

Classifying Performance Problems

Adapted from Articles in Performance & Instruction Journal, May 1984 written by Roger Kaufman

Directions: Typically, people identifying problems is at input or process level
 Based on Kaufman's Organizational Elements Model, classify each of the following statements as either a(n): (a) input problem, (b) process problem, (c) product problem, (d) output problem, or (e) outcome problem by placing a check mark in the appropriate column.

Problem Statement	input a	process b	product c	output d	outcome e
1. The accounting department billing system is only 50% on-time.			✓		
2. Supervisory training for first-line supervisors is poorly designed.		✓			
3. The current budget of \$567,000 must be spent or returned by Oct. 1.	✓				
4. There is never enough time to design and develop high quality training.	✓				
5. Students are not ready to read when they enter 4 th grade. <i>if system is 3rd grade</i>					✓
6. 50% of graduates can not find a job as documented by a recent follow up study.				✓	
7. 20% of students in 12 th grade were previously retained.				✓	
8. All students in 4 th grade scored below grade level on standardized achievement test given last month.			✓		
9. The <u>drilling division</u> of an oil company did not meet all objectives as substantiated by performance audits.			✓		
10. Pollution level of the motor oil sold in the California market is above maximum levels as certified by the Clean Air Quality Board last month.					✓
11. Only 50% of the supervisors completed the supervisor training and have been certified as competent in communication and supervisory skills.	✓				
12. Production has decreased by 22% last year.		✓			
13. Productivity of workers did not increase after they received training two months ago.		✓			
14. The innovative teaching techniques introduced in the 3 rd grade did not result in any increases in student achievement as measured by state standardized test.		✓			
15. The collective bargaining sessions held last week did not result in any desired outcomes.		✓			
16. Students in the class have an average IQ of 20 (way below avg.).	✓				
17. Customer satisfaction ratings are very low as indicated by yearly survey.					✓

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Ask first, "What is the system?"

Should spend time & money fixing these results ~~instead~~ rather than focusing on symptoms and annoyances in input & process

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input process product output outcome

the higher the better

18. The divorce rate of couples completing marriage counseling has increased compared to last year					✓
19. A needs assessments indicated that the departments objectives should be changed to include reduction of drop outs as measured by yearly retention rates.	✓				
20. There are insufficient funds to increase employee salaries.	✓				
21. Program evaluations are not conducted on regular basis.		✓			
22. Managers believe that there are not enough front-line supervisors to manage employees. <i>HOR related</i>	✓				
23. There are 500 job openings for paramedics, but only 300 are projected to complete the required training this year.	✓				
24. There is an insufficient number of computers in classrooms across the district.			✓		
25. University faculty do not integrate the use of computer technology in their courses.		✓			
26. Elementary teachers do not know how to use computers.	✓				
27. Orders are down 44% this past quarter according to quarterly sales report.				✓	
28. Employees are resistant to change.	✓	✓			
29. Teachers are resistant to training.		✓			
30. High school graduates do not have the skills and knowledge necessary to successfully enter college as measured by college entrance exams. <i>id high school</i>					✓
31. The online class is poorly designed.			✓		
32. The instructor does not provide timely and appropriate feedback.		✓			
33. The number of people incarcerated (put into jail) doubled over the past 10 years.					✓
34. Middle school teachers do not have the software necessary to properly prepare students for high school.	✓				
35. The school does not have a good strategic plan for technology <i>plan itself</i>	✓				
36. Patients at the clinic have to wait too long before they are seen by a physician.		✓			