WHAT TODAY’S WEBINAR WILL COVER

The first step in the response phase:

The what and how of conducting a crisis-responsive **Rapid Needs Assessment (RNA):**

1. External RNA - of the population you serve
2. Internal RNA - of your own organization
WHAT’S DIFFERENT DURING AND AFTER A LARGE-SCALE CRISIS LIKE COVID-19?

• Our brains operate differently; decision-making and behavior are erratic.
  • Everyone, everywhere is feeling the shocks.
  • Information is rapidly contextually invalid.
  • Cascading impacts make long-term planning increasingly difficult.
• Problems that existed in a “normal” context might not be relevant, and a crisis context creates new problems.
  • What was previously the unexpected has become the expected, and we can plan for it.
DISASTER CYCLE MANAGEMENT

- Plans made before a shock to help get ready.

- Actions taken during or immediately following a shock.

- Actions and plans to reduce the vulnerability and impact of (or altogether prevent) anticipated future shocks.

- Actions to return to the pre-shock state (or better).
WHAT IS A RAPID NEEDS ASSESSMENT (RNA)?

1. Objective understanding of the real – rather than perceived – problems and changes your organization and the population/s you serve are facing

2. Focused on the problem space

3. Informed by two parts, ideally simultaneously:
   - **External-facing** for the population/s you serve
   - **Internal-facing** for your own organization

4. Broad but rapid assessment of the whole crisis and basic needs in order to quickly identify appropriate and effective response solutions
EXTERNAL-FACING RNA PROCESS

1. Assemble your Rapid Needs Assessment Team
2. Define the population/s you serve
3. Identify differentiating factors
4. Identify your sample and invite them to interview
5. Develop your interview tool/s
6. Carry out interviews
7. Synthesize findings
STEP 1: Assemble your RNA team

Identify a team that will lead this work.

Factors to consider:

1. Capacity and time
2. Research experience
3. Proximity to the population/s you serve (access & relationships)
4. Diversity, equity, and inclusion
5. Reflective of the communities you serve
STEP 2: Define the population/s you serve

INDIVIDUAL factors:
- Age
- Developmental / Disability
- Religion
- Ethnicity
- Social class
- Sexual orientation
- Indigenous background
- National origin
- Gender
- Language
- Family/social support structure

ORGANIZATIONAL factors:
- Size
- Type of organization
- Function
- Location
- Geographic coverage
- Sector/issue area
- Population served
- Leadership
- Funding model
- Maturity

STEP 2 WORKSHEET

STEP 3: Identify differentiating factors

Brainstorm factors that might affect how different populations served would experience the crisis and its impacts differently.

As you do this consider:

1. Privilege and vulnerability factors
2. Situational, attitudinal, and behavioral factors
### PRIVILEGE AND VULNERABILITY FACTORS

If your primary users/population served are individuals (or individuals within communities):

<table>
<thead>
<tr>
<th>Category</th>
<th>Privilege Status</th>
<th>Limited Privilege Status</th>
<th>Specific COVID-19 High-Risk Populations</th>
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| Age and generational differences | Young/middle aged adults          | Children, older adults                   | • People aged 65 years and older  
• Infants  
• People who live in a nursing home or long-term care facility  
• People with chronic lung disease or moderate to severe asthma  
• People who have serious heart conditions  
• People who are immunocompromised - Many conditions can cause a person to be immunocompromised, including cancer treatment, smoking, bone marrow or organ transplantation, immune deficiencies, poorly controlled HIV or AIDS, and prolonged use of corticosteroids and other immune weakening medications  
• People with diabetes  
• People with chronic kidney disease undergoing dialysis  
• People with liver disease  
• People who live in a nursing home or long-term care facility |
| Developmental or Disability (+ Medical Condition) | Non-disabled and healthy people | People with cognitive, intellectual, sensory, physical and/or psychiatric disabilities, chronically ill |                                                                                                         |
| Religion and spirituality        | Christian and secular             | Muslims, Jews, Hindus, Buddhist & other religions                                      |                                                                                                         |
| Ethnicity and racial identity    | European Americans               | Asian, South Asian, Latinx, Pacific Islander, African, Arab, African American, Middle Eastern & multiracial people |                                                                                                         |


1. Based on what we know about the population we currently serve, what factors might affect how they experience the programs/services we provide?

2. Based on what we know about the population we currently serve, what factors might affect how they are experiencing the COVID-19 crisis and the secondary impacts (i.e. economic, systems, services, mobility, etc.)?

