

Performance Analysis Questions & Checklist

Are performance expectations clear?

- Does employee know what to do and are the expectations clear (Critical Elements)?
- Is employee clear on performance standards (relating to quality, quantity, time, and budget)?
- How does employee know what to do?
- Does employee understand how to perform the task(s) or behavior(s)?
- Does employee have competing priorities which create confusion over expectations?
- Is employee working in a matrix organization where work requests come from multiple sources?
- Is employee's chain of command confusing due to being required to report to several different people or leaders?

Has employee received feedback on performance?

- How does employee know how they are performing?
- Has employee received timely and complete feedback?
- How direct and accurate is the feedback?
- How often and timely is the feedback?
- Is the feedback individualized so that it fits each person?

Does employee have needed resources, information and opportunity to do their job and are effective systems or processes in place?

- Has employee received inferior, incorrect or untimely resources with which to work?
- Is employee receiving inaccurate, inferior or outdated information?
- Are the tools, equipment or resources easily accessible?
- Has employee had ample opportunity to perform the skill or task?
- Is employee working with inefficient work flow processes?
- Is employee working under ineffective, redundant or overly complex systems, processes, policies or procedures?
- Is employee working with incomplete work processes?
- Does employee receive information in timely manner?
- Is the information overly complex to be effective?

Does employee have the needed knowledge and skills to achieve performance?

- Does the employee understand the knowledge, skills, attitudes and competencies needed for effective performance?
- Has employee been properly trained on the task(s) or function(s)?
- If it has been a long time since employee has demonstrated the knowledge and skills, have they had opportunity for refresher training?

Does employee receive appropriate incentives for desired performance and is workload distributed fairly?

- Does employee have adequate commitment and motivation for the task or job?
- Does employee lack appreciation and recognition for accomplishments?
- Is employee rewarded for incorrect behavior?
- Is employee punished for appropriate behavior?
- Is there an equal distribution of work among other employees?

Is employee held accountable for performance?

- Does employee have appropriate levels of accountability for performance and outcomes?
- When performance drops below a certain level, does the supervisor coach employee and provide direction?
- Are employees in similar jobs held to the same fair standard of performance?

References:

- "Performance Intervention Maps" by Sanders & Thiagarajan
- The American Society for Training and Development (See Human Performance Improvement) www.astd.org
- International Society for Performance Improvement
<http://humanperformancetechnology.wordpress.com/>
- A founding father of performance engineering, Geary Rummler
www.performancedesignlab.com/geary-rummler-founder
- Robert Mager and Peter Pipe, other founding fathers of performance technology
<http://www.cepworldwide.com>