

Performance Analysis Assignment

Directions: Complete this worksheet for a situation that is a performance problem. If the needs assessment context that you plan to use for the entire semester is a performance problem, use that!

If not, try to find another problem at the same location that is a performance problem that you can analyze.

Note: there are several sections of this worksheet that are highlighted in yellow. You do NOT have to complete these sections. I wanted you to see that for a complete performance analysis you would need to provide evidence for your analysis, but we are skipping this step due to time constraints!

The **Rubric** for this assignment is in a separate document.

Performance Analysis Worksheet

1. Has a performance problem been identified?	
Yes	Customers indicate they are unable to find the information they need about meals' nutritional information, how to order meals and how/when meals get delivered.
2. A- Identify Problem Sources	
How do you know a problem exists? What evidence or symptoms indicate that there is a problem?	
Prospective, new, and (to a lesser extent) long-standing customers routinely reach out to our CS Team via phone, email and help desk tickets— and to our social media marketing team with comments and messages—asking questions similar to those listed above. The answers to these questions are available on our website and so customers should not need to ask for help. Therein lies the gap between optimals and actuals.	
2. B-Verify Problem (do not complete this section)	
Check the evidence that you used to verify a problem.	
Questionnaire to	
Observation of	
Interviews with	

Objective test of _____ given to _____
Audit/Analysis of _____ records
Unsolicited problems or complaints from
3. Detail Problematic Performance
<p>What is the performance which is causing the problem? OR What are performers doing/not doing to cause the problem? OR What are performers unable to do that they should?</p> <p>Uses digital resources to find/understand nutrition information, ordering deadlines, and delivery deadlines.</p>

4. Identify Performer

Who produces or has the problem performance? State:

Performer: customers

Experience level: prospective and new (less than one month of ordering experience)

Situation: use website, social media posts, and/or emails to get timely and accurate information about meals' nutrition information as well as ordering deadlines and delivery dates.

5. A-Describe Goal/Ideal/Optimal Performance

Describe the standard performance for the problems stated in Step 3. How should the task be performed?
 What are acceptable standards of that performance?

Describe (1) the task being performed, (2) what output should result from that performance, and (3) how well it should be done. Add more rows as needed.

Task being performed	Resulting output	Standard (how well)
Locates nutrition information	Customer reads menu and finds number of calories, amount of sodium, etc in a meal.	Does not need to reach out to CS or via social media to get answer
Orders meals or a skips a week	Customer receives meals (or not) as they prefer on a weekly basis.	Customer is not surprised by subscription service order charges or receiving meals that they did not choose to skip.

Recognizes delivery dates	Customer uses website order placement screen, order confirmation email and/or shipping confirmation email to recognize delivery date of their order.	Does not need to reach out to CS or via social media with standard delivery date questions.
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1. Transfer the output statements to Step 6
2. Describe the needs assessment techniques that you used to verify the standards at the top of the next page.

5. B-Verify Goal Performance (do not complete)

Check the evidence that you used or will use to verify the performance standards (describe all that apply if you combined techniques.)

Questionnaire to :

Interview with:

Content analysis of:

Delphi Technique with:

Critical incident with:

Task or job analysis of:

Literature review of:

6. A-Describe Deficient Performance

Which are the outputs that are not meeting the standard (from Step 3)? What resulting outputs are occurring? Actual output not meeting standards:

1. Locates nutrition information
2. Orders meals or a skips a week
3. Recognizes delivery dates

6. B-Verify Deficient Performance (do not complete)

Check the evidence that you used to verify the actual output. That is, how did you measure the actual performance?

Questionnaire to:

Observation of:

Interviews with:

Objective test of: _____ given to _____

Audit/Analysis of: _____ records

7. Check Performance Components/Determine Performance Discrepancy

So you have a standard performance stated in Step 5?

If Yes, then describe the difference between the standard performance outputs (Step 5) and the actual output (Step 6).

If No, then return to Step 5 and state a standard performance.

Do you have a statement of actual output in Step 6 for each standard output in Step 5?

If Yes, then subtract Step 6 outputs from Step 5 (standard) outputs and list the deficiencies below

If No, then return to Step 6 and complete the activity.

