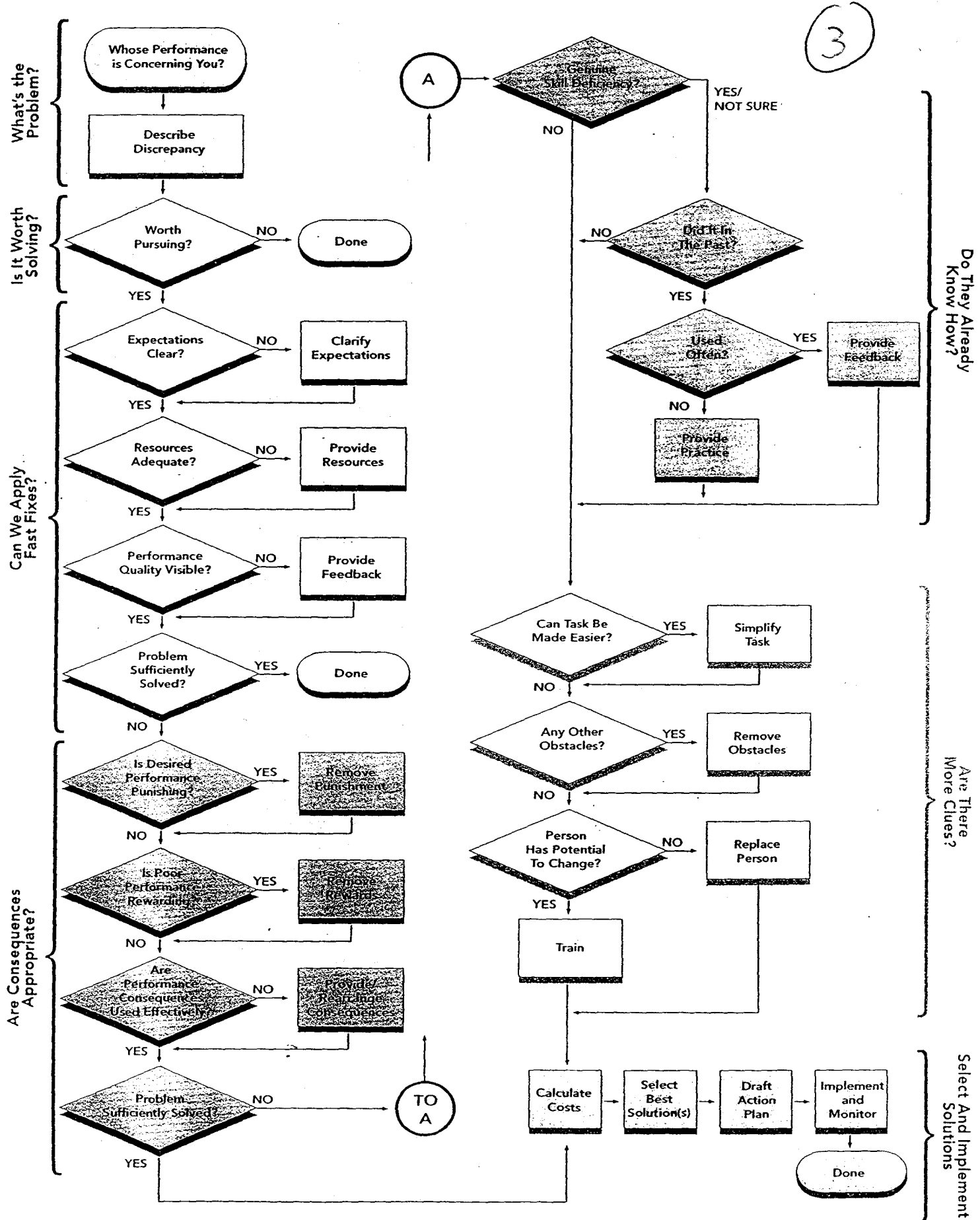


PERFORMANCE ANALYSIS FLOWCHART



Quick Reference Guide

Use the following guide as a way to help others see why they "really oughta wanna" re-evaluate solutions they have already decided upon.

I. Describe the problem

1. a. What is the performance discrepancy?
b. Whose performance is at issue?
c. Why is there said to be a problem?
d. What is the actual performance at issue?
e. What is the desired performance?
2. a. Is it worth pursuing?
b. What would happen if I let it alone?
c. Are our expectations reasonable?
d. What are the consequences caused by the discrepancy?
e. Is that cost enough to justify going on?
8. a. Could they do it in the past?
b. Could they once perform the task but have forgotten how?
9. a. Is the skill used often?
b. How often is the performance displayed?
c. How often is the skill applied?
d. Is there feedback on how things are going?
e. Is the feedback available regularly?
10. a. Can the task be simplified?
b. Particularly for "hurry up" demands, can I reduce the standards by which performance is judged?
c. Can I provide some sort of performance aid?
d. Can I redesign the workplace or provide other physical help?
e. Can I parcel off part of the job to someone else or arrange a job swap?

