Tool 8-1. Front-End Analysis Synthesis Tool

Question	Findings	Gap Factor	Recommended Actions
Information			
1. Are expectations clearly communicated? — Clearly sent — Clearly received		☐ Lack of clarity 　☐ In transmission 　☐ In reception	☐ Clarify communication of expectations
2. Is there any conflict over expectations? — Conflicting expectations — Conflicting priorities		☐ Conflicting expectations ☐ Conflicting priorities	☐ Resolve or eliminate expectation conflicts
3. Are expectations achievable given capabilities, resources, and constraints? — Acceptable — Attainable		☐ Expectations unacceptable ☐ Expectations unattainable	☐ Modify expectations
4. Are there adequate role models of desired performance? — Appropriate or credible models — Accessible models		☐ Lack of appropriate models ☐ Inaccessible role models	☐ Provide role models
5. Are there performance standards? — Clear and measurable — Reasonable and attainable		☐ Lack of clear, measurable performance standards 　☐ Immeasurable standards 　☐ Unreasonable standards	☐ Specify or modify performance standards
6. Do workers receive feedback? — Timely — Specific — Confirming or corrective — Work-related, not personal		☐ Lack of feedback that is 　☐ Timely 　☐ Specific 　☐ Confirming or corrective 　☐ Task focused	☐ Develop a feedback system
7. Do workers have access to required information? — Easy to access — Timely — Accurate and up to date — Clear and comprehensible		☐ Lack of access to required information 　☐ Hard to access 　☐ Not timely 　☐ Inaccurate or out of date 　☐ Unclear	☐ Provide access to required information
Tools and Resources			
1. Are required equipment and tools readily available? — Reliable — Efficient — Safe		☐ Equipment or tools unavailable 　☐ Unreliable 　☐ Inefficient 　☐ Unsafe	☐ Provide adequate equipment or tools
2. Are materials and supplies available? — Quantity — Quality		☐ Lack of materials or supplies 　☐ Quantity 　☐ Quality	☐ Provide adequate materials or supplies

Question	Findings	Gap Factor	Recommended Actions
Tools and Resources (continued)			

3. Is there time to perform correctly?
— Amount
— Timing
		☐ Lack of sufficient time
		  ☐ Amount
		  ☐ Timing
			☐ Provide sufficient time or scheduling

4. Are there adequate job aids, performance-support tools, or reference materials to facilitate performance?		☐ Lack of support materials to facilitate performance	☐ Provide job aids, performance-support systems, or reference materials

5. Is the environment supportive of desired performance?
— Physical
— Administrative
— Emotional
		☐ Lack of supportive environment
		  ☐ Physical
		  ☐ Administrative
		  ☐ Emotional
			☐ Redesign the environment

6. Is there adequate human support to monitor and encourage desired performance?
— Management or supervisory
— Specialists
— Co-workers
		☐ Lack of human support
		  ☐ Management or supervisory
		  ☐ Specialists
		  ☐ Co-workers
			☐ Provide human support

7. Are policies, processes, or procedures supportive of desired performance?
— Available
— Based on sound logic and efficiency
— Clear and comprehensible
		☐ Lack of supportive policies, processes, or procedures
		  ☐ Not available
		  ☐ Not sound
		  ☐ Not clear
			☐ Provide or redesign supportive policies, processes, or procedures

Incentives/Consequences			

1. Is compensation adequate for desired performance?
— Competitive
— Fair
		☐ Inadequate compensation
		  ☐ Not competitive
		  ☐ Perceived as unfair
			☐ Adjust compensation

2. Are there appropriate financial rewards for desired performance?
— Perceived as fair
— Perceived as fairly distributed
— Efficiently administered
		☐ Lack of appropriate financial rewards
		  ☐ Unfair
		  ☐ Unfairly distributed
		  ☐ Poorly administered
			☐ Provide appropriate financial rewards

3. Are there meaningful nonpay incentives or recognition for desired performance?
— Valued by recipients
— Perceived as fair
		☐ Lack of meaningful nonpay incentives
		  ☐ Insufficient or nonexistent
		  ☐ Not valued
		  ☐ Unfair
			☐ Provide meaningful nonpay incentives or recognition

