

Performance Problem* Analysis Worksheet

*The words “need” or “opportunity” can be substituted for the word “problem.”

Worksheet Purpose: The purpose is to analyze the individual, operational and organizational causes of a performance problem.

Intended Outcome: The product of the analysis is one or more appropriate solutions identified to resolve each problem.

The name and/or job title of the person associated with the defined performance problem, and for whom this analysis is conducted:

Name: _____ Job Title: _____

Individual Causes

1. Is any part of the problem caused by a *deficiency in an individual's knowledge*?

Knowledge Problem Analysis [Root Cause(s)]	Possible Solution	Should this Solution be Implemented?	Who should/will be assigned to implement solution?	Does solution require a type of instructional product?
a. Does the person <i>know that s/he has the responsibility</i> to perform a specific duty, task, sub-task or step? <input type="checkbox"/> Yes ↓ <input type="checkbox"/> No →	<i>Do This:</i> <ul style="list-style-type: none"> ▪ Be certain that the person knows that the specific duty and associated tasks, sub-tasks, and steps are part of his/her responsibilities. ▪ Be certain that an approved job description is in place, and that each duty is clearly identified. (<i>Use Job Analysis Worksheet</i>) ▪ Be certain that the tasks, sub-tasks and steps for each duty are clearly defined. (<i>Use Job-Task Analysis Worksheet</i>) 	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No		<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No
b. Does the person <i>know s/he has the authority</i> to perform a specific task, sub-task and/or step? <input type="checkbox"/> Yes ↓ <input type="checkbox"/> No →	<i>Do This:</i> <ul style="list-style-type: none"> ▪ Delegate the authority and clarify the extent to which s/he can use that authority on the job. 	<input type="checkbox"/> Yes <input type="checkbox"/> No		<input type="checkbox"/> Yes <input type="checkbox"/> No
c. Does the person <i>know the priority or importance</i> of a specific task, sub-task and/or step? <input type="checkbox"/> Yes ↓ <input type="checkbox"/> No →	<i>Do This:</i> <ul style="list-style-type: none"> ▪ Explain the priority of performing the task relative to other tasks, sub-tasks and steps. 	<input type="checkbox"/> Yes <input type="checkbox"/> No		<input type="checkbox"/> Yes <input type="checkbox"/> No

Knowledge Problem Analysis [Root Cause(s)]	Possible Solution	Should this Solution be Implemented?	Who should/will be assigned to implement solution?	Does solution require a type of instructional product?
d. Does the person know the concepts, procedures, and performance standards associated with each task, sub-task and step? <input type="checkbox"/> Yes ↓ <input type="checkbox"/> No →	<i>Do This:</i> ▪ Review/ instruct the person in the concepts, and standards against which his/her performance of the job's tasks, sub-tasks and steps will be measured. (Use: <i>Subject Matter Analysis Worksheet, and Process Analysis Worksheet</i>)	<input type="checkbox"/> Yes <input type="checkbox"/> No		<input type="checkbox"/> Yes <input type="checkbox"/> No
e. Does the person know whether s/he is performing each task, sub-task and step according to standards? <input type="checkbox"/> Yes ↓ <input type="checkbox"/> No/ Not sure →	<i>Do This:</i> ▪ Provide feedback as close as possible to the performance, to be sure that the person knows that his/her performance is correct, or how it is to be corrected.	<input type="checkbox"/> Yes <input type="checkbox"/> No		<input type="checkbox"/> Yes <input type="checkbox"/> No