Standard (from step 5)	Output (from step 6)	Deficiency
<ul style="list-style-type: none"> Customer locates nutrition information. Customer orders meals or a skips a week. Customer recognizes delivery dates. 	<ul style="list-style-type: none"> reads menu and finds number of calories, amount of sodium, etc in a meal. receives meals (or not) as they prefer on a weekly basis. uses website order placement screen, order confirmation email and/or shipping confirmation email to ascertain delivery date of, and shipping partner for, their order. 	<ul style="list-style-type: none"> orders no meals because nutritional value is unknown or orders meals counter to dietary preferences does not pick meals or pause subscription and receives unwanted meals unaware of elapsed time between order and shipment, when order will arrive, and/or who shipping partner is

8. Identify Probably Causes of Performance Deficiency What are the probable causes of the deficiencies listed in Step 7? Describe in the sections (A-C) below.

A. Job performer deficiency problems:

Problems caused by job performers lack of:	% of problem contributed by:
Information	5%
Skill/knowledge/ability	30%
Capacities (physical/mental/emotional)	10%
Estimated Total % problem attributable to job performer causes:	45%

Verify Personal Causes (do not complete)**Bold** the data gathering technique used to verify above.

Observation	Management Interview
Employee/Student Interview	Audit
Objective test	Productivity Data
Customer user evaluations	Personnel/Student records

8. -B Motivational Causes of Performance Deficiency**Problems caused by Motivational problems:****% of problem contributed by:**

Inadequate Incentives/rewards

5%

Conflicting motives/goals/expectations

20%

Estimated Total % of problem attributable to motivation:**25%****Verify Motivational Causes (do not complete)****Bold** the data gathering technique used to verify above.

Employee/Student Interview	Management/Teacher Interview
Attendance Records	Observation
Peer interviews	Personnel/Student records
Policy statements	Productivity/Test performance

8. C-Identify Environmental Causes of Performance Deficiencies**Problem Caused by environmental inadequacies:****% of problem contributed by:**

Job design/Learning conditions

25%

Inadequate resources (tools/materials/supplies)

5%

Estimated Total % of problem attributable to environmental causes:**30%****Verify Environmental Causes (do not complete)****Bold** the data gathering techniques to verify above

Observation	Employee/Student interview
Mgt/Teacher interview	Questionnaire
Customer/User Feedback	Productivity/Test performance
Job/Task analysis	

You are not required to complete the solutions portion of this worksheet (from here to end)

9. Describing Personal Solutions to Performance Problems

What portion of the performance deficiencies listed in Step 7 can be solved by recruitment and selection, by providing information, or by instruction or training? Training may include classroom, self-instruction, or a guidebook or job aid.

Recruitment and selection include procedures used to select students or employees for instruction or training.

% of problem solvable by recruitment or different selection standards?

If % > 0, then complete Step 9A.

Information includes any procedures, policies, rules, or any other information that employees/students need to perform their jobs or roles. This includes consistent feedback about how well the person is performing.

% of problem solvable by providing information

If % > 0, then complete 9B.

Instruction consists of classroom instruction, self-instruction, job aid or guidebook

.% of performance deficiency solvable by instruction

If % > 0, then complete 9C.

Total % of problem attributable to personal causes

Is this figure equal to % of problem attributable to personal factors (see Step 8A)? Yes or No
If No, why not?

9A-What changes would you make in selection standards or recruitment procedures?

9B-What information needs to be communicated to employees or students? How will you communicate it?

9C-What type of instruction/training should be provided to correct each deficiency described in Step 7?

Deficiency from Step 7	Type of instruction or training

10. Describing Non-Training Solutions to Performance Deficiencies

What non-training solutions to the performance problems would you recommend?

% of problem solvable by changing incentives or expectations

Is this % of problem attributable to motivational factors (Step 8B)? Yes or No
If no, then explain why:

10. A- Motivational/Incentive Solutions:

Improve incentives

Standardize goals/expectations:

% of problem solvable by improving the work/learning environment

Is this % equal to % of problem attributable to environmental causes? Yes or No

If no, then explain why:

10. B Environmental Solutions:

11. Redesign job or learning conditions:

12. Improve or change resources (tools/Materials)