Question	Findings	Gap Factor	Recommended Actions
Incentives/Consequences (continued)			
4. Do workers see a relationship between superior performance and career advancement? — Perceived as adequate — Perceived as fair		☐ Lack of relationship between performance and career advancement ☐ Inadequate ☐ Unfair	☐ Link career-advancement opportunities with performance
5. Are incentives and rewards scheduled appropriately?		☐ Poor timing of incentives and rewards	☐ Redesign timing of incentives or rewards
6. Are workers punished for performing correctly? — By management or supervisors — By co-workers — By customers		☐ Punishment for desirable performance ☐ By management ☐ By co-workers ☐ By customers	☐ Eliminate punishments for desired performance
7. Are workers rewarded for performing incorrectly? — By management — By co-workers — By customers		☐ Rewards for undesirable performance ☐ By management ☐ By co-workers ☐ By customers	☐ Eliminate rewards for poor performance
Knowledge and Skills			
1. Do workers possess the essential skills and knowledge to perform adequately? — Basic skills and knowledge — Advanced or technical skills and knowledge — Skills and knowledge for specific tasks		☐ Lack of essential skills and knowledge ☐ Basic ☐ Advanced or technical ☐ Task specific	☐ Provide training
2. Are workers able to discriminate between good and poor performance? — In others — In themselves		☐ Lack of discrimination between good and poor performance ☐ Others ☐ Self	☐ Provide performance discrimination training with feedback
3. Are workers smooth and "fluent" in their performance? — Speed — Smoothness		☐ Lack of performance fluency ☐ Slow ☐ Hesitant	☐ Provide practice with feedback
4. Do workers have sufficient opportunities to apply skills and knowledge to maintain proficiency? — Frequency — Variety		☐ Lack of opportunity to maintain proficiency ☐ Lack of frequency ☐ Lack of variety	☐ Provide periodic practice with feedback

Question	Findings	Gap Factor	Recommended Actions
Capacity			

1. Do workers have the required capacity to perform correctly?
— Personal characteristics and values
— Intellectual
— Emotional
— Interpersonal
— Management or organizational
— Physical, perceptual, or psychomotor
		☐ Lack of capacity to perform
		  ☐ Personal traits
		  ☐ Intellectual
		  ☐ Emotional
		  ☐ Interpersonal
		  ☐ Management
		  ☐ Physical
			☐ Revise selection criteria and procedures; shift personnel or tasks to match capacity with job requirements

2. Do workers possess required prerequisites to perform correctly?
— Education or training
— Technical
— Experience
		☐ Lack of prerequisites
		  ☐ Educational
		  ☐ Technical
		  ☐ Experiential
			☐ Select for prerequisites; train or provide seasoning experience

3. Do workers possess appropriate political, cultural, or linguistic capacity to perform correctly?		☐ Lack of political, cultural, or linguistic capacity	☐ Select for appropriate political, cultural, or linguistic requirements

4. Do workers have personal limitations that prevent them from performing as desired?
— Family
— Health or disabilities
— Education
— Other
		☐ Personal limitations that inhibit desired performance
		  ☐ Family
		  ☐ Health or disabilities
		  ☐ Education
		  ☐ Other
			☐ Provide accommodation or resources to overcome limitations

Motivation			

1. Do workers value the required performance?
— Initially
— Over time
		☐ Lack of value for desired performance
		  ☐ Initially
		  ☐ Over time
			☐ Demonstrate value

2. Are workers confident they can perform as desired?
— Underconfident
— Overconfident
		☐ Lack of appropriate level of confidence
		  ☐ Underconfident
		  ☐ Overconfident
			☐ Provide credible models and support; provide examples of consequences due to overconfidence

3. Do workers feel threatened in their work?
— By management or supervisors
— By co-workers
— By their work environment
		☐ Threatening work conditions
		  ☐ Management
		  ☐ Co-workers
		  ☐ Environment
			☐ Eliminate threats and threatening conditions

4. Do workers perceive that they are treated fairly?
— In work assignments
— In career advancement
— In compensation
— In hiring practices
		☐ Perceived lack of fairness
		  ☐ Work assignments
		  ☐ Career advancement
		  ☐ Equity
			☐ Eliminate discriminatory practices; demonstrate fairness and equity practices

Question	Findings	Gap Factor	Recommended Actions
Task Interferences			

1. Do workers perform tasks that interfere with desired performance?
— Tasks interfere
— Conditions interfere
		☐ Interferences
		  ☐ Tasks
		  ☐ Conditions
			☐ Eliminate interfering conditions; eliminate or reassign interfering tasks

External Forces			

1. Are there factors outside the workplace that affect attainment of desired performance?
— Economic
— Cultural, political, or social
— Physical
— Health related
		☐ External factors that inhibit desired performance
		  ☐ Economic
		  ☐ Cultural, political, or social
		  ☐ Physical
		  ☐ Health related
			☐ Counter or accommodate for external factors

2. Are there competitive factors that affect attainment of desired performance?		☐ Competitive factors	☐ Counter or accommodate for competitive factors
3. Are there events occurring that affect attainment of desired results?		☐ External events	☐ Exploit or accommodate for external events