2. Is any part of the problem caused by a **deficiency in an individual's skill?**

Skill Problem Analysis [Root Cause(s)]	Possible Solution	Should this Solution be Implemented?	Who should/will be assigned to implement solution?	Does solution require a type of instructional product?
a. Does the person have the mental and/or psychomotor capacity/potential to execute the skill according to job standards? <input type="checkbox"/> Yes ↓ <input type="checkbox"/> No →	<i>Do This:</i> ▪ <u>Change</u> the job, duty, task, sub-task or step, <u>or</u> ▪ <u>Reassign</u> the job, duty, task, sub-task or step, <u>or</u> ▪ Transfer the person to a different job	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No		<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No
b. Has the person demonstrated (in the past) the ability to execute the needed skills associated with the duty, task, sub-task or step? <input type="checkbox"/> Yes ↓ <input type="checkbox"/> No →	<i>Do This:</i> ▪ Instruct/review any concepts associated with the execution of the skill. ▪ Demonstrate any prerequisite skills, ▪ Demonstrate the skill, and provide supervised practice and feedback to ensure that skill is executed correctly.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No		<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No
c. Has the person executed the skill frequently enough to ensure consistent and accurate performance of the skill? <input type="checkbox"/> Yes ↓ <input type="checkbox"/> No →	<i>Do This:</i> ▪ Demonstrate how the skill is performed, and provide supervised practice and as much feedback as needed to be sure that the individual knows his/her performance is correct or how his/her performance is to be corrected.	<input type="checkbox"/> Yes <input type="checkbox"/> No		<input type="checkbox"/> Yes <input type="checkbox"/> No

Operational and Organizational Causes

3. Is any part of the problem caused by an *Environmental Deficiency*?

Operational Problem Analysis [Root Cause(s)]	Possible Solution	Should this Solution be Implemented?	Who should/will be assigned to implement solution?	Does solution require a type of instructional product?
a. Are there any work environment conditions under which the person does a job which prevent him/her from performing according to job standards? <input type="checkbox"/> No ↓ <input type="checkbox"/> Yes →	<i>Do This:</i> <ul style="list-style-type: none"> ▪ Determine what the obstacles are that prevent the desired performance. ▪ Make corrective changes to the work environment, that can reduce interference by such things as: <ul style="list-style-type: none"> ○ Changing lighting? ○ Changing colors? ○ Increasing comfort? ○ Modifying the work position or station? ○ Reducing visual or auditory distractions? ○ Changing restrictive or outdated policies? ○ Minimizing distractions such as phone calls, "brush fires," demands of less important but more immediate problems? ○ Other _____ ○ Other _____ ○ Other _____ ○ Other _____ 	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No		<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No

4. Is any part of the problem caused by a *Tools Deficiency*?

Operational Problem Analysis [Root Cause(s)]	Possible Solution	Should this Solution be Implemented?	Who should/will be assigned to implement solution?	Does solution require a type of instructional product?
b. Are there any inadequate or missing tools, equipment and/or material resources that a person needs to perform according to job standards? <input type="checkbox"/> No ↓ <input type="checkbox"/> Yes →	<i>Do This:</i> <ul style="list-style-type: none"> ▪ Provide appropriate tools, equipment and /or material resources as needed to perform each task, sub-task and step. 	<input type="checkbox"/> Yes <input type="checkbox"/> No		<input type="checkbox"/> Yes <input type="checkbox"/> No

5. Is any part of the problem caused by an **Organizational System Deficiency**?

Operational Problem Analysis [Root Cause(s)]	Possible Solution	Should this Solution be Implemented?	Who should/will be assigned to implement solution?	Does solution require a type of instructional product?
<p>c. Are there any procedures and/or processes that are <u>missing, incomplete</u> or <u>unclear</u> which are intended to inform/instruct a person how to perform according to job standards? <input type="checkbox"/> No ↓ <input type="checkbox"/> Yes →</p>	<p><i>Do This:</i></p> <ul style="list-style-type: none"> ▪ Be certain that an approved job description is in place, and that each functional duty is clearly identified. ▪ Be certain that detailed instructions on processes and/or procedures for how to execute tasks, sub-tasks and steps are clearly defined. ▪ Explain that the specific duty and associate tasks, sub-tasks, and steps are part of his/her responsibilities. 	<p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>		<p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>
<p>d. Are there any performance policies/ expectations/ standards for any job duty, task, etc., that are missing, incomplete or unclear? <input type="checkbox"/> No ↓ <input type="checkbox"/> Yes →</p>	<p><i>Do This:</i></p> <ul style="list-style-type: none"> ▪ Identify and clearly define any policies that would affect how to execute tasks, sub-tasks and steps. ▪ Create or modify descriptions that appropriately and clearly explain the performance expectations/standards for how to execute tasks, sub-tasks and steps. 	<p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>		<p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>
<p>a. Are there any corporate culture issues (e.g., attitudes, beliefs, values, norms, behaviors, or experiences) within the organization, which are affecting job performance? <input type="checkbox"/> No ↓ <input type="checkbox"/> Yes →</p>	<p><i>Do This:</i></p> <ul style="list-style-type: none"> ▪ Identify the issues. ▪ Make these corrective changes. 	<p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>		<p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>
<p>b. Is the manner, amount, and/or nature of the information that flows up and down the organization affecting a person's job performance? <input type="checkbox"/> No ↓ <input type="checkbox"/> Yes →</p>	<p><i>Do This:</i></p> <ul style="list-style-type: none"> ▪ Identify the issues. ▪ Make these corrective changes. 	<p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>		<p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>
<p>c. Is the number of levels of management within the organization, and the level of authority at which decisions are made affecting a person's job performance? <input type="checkbox"/> No ↓ <input type="checkbox"/> Yes →</p>	<p><i>Do This:</i></p> <ul style="list-style-type: none"> ▪ Identify the issues. ▪ Make these corrective changes. 	<p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>		<p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>
<p>d. Is the frequency and reason for personnel turnover, affecting a person's job performance? <input type="checkbox"/> No ↓ <input type="checkbox"/> Yes →</p>	<p><i>Do This:</i></p> <ul style="list-style-type: none"> ▪ Identify the issues. ▪ Make these corrective changes. 	<p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>		<p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>

