

Performance System Design Example

The following example demonstrates how to apply the Performance System concepts to design a Performance System for a new desired Response.

Background

Apex has won the contract to develop an electronic performance support system for GeoSync's call center. The visual impact of screen displays, layout, and graphics is critical to effective communication in such a system. The Graphic Design sub-project is being managed by Martin, who is Apex's Production Director. The graphic designers report to him. He is currently planning roles and responsibilities for those individuals who will contribute to the design of the screen layouts.



Design Checklist

Identification Questions

What is the result to be achieved?	Screen layouts designed
What behavior(s) is needed to achieve the result?	<ul style="list-style-type: none"> • Participate in design of user interface • Develop text formats • Develop screen layout specifications • Mock-up screen layouts • Design icons
For which behavior is the Performance System being designed?	Develop text formats
What is the desired Response?	Develop text formats that meet screen layout specifications
Who is the Performer (individual or group)?	Graphic Designer

Design Questions

Situation

1. What are the performance expectations, including measures and standards, for the desired Response?
2. How will performance expectations be clarified with the Performer?
3. How will we ensure the Performer agrees that these expectations are attainable?
4. What is the signal to perform? How will we ensure the Performer easily recognizes the signal to perform?
5. How will we ensure the input the Performer receives is appropriate, correct, and timely?
6. How will we ensure job procedures, processes, and work flows are effective?
7. How will multiple or competing priorities be clarified?
8. How will we ensure adequate resources are available: time, people, money, information, tools, space, or equipment?
9. How will we ensure the physical surroundings support effective performance?

Performer

1. How will we ensure the Performer has the necessary knowledge and skill to perform?
2. How will the Performer know why the performance is expected?
3. How will we ensure the Performer is well suited to the job?

Consequences

1. How will we provide appropriate Consequences immediate enough to encourage the desired Response?
2. How will we ensure appropriate Consequences are provided consistently?
3. How will we ensure the Consequences are significant to the Performer?
4. What will be the Consequences to the organization?
5. How will we ensure, on balance, that the Consequences encourage the desired performance? [Complete a Balance of Consequences worksheet as needed.]

Feedback

1. What information (Feedback) will be received about performance, and how will the Performer receive the information?
2. How will the Feedback be used to encourage the desired performance?
3. How will relevant measures of performance be fed back?
4. How will the Feedback include progress over time?
5. How will the Performer receive timely Feedback?
6. How will the Performer receive Feedback frequently enough to maintain or enhance performance?
7. How will the Feedback be specific enough to influence performance?
8. How will the Feedback include information about the value of the performance to the organization?
9. How will we ensure the Feedback is communicated in a positive, non-threatening manner?

Performance System Comments

Communicate hierarchy clearly (user can distinguish titles, body text, indented items); Style appropriate for subject matter (resemble layouts used for business-related work); Easy to read (use fonts preferred for e-documents, no smaller than 12 points); All schedules met (based on project schedule); Project manager and client signoff (verbal and written approvals).

Verbally discussed in a meeting and documented in the task description for project.

Performer will meet with system designer, writer, editor, sub-project manager, and project manager to reach consensus on expectations.

Start date in the project plan for developing text formats; also weekly department meeting. Performer will have access to the project schedule and project updates.

Screen layout specifications; access to content will be readily available in the project team database.

The procedures, processes, and work flows have been used on other projects. Status of key processes and their outputs will be reviewed in weekly sub-project meetings. Performer will have access to all project documents in project team database.

Performer will make this work a priority. Martin (the sub-project manager) and the project manager will clarify any competing priorities with the Performer should they occur.

Performer will have access to workspace, computer, fonts, color printer, text formats, and other support systems.

Work place already designed for graphic design and related work.

Performer has designed text formats for other systems; knows graphic design and can communicate content in an electronic medium; is committed to quality; is attentive to detail; and operates well under pressure, and in a team environment. Performer needs some knowledge about the content to be communicated which will be provided during weekly meetings, and through access to documents in the project database.

Performer will attend key project meetings related to this task. Martin will follow up during the project to reinforce the task's importance.

The Performer has done this type of work on a few other projects.

Verbal recognition from Martin (the sub-project manager) and the project manager; positive comments from user testers; signoff approval from the client; possible peer recognition from the graphics design team; acknowledgement at text format task closeout; written recognition entered in the Performer's personnel file; possible ongoing recognition by users of the system. Most consequences will be immediate or slightly delayed upon completion of the text formatting task, after user testing, upon client approval, and upon closeout of the text formatting task.

Martin will review progress at least twice a day; verbal approvals of interim work will be provided by project manager and client.

Will ask Performer to identify which of the above Consequences are most significant to him or her.

Client and users refer more such work to Apex; Apex's market share and profitability increases.

These Consequences are typical of most design projects and are in balance to encourage the desired Response (see Balance of Consequences worksheet—there are no relevant alternative or undesired Responses; therefore, the Balance of Consequences analysis was completed for only the desired Response).

Martin will provide written and verbal feedback on text formatting related to the screen layout specifications as work progresses; user testing feedback on hierarchy, styles, ease of use, and readability will be provided from testers via written checklists and questionnaires; project manager and client input on changes to be made to enhance text formats will be provided by Martin verbally; information on how well schedules are being met will be provided by Martin verbally; information on how close project manager and client are to signing off will be provided by Martin, also verbally.

Comments should be specific and relate to the text formatting work.

The Feedback will be in a combined verbal and written form (see 1 above). The project manager will let the designer know that the client has signed off on the work and relate any comments that the client makes.

Martin will retain all versions of text formats provided to test users, the project team, and the client for review, and will provide Feedback at each stage of development. The Performer also will receive information about progress at task closeout.

Martin will provide the Feedback as soon as the text formats are reviewed by test users, client, project manager, and project team.

After review of text formats at every stage of development.

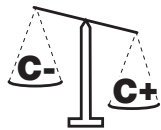
The user testing checklists and questionnaires will be specific and related to the screen layout specifications; Martin will look for suggestions and requests to be incorporated in the work as it progresses.

Martin and the project manager will remind the Performer that this project represents a new and potentially lucrative market for Apex.

Any revisions to the work or suggestions for improvement will be presented as Apex's commitment to quality. Potential improvements in knowledge, skills, or performance will be discussed face-to-face in private.



Balance of Consequences



Balance of Consequences

