The Performance System

Analysis Questions

1 **Response**

What are the desired and undesired, or alternative, Responses?

2 **Performer**

Does the Performer have the necessary knowledge and skill to perform?
Does the Performer know why the performance is expected?
Is the Performer well suited to the job?

3 **Situation**

Have performance expectations, including measures and standards, been established for the desired Response?
Have performance expectations been clarified with the Performer?
Does the Performer agree that these expectations are attainable?
Can the Performer easily recognize the signal to perform?
Is the input the Performer receives appropriate, correct, and timely?
Are job procedures and work flow effective?
Does the desired Response have sufficient priority relative to other Responses?
Are there adequate resources available: time, money, people, information, tools, space, or equipment?
Do the physical surroundings support effective performance?

4 **Consequences**

Are the Consequences immediate enough to encourage the desired Response?
Are appropriate Consequences provided consistently?
Are the Consequences significant to the Performer?
On balance, do the Consequences encourage the desired performance?

5 **Feedback**

Does the Performer receive any information about performance?
Is the Feedback used to encourage the desired performance?
Are relevant measures of performance being fed back?
Does the Feedback include information about progress over time?
Does the Performer receive timely Feedback?
Does the Performer receive Feedback frequently enough to maintain or enhance performance?
Is the Feedback specific enough to influence performance?
Does the Feedback include information about the value of the performance to the organization?
Is the Feedback communicated in a positive, nonthreatening manner?

The Performance System

Situation
- How clear are the performance expectations and how well are they understood?
- How clear is the signal to perform?
- How well does the work environment support expected performance?

Feedback
- How appropriate is the Feedback and how well is it used to influence performance?
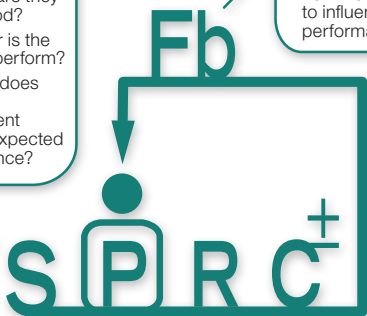
Performer
- How capable is the Performer to meet the performance expectations?

Response
- What is the observed performance?
- How does it compare with expectations?

Consequences
- How well do the Consequences encourage expected performance?

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