**HippolyteM\_Final Report**

by

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A Paper Presented in Fulfillment

Of the Requirements of

### [EDID6502 Analysing Human Performance](http://courses.open.uwi.edu/course/view.php?id=156" \o "Click to enter this course)

Trimester III, 2013

**Date of Submission: December 22nd 2013**

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# Executive Summary

Illuminating is a sole proprietorship electrical installation company based in the south of St. Lucia, funded out of pocket approximately four years ago by a young male entrepreneur with the mission to start a company that would be a reliable provider of electrical connectivity. The company currently employs three full time monthly paid workers.

It is an established, globally known fact that for any business to be successful, there must be an open line of communication between all stakeholders and Illuminating is no exception.

Having been made aware of the struggles and sacrifices the proprietor and his family had to endure to get the business started, and to keep it afloat, I decided to use HPT to identify the gaps in the business and to identify interventions to deal with them. It is hoped that with these interventions the business will not only survive but thrive while achieving its vision.

Interviews and questionnaires were used to get information from the stakeholders to identify the gaps in the company. The data collected was compiled and summarized first separately and then as a collective. Critical points were highlighted and from those the gaps were identified and added to the Priority Matrix. The owner and I then prioritized these gaps, from there I sought to identify interventions for the gaps which was drawn up in a draft analysis summary worksheet. The owner then went over these interventions made some adjustments and is in the process of getting them implemented.

Upon identification of the actual performance [Employees do not work efficiently in the absence of the proprietor, they do not maintain or replace broken equipment, they are not aware of the hierarchy of the business, their job descriptions and or responsibilities.]and the desired performance,[ Employees will work efficiently in the absence of the proprietor, they will maintain and replace equipment, they are aware of and adhere to the hierarchy of the business, their job descriptions and or responsibilities.]

The following negative gaps were highlighted. Lack of;

* Independence on the job in the absence of the proprietor,
* A set of rules regards to the maintenance & replacement of equipment,
* A written hierarchy
* A detailed job description for each employee and the proprietor.

The analysis also revealed that the causes of these gaps was that, employees are not motivated to work without the boss being present, there are no written rules in regards to the maintenance & replacement of equipment and that there is no clear drawn out delineation of staff and responsibilities.

The interventions I selected, which were then amended and or expanded by the owner were as follows

* **Human Resource Development;** Motivation (Incentives and Rewards)
* **Personal Development;** Performance Appraisals.
* **Performance Support [Noninstructional];** Documentation of rules in regards to the maintenance & replacement of equipment which will be made available and discussed with employees.
* **Performance Support [Noninstructional];** Documentation and discussion of Job Standards.
* **Job Analysis Work Design;** Written Job descriptions for all employees.
* **Organizational Communication;** There will be scheduled staff meetings to discuss job related activities

# Background

Illuminating is a sole proprietorship electrical installation company, therefore any loss made is the proprietors to bear. The company based in the south of St. Lucia, was founded out of pocket approximately four years ago by a young male entrepreneur with the mission to start a company that would be a reliable provider of electrical connectivity. Though it is based in the South of the island it caters to both residential and commercial customers throughout the island.

The company’s vision has always been to expand into a multi employee company, with a wide client base and to become recognized throughout St. Lucia as a reliable, efficient and respectable electrical installation company.

In the last three years the company has made some strides to achieving its vision. From its humble beginnings, where for the first year of operation the only employee was the proprietor himself ‘certified electrician’. The company has now expanded and now employs three additional full time monthly paid workers, all male between the ages of 25-45, two of whom are fully certified electricians and the other is, one exam away from certification.

As in any other company all over the world the employees all expect to get paid regardless of the amount of money brought in by the company for the month. The proprietor of the business whose only source of income is the business has to find the money to pay the employees even when the business does not make a good return on investment.

**Global issue**

For any business to be successful, there must be an open line of communication between all stakeholders. Effective communication will help to establish clear expectations for employees, they must be aware of their roles and responsibilities, if persons are working without proper direction, the business and by extension all stakeholders will eventually suffer. One such form of communication is a job description. Job descriptions set clear expectations of what is expected from an employee, and help reduce organizational redundancy and improve efficiency.   
According to Ferdinand Fournies in [*Why Don't Employees Do What They're Supposed to Do and What To Do About It*](http://erclk.about.com/?zi=3/skf), the first place to look if people aren't doing what you want them to do is at the job description. He says you need to make sure that persons understand clearly what is expected of them.

Illuminating is no exception, without proper communication e.g. job descriptions the business and by extension all its stakeholders will suffer.

# Purpose

Illuminating, is being faced with two major problems, namely a lack of implementation and or enforcement of rules on the part of the proprietor and a lack of accountability on the part of the staff.

As in any other company all over the world the employees all expect to get paid regardless of the amount of money brought in by the company for the month. The proprietor of the business whose only source of income is the business has to find the money to pay the employees when the business does not make a good return on investment. The proprietor has acknowledged that there are deficiencies in the business.

After preliminary investigations two problems that seem to stand out are; the proprietor believes that there is a lack of efficiency when he is not on site, and that employees show a lack of accountability for the care and maintenance of equipment, when an employee destroys or fails to maintain a piece of equipment the proprietor has to take money out of the company to refurbish or replace them. The proprietor also stated that if this trend continues it could lead to bankruptcy for the business, thereby adding four more persons to the unemployment line.

