Exhibit 5-1: Techniques and Tools for Investigating Factors Affecting a Performance Gap

Technique/Tool	Advantages	Disadvantages	Sources/Targets
Existing-data analysis	• Is already available • Is factual • Is highly credible • Is generally easy to obtain • Is generally easy to investigate and report	• May require authorizations and/or technical assistance • Is static and inert; requires interpretation • Is subject to multiple interpretations • Often lacks context	• Exemplary performance data • Benchmark data • Research study data • Sales figures • Accident/incident report figures • Complaint/call-back logs • Work backlog data • Productivity figures • Revenues • Grievance reports • Error logs • Absentee data • Wastage data
Documentation analysis	• Is already available • Is accessible in hardcopy and softcopy formats • Is specific and detailed • Can be referred to repeatedly • Does not require scheduling to access	• Is time consuming to locate, sort, and review • Requires a lot of time for study • Is static and impersonal; cannot be probed • Requires considerable time to synthesize	• Research reports • Productivity reports • Company manuals • Company reports • Books • Journal articles • Examples from other departments/organizations • Industry/government reports • Grievance files • Performance reports • Minutes of meetings • Standard operating procedures and official bulletins
Survey and questionnaire	• Can be used with large samples • Is quick to distribute and administer • Is easy to tabulate and synthesize	• Generally has very low response rates • Creating clear, unambiguous items is difficult • Provides relatively superficial and often subjective data	• Experts • Managers/supervisors • Customers • Targeted performers • Groups outside the organization facing similar issues • Benchmark organizations
Observation	• Provides directly acquired data at the source • Is credible • Is relatively easy to tabulate and report	• Requires observer training • Is costly and time consuming • Is not always feasible • Prompts people to act differently • Unless sampled broadly and at different times, may not reflect the general situation	• Targeted performers • Supervisors • Customer reactions • Work transactions • Meetings
Structured interview	• Is generally easy to construct • Permits delving deeply	• Is costly and time consuming to conduct	• Management • Experts • Customers

Technique/Tool	Advantages	Disadvantages	Sources/Targets
Structured interview (continued)	• Is detailed and rich • Allows for probing • Adds context and color	• Requires some interviewer training and practice • Bias and subjectivity can intrude in questioning and responding • Is difficult to analyze and synthesize	• Supervisors • Targeted performers • Peers of targeted performers • Former performers • New hires prior to job entry • Performers quitting the job or organization
Focus group	• Is efficient, compared with interviews • Permits delving deeply • Generates synergy among participants	• Requires scheduling of 7 to 10 participants simultaneously • Subjectivity may intrude in questioning and responding • Group think (effect of a strong leader) • Difficult to analyze, synthesize, and report results of several groups	• Management • Customers • Targeted performers • Supervisors • Experts • Former performers
Performance testing	• Provides hard data • Gathered under controlled conditions • Reflects actual performance; is credible	• Can create test anxiety • Demands test validity • Can be costly and time consuming • Could incite worker negative reactions	• Targeted performers • Potential job hires