HP Detachment
Performance Analysis Questions

The purpose of a Performance Analysis is to determine the performance gap(s) by comparing the actual (as-is) state of performance to the required/desired (to-be) state of performance. The result is a well-defined performance gap (or gaps), validated by supporting data and stated relative to targeted organization goals. Use the following questions to help you define and validate the performance gap.

DETERMINING THE PERFORMANCE GAP

A. What performance SHOULD be happening?

- Who are the performer groups (e.g., team, unit, department, division, ship, etc.) whose outputs affect the goal? What is the specific role, impact, or influence each performer group has on achieving the desired accomplishment(s) (i.e., what are the outputs of the targeted performer groups?)
- Which specific performer group(s) should be targeted for this effort?
- Has the optimal performance been defined? Is there a defined standard approach to this performance? If so, describe?
- Who are the exemplary performers? What is their output? How do they perform?
- What is the average output (of all performers)?
- What output is desirable or reasonable?
- What is the gap between the current output and the desired output (quantified, if possible)?

B. What performance IS happening?

- What performance is currently happening instead of the required/desired performance?
- What are performers (and/or performer groups) currently doing on the job that results in this performance gap?
- Is the current performance problem/opportunity related to:
  - Individual performers (e.g., one or more individuals, but not a whole group/team/unit)? If so, how?
  - A whole performer group (e.g., team, unit, department, division, ship, etc.)? If so, how?
  - The whole organization (e.g., Ship, Battle Group, Fleet, SYSCOM, Navy)? If so, how?
- Does the current performance problem/opportunity involve:
  - New employees? If so, how?
  - New equipment/technology? If so, how?
  - A change in policy, procedures, or mission? If so, how?
- What internal/external factors (and/or expectations) are influencing this performance?
- What makes it difficult to accomplish the required/desired result in a successful manner?
- Are any obvious factors affecting the exemplary performers' performance? If so, what are they?
- What work environment factors (e.g., data, information, feedback, resources, tools, qualified personnel, environment support, consequences, incentives, rewards) are available to the exemplary performers?

- How much of the critical factors that affect the exemplary performers are transferable to the regular performers?
- What criteria are used to determine whether the performance result is a success? Are there any employees or other comparable sites that do not have this problem? If so, what do you think is responsible for their success
- Who thinks the current performance is a problem? Why? Who disagrees? Why?
- What existing organizational initiatives (i.e., "fixes"), if any, currently address the current performance?

C. Description of the Performance Gap

[NOTE: A gap must be determined for each performer group.]

- What is the difference between what IS being done and what SHOULD be done? How large is the gap (quantify if possible)?
- How important is the identified gap? If we ignore it, will anyone care?
- How often does the gap occur?
- What does the gap cost the organization in lost performance (quantify if possible)?
- Once the true performance gap has been identified, is it still linked to the performance issue that was initially described, or is it related to an issue that was not initially targeted? If different, the project scope may need to be revised.

For each performer group, write a Gap Statement that reflects the discrepancy between what SHOULD be happening and what IS happening. For example:

SHOULD: Operating costs of $16 million.

IS: Operating costs of $20 million.

Gap Statement: Operating costs for command work centers should be $16 million, but is currently $20 million.