

2. Identify performance gaps









Importance

The impact of mastering these competencies is that you:

- Base interventions for improving performance on accurate, unbiased data.
- Have data about the existing state so that you can determine the impact of interventions to improve performance.

Supporting competencies and tasks

These tasks contribute to mastery of the supporting competencies (in bold). Put a check mark next to each task or subtask within the supporting competency as you complete it:

2a	Gather data to determine current and desired performance outcomes
▶	Review documentation (for example, job descriptions, process diagrams, incident reports, social media)
▶	Observe performance (for example, user acceptance testing, client calls, daily routines)
	▶ Build empathy for the participants by asking, observing and listening to their experiences
▶	Gather data in a manner consistent with the cultural norms and technology infrastructure of the country
	▶ Design and administer questionnaires, using print, phone, or web technology
	▶ Conduct structured interviews and focus groups in person, by phone, or with web technology
	▶ Use other forms of participatory research methods, for example, storytelling or scientific experimentation
	▶ Determine contingencies in the event that an alternative data-gathering approach is required
▶	Identify possible cause-effect relationships among performance gaps
▶	Determine ways to support participants' psycho-emotional needs during performance needs analysis 
▶	Assess how building leadership skills may benefit participants and program results 
▶	Assess how building problem-solving skills may benefit participants and program results 
▶	Assess the need to integrate confidence-building activities into the program and activities to reinforce participants' persistence and self-esteem  
▶	Identify the importance of recognizing achievement in building self-confidence 
▶	Identify values that are most likely to resonate with participants and confirm with client
▶	Consider participant demographics and eligibility criteria for the program 
▶	Address confidentiality and privacy issues during data-gathering; in particular, identify potential unintended implications of training for participants in general and female participants in particular 
▶	Manage deviations from plan so that data are not contaminated

2b Conduct job, competency, or goal analysis to determine desired performance outcomes

- ▶ Determine which type of analysis (job, competency, or goal analysis) to conduct

- ▶ Work with subject matter experts and conduct job analysis to:
 - ▶ Determine functions and tasks for specific roles
 - ▶ Determine performance standards for tasks
 - ▶ Identify how to adjust roles to minimize overlap and clarify accountability for all key functions and tasks

- ▶ Work with subject matter experts and conduct competency analysis to:
 - ▶ Determine an overall structure or framework for competencies
 - ▶ Identify competencies and sub-competencies within the structure or framework

- ▶ Work with subject matter experts and conduct goal (topic) analysis to:
 - ▶ Identify specific tasks related to a goal or topic (for example, teamwork, communication, supervision)
 - ▶ Determine performance standards for tasks

2c Identify desired performance outcomes and business measures

- ▶ Write statements describing:
 - ▶ The desired observable performance outcome from the participant
 - ▶ The conditions under which the participant may achieve the outcome, taking into account personal finances and household obligations of prospective participants
 - ▶ The associated business measures that gauge the impact of the participants' change in performance and show the relationship between individual performance and organizational performance
 - ▶ Existing business measures that will indicate whether the business or organization outcome has been achieved

- ▶ Validate desired performance outcomes and business measures

Key outputs and assessment criteria

Mastering these competencies typically involves the following outputs. The assessment criteria indicate what would make the output appear to be high in quality.

KEY OUTPUTS	ASSESSMENT CRITERIA
Job, competency or goal analysis	Appropriate method of analysis is used
	Job analysis: <ul style="list-style-type: none"> ▸ Identifies functions and tasks for specific roles ▸ Identifies performance standards for tasks ▸ Clearly states tasks using active and appropriate verbs
	Competency analysis: <ul style="list-style-type: none"> ▸ Identifies competencies and supporting competencies within a structure or framework ▸ Clearly states competencies using active and appropriate verbs
	Goal (topic) analysis: <ul style="list-style-type: none"> ▸ Identifies specific tasks related to a goal or topic ▸ Identifies performance standards for tasks ▸ Clearly states tasks using active and appropriate verbs
Analysis of performance gaps and opportunities to improve performance	Analysis identifies gap(s) between current and desired performance outcomes
	Analysis is stated in terms of specific performance outcomes
	Performance outcomes state observable outcome desired and conditions under which participants can achieve the outcome, including conditions related to legal environment, security, personal resilience, personal finances, and household obligations
	Analysis identifies business measures and targets that will indicate whether the program has helped to achieve desired performance and business outcomes
	Analysis is based on accurate and reliable data
Analysis determines cause-effect relationships among performance gaps	