

Tool 3: Performance Factors Worksheet

Suggested Use: Use this worksheet to link learning interventions to performance improvement. Use the results of a performance needs assessment if available. If the assessment has not been done, work with a knowledgeable contact and any reliable data available to complete the sheet.

Instructions: Review the factors in the left hand column. Use the column on the right to describe the problems. If there is a gap in skills and knowledge, use the final section to specify the Learning Goal and describe interventions to address any other performance factors.

Other Related Tools and Resources: Step 1: Specify the learning goal related to the gap in skills and knowledge; Box 2: Factors that support health worker performance; Box 3: Is a learning intervention the only intervention needed?; Box 7: A comprehensive performance and learning intervention; and Tool 2 (Optional): Human Resources for Health Context Worksheet.

Resources Used: List data sources used in completion of this worksheet. (Refer to Tool 1.)

A. Describe the performance gap or change in health services
(Hint: Copy from a performance needs assessment, if available.)

Consider the questions in the column on the left and describe the gap in the space to the right.

B. Job Expectations Gap

- Do workers know what they are expected to do and how well they are expected to do it?
- Do workers have written job descriptions, standards, job aids, etc.)

If no, describe the problems in this area.

C. Feedback Gap

- Do individual workers receive feedback on what they do well and what needs to change?
- Do workers receive feedback on performance of the facility where they work?

If no, describe the problems in this area.

D. Work Environment Gap

- Is the physical environment adequate? (e.g., water, power, space, ventilation, privacy, repairs needed)
- Are the necessary tools, equipment and supplies available when and where they are needed?

If no, describe the problems in this area.

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Consider the questions in the column on the left and describe the gap in the space to the right.

E. Motivation and Incentives Gap

- Do workers feel confident in their ability to perform the job successfully?
- Do they think the work is important or makes a difference?
- Do they feel the job is valued by their colleagues or community?
- Is the workplace safe? (e.g., workers are respected and not subjected to violence; infection prevention measures to protect workers are in place)
- Are salaries adequate and paid when due?

If no, describe the problems in this area.

F. Skills and Knowledge Gap

- Do workers know how to perform the job?
- Do they have the skills and knowledge they need?

If no, describe the problems in this area.

Describe the plan to address all identified performance problems listed above.

Use this section to specify the **learning goal** and initiate the best possible coordination between learning interventions and other interventions that improve job performance.

<i>Copy or reference each problem identified in a performance needs assessment or in the previous section of this sheet. Write one problem in each row and fill in all columns for that problem. Add rows as needed.</i>	<i>Planned Intervention and Goal</i>	<i>Person Responsible</i>	<i>Actions to coordinate or support through the learning intervention</i>