II. Explore Fast Fixes

3. a. Can we apply fast fixes?
b. Do those concerned know what is expected of them?
c. Can those concerned describe desired performance? Expected accomplishments?
d. Are there obvious obstacles to performance?
e. Do these people get feedback on how they are doing?

III. Check Consequences

4. a. Is desired performance punishing?
b. What are the consequences of performing as desired?
c. Is it actually punishing or perceived as punishing?
5. a. Is undesired performance rewarding?
b. What rewards, prestige, status, or comfort support the present way of doing things?
c. Does misbehaving get more attention than doing it right?
6. a. Are there any consequences at all?
b. Does desired performance lead to consequences that the performer sees as favorable?

IV. Enhance Competence

7. a. Is it a skill deficiency?
b. Could they do it if their lives depended on it, i.e., could they do it if they really had to?

V. Develop Solutions

11. a. Any obstacles remaining?
b. Does something get in the way of doing it right?
c. Lack of knowledge about what's expected?
d. Conflicting demands?
e. Restrictive policies?
12. a. Do they have what it takes?
b. Is it likely that this person could learn to do the job?
c. Does this person lack the physical or mental potential to perform as desired?
d. Is this person over-qualified for this job?
13. a. Which solution is best?
b. Have all potential solutions been identified?
c. Does each address one or more parts of the problem(s)?
d. Have estimates of any intangible costs of the problem(s) been included?
e. What is the cost of each potential solution?
f. Which solution(s) are most practical, feasible, and economical?
g. Which yields most value, solving the largest part of the problem(s) for least effort?

Flow Charts

The complexity of various business processes requires us to intricately study their details so that we can have a thorough understanding of that particular process. Flow charts are a pictorial tool used to depict the underlying logic of a sequence of events. Combining industry-standard symbols into a grouping that symbolizes a process creates flowcharts. Flowcharts can be created by hand, from pre-made plastic templates, or by computer programs such as Visio and PowerPoint.

The following guide is not intended to give you a thorough understanding of flowcharts; rather it will give the user a guide to creating flowcharts that can be easily understood by others.

In general, flowcharts should read like an English written book. The beginning of a process in a flowchart should start from the top left area of a page and follow through the process by going to the bottom right area of the page. When additional pages are needed to continue the process an 'Off-Page' connector should be utilized (See examples below). Standard flowchart symbols, like the ones shown below should be used whenever possible. Using your own symbols can easily confuse others and lead to mis-representation of a process. When using symbols, all symbols with the exception of the decision process should have only one exit point (The decision process must have two exit points). All symbols that are not the termination of a process should have a directional arrow indicating the next area to be analyzed. Decision symbols will have two arrows going to the respective answer box of a question (Decision boxes should ask a yes or no question).

Finally, all instructions inside a box should be clear, short and to the point.

The following are examples of flow chart symbols with explanations of each. While there are additional symbols that may be used, these represent the standard symbols necessary to complete a diagram and should be adequate to finish any process.

STANDARD FLOWCHARTING SYMBOLS



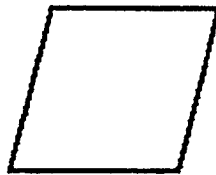
Terminal

Used to indicate the start and end of a flowchart. Single flowline. Flow begins or terminates here.



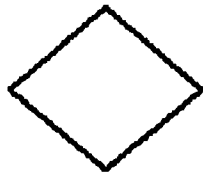
Processing

Used whenever data is being manipulated, most often with arithmetic operations. A single flowline enters and a single flowline exits.



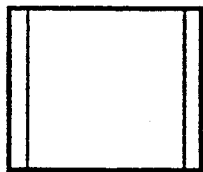
Input/Output

Used whenever information is entered into the flowchart or displayed from the flowchart. A single flowline enters and a single line exits.



Decision

Used to represent operations in which there are two possible alternatives. One flowline enters and two flowlines (labelled yes and no) exit.



Predefined Process

Used to identify an operation that is more fully described in a separate flowchart segment. One flowline enters and one flowline exits.



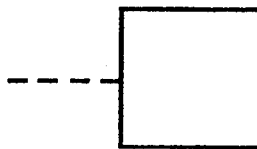
On-page Connector

Used to connect remote flowchart portions on the same page. One flowline enters or exits.



Off-page Connector

Used to connect remote flowchart portions on different pages. One flowline enters or exits.



Comment

Used to add comments or clarification.



Flow Line



Flow Arrowheads

