Appendix B: Performance Gap Analysis Job-Aid

Instructions: Use these following charts to aid in the understanding of gaps by examining signs of deficiency, related symptoms, and possible solutions. Each chart is organized by ***deficiency***.

Needs Analysis Chart 1 of 6 **DEFICIENCY: Insufficient Knowledge and Skills**				
SIGNALS	**TYPICAL SYMPTOMS**	**KEY QUESTIONS**	**DATA SOURCE**	**POSSIBLE SOLUTIONS**

Little or no methods documentation
 	
More demanding job requirements
 	
New/Changed:
• Equipment/software
• Methods
• Policies
• Products
	Work done poorly
	
	Work not done on time
	
	Tasks or parts of tasks not done
	
	Complaints about difficulty of work
		Have performers ever performed up to standard?
		
		Do performers get enough practice?
		
		Do performers have the basic managerial, technical, and/or interpersonal skills that are required for the job?
		
		Do performers know how to use the available data?
		
		Can more of the information performers need be stored somewhere so they don't have so much to remember?
			Performance observation
			
			Methods and Practices
			
			Interviews and Questionnaires
			
			Performance Appraisals
			
			Personnel Records
			
			Customer studies
			
			Audits
				Training, including:
				• Job Aids
				• Instruction
				  ○ Orientation
				  ○ Theory
				  ○ Knowledge and skills
				  ○ Guided practice

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Needs Analysis Chart 2 of 6 **DEFICIENCY: Inadequate Information**				
SIGNALS	**TYPICAL SYMPTOMS**	**KEY QUESTIONS**	**DATA SOURCE**	**POSSIBLE SOLUTIONS**
New or Changed: • Expectations • Standards • Policies • Equipment/software • Methods • Job population • Management systems • Organizational structure Low productivity Customer complaints	Work done slowly or hesitantly Work done poorly Work not done on time Tasks or parts of tasks not done Work gets worse over time Enough time, but work up to standard Complaints about amount of work Complaints about the worth or necessity of work	Are performers getting the information they need when they need it? Are the performance standards clear and measurable? Do performers know what the outputs and standards are? Do performers know when they are not performing up to standard? Can performers measure their own performance? Can performers improve their performance? Are task directions sufficient, access, accurate, timely, and understandable?	Performance Observation Management Interviews Interviews/Questionnaires Methods and Practices Job Briefs Customer Studies Service and Performance Data Audits	Provide: Overall Expectations, including measures and standards for job performance. Background, context of correct performance. Reference Sources Directive job aids Feedback (motivational and corrective) • Accurate • Clear • Constructive • Frequent/ongoing • Job relevant • Specific • timely

Appendix B: Performance Gap Analysis Job-Aid

Needs Analysis Chart 3 of 6 **DEFICIENCY: Inadequate Resources (Tools, Materials, People)**				
SIGNALS	**TYPICAL SYMPTOMS**	**KEY QUESTIONS**	**DATA SOURCE**	**POSSIBLE SOLUTIONS**

New or Changed:
• Equipment/software
• Methods
• Policies
• Management systems
• Organizational structure
 	
Low productivity
 	
Customer complaints
	Work done poorly
	
	Work not done on time
	
	Complaints about amount of work
	
	Complaints about difficulty of work
	
	Low productivity
		Do performers have the resources they need to meet the standard?
		• Appropriate, accessible, reliable, and safe
		  o Tools and equipment
		  o Materials and supplies
		  o Job aids
		  o Reference aids
		  o People to consult
		
		Can performers get help when they need it?
		
		Can performers improve their performance?
		
		Are task directions sufficient, access, accurate, timely, and understandable?
			Performance Observation
			
			Employee Interviews
			
			Management Interviews
			
			Methods and Practices
			
			Job Briefs
			
			Customer Studies
			
			Service and Performance Data
			
			Audits
				Provide/Upgrade/Change:
				
				Appropriate tools, equipment/software, materials, supplies, procedures, etc.
				
				Management Support
				
				Coworker Support
				
				Support Services
				
				Directive job aids

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Needs Analysis Chart 4 of 6 **DEFICIENCY: Inadequate Job Design/Conditions**				
SIGNALS	**TYPICAL SYMPTOMS**	**KEY QUESTIONS**	**DATA SOURCE**	**POSSIBLE SOLUTIONS**
New or Changed: • Equipment/software • Methods • Policies • Organizational structure Low productivity High employee turnover	Work backlog Overtime Duplication of work Complaints about the organization Accidents Boredom Absenteeism Tardiness	Can the job be done? • Too difficult? • Too Simple? Do performers get the job inputs and support they need to perform up to standard? Do performers have an appropriate span of control and authority to perform up to standard? Does the work environment support performance? Do performers have significant distractions from their major duties? Are job procedures and work flow design adequate? Are reporting relationships clearly defined?	Performance Observation Interviews and Questionnaires Methods and Practices Job Briefs Customer Studies Productivity Data Audits Accident Reports Personnel Records	Change: Time requirements Climate/culture Procedures Scope of duties Physical facilities Workspace Coworkers Volume of input Inputs and performance standards and specifications

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Needs Analysis Chart 5 of 6 **DEFICIENCY: Inadequate Incentives**				
SIGNALS	**TYPICAL SYMPTOMS**	**KEY QUESTIONS**	**DATA SOURCE**	**POSSIBLE SOLUTIONS**
New or Changed: • Expectations • Standards • Methods • Policies • Job population	Work not done Performance initially up to standard but soon deteriorates Performance up to standard only when supervisor or other authority figure is there Lack of performance Negative attitudes Absenteeism Tardiness	Does it matter if performers perform up to standard or not? Are incentives made contingent on performance? Are there significant positive consequences for performing up to standard? Is substandard work inadvertently regarded? Are consequences meaningful from the performer's point of view? Is the recognition for good performance given and provided in a timely manner?	Employee treatment policies Interviews and Questionnaires Performance Appraisals Attendance Records Personnel Records	Remove positive consequences for substandard performance Provide appropriate: • Feedback • Praise • Compensation • Recognition • Status • Advancement • Time off • sanctions Change job tasks Change scope of responsibility Change contingencies

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Needs Analysis Chart 6 of 6 **DEFICIENCY: Lack of Capacity (Physical/Mental/Emotional)**				
SIGNALS	**TYPICAL SYMPTOMS**	**KEY QUESTIONS**	**DATA SOURCE**	**POSSIBLE SOLUTIONS**
More demanding job requirements and /or standards Underqualified employees New, more complex methods, equipment, and policies Grievances Low productivity High employee turnover	Tasks or parts of tasks not done Complaints about difficulty of work Negative attitudes Boredom	Do performers have the physical/motivational/emotional capacity to perform up to standard, regarding: • Information handling • Knowledge/skill requirements • Resources/tools • Work environment Have performers ever performed up to standard? Have job requirements increased significantly in number or difficulty? Have job candidate screening criteria been followed?	Performance observation Methods and Practices Interviews and Questionnaires Job briefs Performance Records Personnel Records Productivity and Service data Audits	Recruitment Selection Internal mobility