessment at the micro level (products). After his appropriate inputs and processes can be determined.



Needs are gaps between “what should be” and “what is” in end results, not in means (Watkins and Kaufman, 1996).

Overview of OEM

The OEM is a useful planning tool that generates criteria for determining organizational means and ends beginning with existing system (Ley, 1990).

OEM starts by asking the question that most evaluators: what have been the processes and effects of the existing system? This question is then answered by the evaluator by constructing a picture of the organizations current means and ends. Planning on the other end focuses on the future course and accomplishments of the organization. For doing this, questions such as what the organization should be accomplishing in the future and then how the organization will proceed to accomplish it must be made.

The OEM planning framework uses the evaluators' answers to what is happening and the results, and compares this to the future visions, requirements and possibilities. The identification of means and ends of these to corresponding pictures, one of the current organizational efforts and results, and one of the desirable future efforts and results, are the key to the powers of OEM approach to planning.

OEM approach to planning has 5 aspects. First societal consequences are the primary reference point for establishing organizational goals. Second OEM is a framework to build planning and related evaluation criteria into the overall organizational plan. Third OEM provides a method for the systematic analysis of an organization that describes its inputs, processes, with their results. Forth OEM planning establishes a chain of results linking current means to current ends and desirable future ends to required future means. Finally, the OEM allows the planner to go beyond the current organizations means and ends, to generate entirely new directions based on the desired future for the organization and its clients.

Background of OEM

Starting in 1972 with Education system planning, Kauffman developed definition of need as a gap in results, and needs assessment as the process for identifying and selecting needs on the basis of the cost to meet them versus cost to ignore them (Leigh, 2000). He also suggested that needs or gaps in results, should be identified and related to three types of primary clients and stakeholders: societal and external, organizational and individuals and small groups (Kauffman 1992, 1998). Only Kaufman's Organizational Elements Model formally addresses the linkages between societal, organizational, small groups and individual results with organizational resources and activities. OEM suggest that a needs assessment should begin with a focus on societal results (mega-level), and roll down to organizational (macro) and individual or small group (micro) results before interventions and resources are selected.

Purpose of OEM

OEM helps an organization conduct its strategic planning by not only facilitating the process of setting up clear goals and effective strategies for the organization, but also helps align organizational vision and mission with the needs of the community (Chyung, 2008).

- For each element, there is associated level of planning in OEM (Kaufman, 2009)
- The mega thinking does not automatically assume that improving performance within the existing situation is automatically useful. To be successful it allows for the realization that yesterday's methods and results are often not appropriate for tomorrow.
- Mega planning is a proactive approach that requires planning, which results in fewer surprises and well defined successes that are systematically achieved. This thinking and planning process is a focus not only on one's organization alone but also on society now and in the future.
- OEM provides the basic referent for linking training/workshop to organizational requirements mainly by providing a shared vision of the organizations purpose and a holistic focus for all employees and management alike (Kaufman, 1985)
- OEM allows the workshop/training to bring about useful results.
- Managers are able to see product and outputs effectiveness in terms of groups, and personnel are assigned to outcomes (Kaufman, 1985).
- Consistent and on-going commitment from individual work to that of the organization

Advantages of OEM

- OEM combines planning and evaluation approaches in one framework by starting the planning cycle with planners concern for useful consequences and finishes with evaluators concern for results (Leigh, 2000).
- OEM recognizes all the parts of organization, i.e., inputs, processes and results.
- OEM offers three classifications of result, unlike most that just offer one. Further, most evaluation approaches are retrospective, while needs assessment is proactive.

Disadvantages of OEM

- It may be hard for individuals who are not familiar with the approach to understand the input, process, product, output and outcome; and thus see how their evaluation efforts fit with this model.
- This approach gives both a micro and a macro view of things, which may not always be the best way to go about an evaluation

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Case Example of model:

Kaufman, R. (1985). Linking training to organizational impact. *Journal of instructional development*, 8(2), 23-29.