3. Based on what we know about the COVID-19 crisis and secondary impacts, what new populations in this group might need the programs/services we provide that didn’t before?
STEP 3: Identify differentiating factors

Affinity map factors into themes.

1. Review privilege and vulnerability factors with your RNA team.
2. Use a shared collaboration tool in real time.
3. Provide critical prompts.
5. Group them into themes.
6. Assign labels to each group for the theme they represent.
STEP 4: Identify your sample & invite to interview

1. Determine **how many** people you will talk to.
   - Start by planning to interview 5 people
   - Add 1-2 more for every factor theme on your list from Step 2.

2. Determine **who** you will talk to.
   - People you can reach quickly.
   - Represent the factors from Step 2.
   - Everyone’s time is at a premium right now.

3. **Invite** people to participate in an interview.
### STEP 4 WORKSHEET

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STEP 5: Develop your interview tools

Focus on experiences and the problem space.

The objective is to understand:

• What are people experiencing right now?
• What are their main goals and motivations?
• What are their happy moments?
• What are their problems and pain points?
• Where are there opportunities to address them?
COVID-19 Rapid Needs Assessment
Interview Guide for Interviews with the Population you Serve - INDIVIDUALS

This template is for conducting external facing interviews when the population you serve (your 'users') are individuals, or individuals within communities. If you are an organization that serves other organizations, use the Interview Tool for Organizations.

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FOR THE INTERVIEWER – BEFORE YOU GET STARTED
Interview Purpose and Objectives: The purpose of this rapid assessment is to explore and understand the problem space—it's meant to help you identify the real problems people are experiencing to help come up with better solutions in our response. As such, the objective is to understand:

- What are people experiencing right now?
- What are their main goals and motivations?
- What are their happy moments?
- What are their problems and pain points?
- Where are there opportunities to address them?
STEP 6: Carry out interviews

Keep in mind:

• Facilitate a “good enough” interview
  ➢ Tips on facilitation and note-taking on the Step 5 Template.
• Interviews are likely experiencing mental health issues – ask for informed consent, be sensitive, empathetic, and do no harm.
• Recognize your own cultural frame and identity.
STEP 7: Synthesize findings

1. Use a shared collaboration tool in real time.
2. For each user group, ask interviewers to put each key takeaway on a 'sticky note' in the tool under key categories with an identifier for the interview they represent.
3. For each category, group takeaways by themes.
4. Assign labels to each group.
5. For each theme, reflect on key prompts.
6. Determine most effective way to share findings and key insights with decision-makers.
STEP 7
TEMPLATE
INTERNAL-FACING RNA PROCESS

1. Identify internal Rapid Needs Assessment Team
2. Define key indicators
3. Run diagnostics (for objective indicators)
4. Identify differentiating factors (for subjective indicators)
5. Identify your sample and invite them to interview
6. Carry out interviews
7. Synthesize findings
STEP 1: Identify internal RNA team

Leadership and management are best positioned for this

Factors to consider:

1. Capacity and time
2. Research experience
3. Representation from every major department and/or function
4. Diversity, equity, and inclusion
STEP 2: Define key indicators

*Categories for likely indicators:*

1. Staff safety and wellbeing
2. Strategy and programming
3. Leadership
4. Organizational culture
5. Staff and volunteers
6. Logistics and operations
7. Communication systems
8. Information systems
9. Funding
10. Physical assets
STEP 2: Define key indicators

Categories for likely indicators:

1. Staff safety and wellbeing
   - How is your staff holding up? Are they as safe as possible from the current threat? What are they worried about? Where are their biggest pain points, at work and at home (which is now the same place)?
STEP 2: Define key indicators

Categories for likely indicators:

1. Staff safety and wellbeing
2. Strategy and programming
   - Are your programs, services, or products still relevant? Are your usual strategies and tactics any more difficult to execute, or any less effective?
STEP 2: Define key indicators

Categories for likely indicators:

1. Staff safety and wellbeing
2. Strategy and programming
3. Leadership
   - Is strong leadership in place? Are your leadership and Board available and focused on this crisis?
STEP 2: Define key indicators

Categories for likely indicators:

1. Staff safety and wellbeing
2. Strategy and programming
3. Leadership
4. Organizational culture
   - Are your org values holding up under pressure? Is the team working together effectively? How’s morale?
STEP 2: Define key indicators

Categories for likely indicators:

1. Staff safety and wellbeing
2. Strategy and programming
3. Leadership
4. Organizational culture
5. Staff and volunteers
   - Is anything currently understaffed?
   - Do you have staff that don’t have anything to do?
STEP 2: Define key indicators

Categories for likely indicators:

