

Performance Analysis

What is the performance problem? The volunteer emergency response team members are not performing to the First Responders standards* for volunteers.

*All tasks performed by the volunteers should be:

- 100% free of errors
- performed with a sense of urgency
- performed with professionalism
- performed with less than 2% injury rate per incident

Why do I think there is a performance discrepancy? From interviewing the First Responders who work on emergency incidents I determined that they do not trust the volunteer emergency response teams because they have observed them during either trainings or incidents making errors and acting unprofessionally. Following is a chart that documents the volunteer's behaviors and their possible associated causes:

Volunteer Behavior (Problem Sources)	Possible Cause(s)
no sense of urgency during trainings and incidents	unknown expectations and standards, lack of capacity, lack of effective leadership, lack of performance critiques
tasks are done hesitantly	unknown expectations and standards, inadequate training
tasks are not completed	unknown expectations and standards, inadequate training
acting unprofessionally	unknown expectations and standards, inadequate specialized training, lack of capacity, lack of effective leadership
incurring injuries	inadequate training

What would happen if I ignored the discrepancy?

- First Responders will continue to mistrust the volunteers.
- The First Responders may be at higher risk if they utilize poorly trained volunteers during incidents.
- Errors made by the volunteers may cause injury to themselves or others.
- Unprofessional volunteer behavior reflects poorly on all those working on an incident.

Is the cause of the performance discrepancy a skill discrepancy? The majority of the members have a skill discrepancy. They do not have the necessary skills to perform to the First Responder's standards for a volunteer. For those members that possess specialized skills, their skills are not matched to the tasks they are being asked to perform. The team leaders do not have a skill discrepancy.

For members with a skill deficiency:

- These members were never able to perform to standards due to lack of training, or physical or mental inabilities.
- The skills are not used on a regular basis, and thus are forgotten.
- Leaders of the teams are ineffectual in providing honest feedback.
- Training methods are outdated.
- Tasks are not matched to member's skills

For members (team leaders) without a skill deficiency:

- These members may be stagnant and complacent.
- These members may no longer see the reward in performing to standards.
- Do these members know what is expected of them?
- Are these member's skills not being utilized accurately?

None of the actual output is meeting the standards:

standard performance outputs	actual performance outputs
100% free of errors	Performing with a 50% error rate
Perform with a sense of urgency	Performing as if tasks are unimportant
Perform with professionalism	Acting amateurish
Perform with less than 2% injury rate per incident	Performing with 5% injury rate per incident

What are the probable causes of the performance deficiency?

A. Job Performer Deficiencies

The volunteers lack the following:	% of problem contributed by:
adequate training	10%
up-to-date, modern training	10%
specialized training in professionalism skills	10%
physical, mental or emotional capacity (many volunteers are elderly with mobility issues)	10%

B. Motivational Causes of Performance Deficiency

The volunteers lack the following:	% of problem contributed by:
provision of expectations	20%
sense of urgency during incidents	20%

C. Environmental Causes of Performance Deficiency

The volunteers lack the following:	% of problem contributed by:
a match of tasks to their skill set (flawed environment)	10%
effective leaders	10%