6. Is any part of the problem caused by a **Motivational System Deficiency**?

Operational Problem Analysis [Root Cause(s)]	Possible Solution	Should this Solution be Implemented?	Who should/will be assigned to implement solution?	Does solution require a type of instructional product?
e. Is the organization's reward/incentive system affecting a person's job performance? <input type="checkbox"/> No <input type="checkbox"/> Yes →	<i>Do This:</i> <ul style="list-style-type: none"> ▪ Identify the issues. ▪ Make these corrective changes. 	<input type="checkbox"/> Yes <input type="checkbox"/> No		<input type="checkbox"/> Yes <input type="checkbox"/> No
a. Are there any negative consequences for performing a job/task according to standards ? (i.e., Is "desired" performance punishing? Does the person experience any peer pressure, punishment, repeated failure, boredom, humiliation, or loss of status or power as a result of performing as expected?) <input type="checkbox"/> No ↓ <input type="checkbox"/> Yes →	<i>Do This:</i> <ul style="list-style-type: none"> ▪ Determine what the unfavorable consequences/ penalties (<i>peer pressure, punishment, repeated failure, boredom, humiliation, or loss of status or power</i>) are to the person, when performing the job, task, sub-task or step as desired. ▪ Reduce/eliminate the unfavorable consequences/ penalties. ▪ Provide frequent and positive rewards/reinforcement for performing the task according to standards. 	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No		<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No
b. Are there any positive consequences (perceived or real) for not performing a job/task according to standards ? [i.e., Is "non" performance rewarding? Does the person experience any rewards (prestige, status, delight, etc.) for not performing as expected, or for performing the task in some non-standard way?] <input type="checkbox"/> No ↓ <input type="checkbox"/> Yes →	<i>Do This:</i> <ul style="list-style-type: none"> ▪ Determine what the favorable consequences (attention, prestige, status, delight, etc.) are to the person, when not performing the job, task, sub-task or step as desired. ▪ Determine if the person is "mentally-emotionally inadequate," i.e., doing less so that there is less to worry about. ▪ Determine if the person is physically inadequate, doing less because it is less strenuous or tiring. ▪ Reduce the impact of any positive rewards that reinforce the wrong performances. Provide appropriate consequences and reinforcement to correct performance. 	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No		<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No
c. Does performing a job, task, sub-task or step, according to standards, really matter to the person (i.e., Is there any personal dissatisfaction from performing according to standards.)? <input type="checkbox"/> Yes ↓ <input type="checkbox"/> No →	<i>Do This:</i> <ul style="list-style-type: none"> ▪ Determine what really matters to the person. ▪ Minimize (as much as possible) the causes of dissatisfaction and lack of personal need fulfillment. ▪ Provide frequent and positive rewards/reinforcement for performing the task according to standards. ▪ Change the job, task, sub-task or step, <u>or</u> ▪ Reassign the job, task, sub-task or step, <u>or</u> ▪ Transfer to a different job, <u>or</u> Terminate the person. 	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No		<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No