1. Staff safety and wellbeing
2. Strategy and programming
3. Leadership
4. Organizational culture
5. Staff and volunteers

6. Logistics and operations
   ➢ Are the systems, services, supplies, etc. that you need functioning as usual? Have new needs come up? Are your vendors and partners operating as usual?
STEP 2: Define key indicators

Categories for likely indicators:

1. Staff safety and wellbeing
2. Strategy and programming
3. Leadership
4. Organizational culture
5. Staff and volunteers
6. Logistics and operations
7. Communication systems
   - Is everyone in communication that needs to be? Are your communication systems operating properly? Have your communication needs changed?
STEP 2: Define key indicators

Categories for likely indicators:

1. Staff safety and wellbeing
2. Strategy and programming
3. Leadership
4. Organizational culture
5. Staff and volunteers
6. Logistics and operations
7. Communication systems
8. Information systems
   - Do you have access to the information you need right now? Are there gaps or redundancies in your information system?
STEP 2: Define key indicators

Categories for likely indicators:

1. Staff safety and wellbeing
2. Strategy and programming
3. Leadership
4. Organizational culture
5. Staff and volunteers
6. Logistics and operations
7. Communication systems
8. Information systems
9. Funding

➢ Has the crisis impacted your funding? Can you pay your liabilities? What are your funders and donors thinking at this time?
STEP 2: Define key indicators

Categories for likely indicators:

1. Staff safety and wellbeing
2. Strategy and programming
3. Leadership
4. Organizational culture
5. Staff and volunteers
6. Logistics and operations
7. Communication systems
8. Information systems
9. Funding
10. Physical assets

➢ Are there physical assets that are currently at risk?
STEP 3: Run the diagnostics (for objective indicators)

**Categories for likely indicators:**

1. Staff safety and wellbeing
2. Strategy and programming
3. Leadership
4. Organizational culture
5. Staff and volunteers
6. Logistics and operations
7. Communication systems
8. Information systems
9. Funding
10. Physical assets
STEP 4: Identify differentiating factors (for subjective indicators)

Categories for likely indicators:

1. Staff safety and wellbeing
2. Strategy and programming
3. Leadership
4. Organizational culture
5. Staff and volunteers
6. Logistics and operations
7. Communication systems
8. Information systems
9. Funding
10. Physical assets
STEP 5: Identify your sample and invite them to interview

Seek 1-2 representatives for each differentiating factor you identified.
STEP 6: Carry our interviews

Tips to make internal interviews safe and productive

1. Commit to anonymizing answers.
2. Lead with empathy and humility.
3. Highlight that you’re focusing on the problem, not the solution.
4. Lean into your organizational values.
5. Be authentic and vulnerable.
6. Mirror back what you hear.
7. Focus on the overlap between what you need to know and they can answer.
STEP 7: Synthesize findings

Summarize key takeaways from the interviews and diagnostics and share with your Internal Rapid Needs Assessment Team.
You have a plan of action for a rapid needs assessment!

Soooo, now what?

1. Go do it! Stay objective, stay focused, and be rapid.
2. Use your findings to fuel your Response Plan.
ADDITIONAL SUPPORT FROM THIRD PLATEAU

Need more support to execute your Rapid Needs Assessment? We are available for hire to help in two ways:

• **Planning your Rapid Needs Assessment**
  Helping you apply everything in this webinar to your organization’s and specific situation and context

• **Implementing your Rapid Needs Assessment**
  Rolling up our sleeves, conducting the research and interviews, delivering our findings, and teeing you up for Response Planning

For more information, please visit www.thirdplateau.com or email Jonathan at jonathan@thirdplateau.com
NEXT STEPS & RESOURCES

1. We have posted the introductory webinar, and we’ll be posting this webinar (as well as the slides).

2. We have developed the worksheets, handouts, and templates in this presentation and will make those freely available as well.

3. This is part of our in-depth and actionable, 4-part webinar series. The remaining 3 webinars are:
   • Friday, April 3rd from 12:00 – 1:00pm PT: Response Planning
   • Tuesday, April 7th from 9:00am – 11:00am PT: Mitigation & Preparedness Planning
   • Monday, April 13th from 12:00 – 1:00pm PT: Leadership & Equity in Uncertain Times
     • This final session is being co-facilitated with our amazing partners at Moving Beyond

4. For more information about how Third Plateau can help you successfully navigate this current crisis, please visit www.thirdplateau.com or email Jonathan at jonathan@thirdplateau.com
FOR TONS OF OTHER RESOURCES...

1. Go to www.thirdplateau.com
2. Click on the COVID-19 Crisis Response bar at the top