I have taken on this project because I have been made aware of the struggles and sacrifices the proprietor and his family had to endure to get the business started, and to keep it afloat. I am of the opinion that HPT would allow me to assist the company in developing solutions to alleviate/solve their problems and to ensure that the business not only survives but thrives while achieving its vision which is to expand into a multi employee company, with a wide client base and to become recognized throughout St. Lucia as a reliable, efficient and respectable electrical installation company.

# The Participant Selection Process

Illuminating, being a small business with only three employees, made the selection of participants process very simple. The issues being faced by the company for the most part seem to be internal, therefore the main participants for this Gap analysis will be the proprietor and all three employees.

That being said Illuminating has another important set of stakeholders, who cannot be left out of this process i.e. its customers ‘whatever affects the company internally eventually trickles down to its customers’. This sample will be selected using a non-probability method i.e. Convenience Sampling, this sample method was chosen due to time and cost constraints. Another reason for choosing this sampling method was that, for the purpose of this Gap Analysis, the customers can be viewed as a homogeneous population because they all have the main criteria for this analysis in common, which is, they are all customers of illuminating. Convenience  sampling generally assumes a homogeneous population, and that one person is pretty much like another.

# Learning about the Problem

The following table shows the information being sort, from whom and the Instruments that were used. Interviews were used with the proprietor and the employees to facilitate/ ensure quick responses and to allow for follow up questions and or verification of responses. Questionnaires were used with the customers due to their varying locations and conflicting schedules, questionnaires were for the most part emailed to customers with a few being hand delivered.

|  |  |  |
| --- | --- | --- |
| **Information being sort** | **Instrument/Technique** | **Who?** |
| Goals of Illuminating | Interview | Proprietor |
| Organizational View | Interviews | Proprietor and employees |
| Job description for employees | Interviews | Proprietor and employees |
| Job description of the proprietor | Interviews | Proprietor and employees |
| Accountability requirements on the part of employees | Interviews | Proprietor and employees |
| Maintenance of equipment | Interviews | Proprietor and employees |
| Level of efficiency | Interviews & Questionnaires | Proprietor and employees and customers |
| Level of job satisfaction | Interviews & Questionnaires | Proprietor and employees and customers |
| Current performance levels | Interviews | Proprietor and employees |
| Desired performance levels | Interviews | Proprietor and employees |
| Critical Individual issues | Interviews | Employees |
| Critical business issues | Interview | Proprietor |
| Identify Gaps In Performance | Interview | Proprietor and I |
| Prioritize Gaps | Priority Matrix | Proprietor and I |

# Documents to be used in the process

**Interview Schedule for use with employees**

This interview is part of a deliverable for a UWI assignment. Your place of employment Illuminating, with the consent of your employer was selected to be the basis of this assignment. Your assistance is needed in helping us identifying the gaps in the company. To accomplish this task you will need to answer the following truthfully.

Thank you very much for taking the time to converse with me, it is greatly appreciated.

**Me:** To your knowledge what is the organizational structure of the business?

**Employee#1, #2/#3:**

**Me:** To your knowledge what is your job description?

**Employee#1, #2/#3:**

**Me:** To your knowledge what is the proprietor’s job description?

**Employee#1, #2/#3:**

**Me:** To your knowledge whose responsibility is the maintenance of the equipment?

Proprietor supervisor employee

**Employee#1, #2/#3:**

**Me:** To your knowledge if a piece of equipment gets damaged while in use by an employee, whose responsibility is it to repair it/ replace it?

Proprietor supervisor employee

**Employee#1, #2/#3:**

**Me:** On a scale of 1 – 5 how would you rate the following

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | 1 | 2 | 3 | 4 | 5 |
| Your job efficiency |  |  |  |  |  |
| Your level of satisfaction with the job you are doing |  |  |  |  |  |
| Guidance from management |  |  |  |  |  |
| Your knowledge of your duties and responsibilities |  |  |  |  |  |
| In relation to the desired performance level of the business how would you rate its current performance level |  |  |  |  |  |

**Me:** On a scale of 1 – 10 how would your employer rate the following

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | 1 | 2 | 3 | 4 | 5 |
| Your job efficiency |  |  |  |  |  |
| His level of satisfaction with the job you are doing |  |  |  |  |  |
| Guidance provided to employees |  |  |  |  |  |
| Employees knowledge of their duties and responsibilities |  |  |  |  |  |
| In relation to the desired performance level of the business how would he rate its current performance level |  |  |  |  |  |

**Me:** What issues would you say are critical to the future of the business that you would like to see addressed?

**Employee#1, #2/#3:**

**Questionnaires to customers**

This questionnaire is part of a deliverable for a UWI assignment. Illuminating which has been in your employ in the recent past is the basis of this assignment. Your assistance is needed in helping us identifying the gaps in the company. To accomplish this task you will need to identify your level of satisfaction with the service provided by Illuminating. You may be contacted if further clarification of your answers in this questionnaire is needed.

Thank you very much for taking the time to complete this questionnaire, your effort is greatly appreciated.

Name of company \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Name \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Date \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Tel \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Using the rating scale below, rate the following regarding your assessment of Illuminating while the company was in your employ.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | 1 | 2 | 3 | 4 | 5 |
| Efficient job performance |  |  |  |  |  |
| Job was done on time |  |  |  |  |  |
| Employees seemed capable of working when the proprietor was present |  |  |  |  |  |
| Employees seemed capable of working when the proprietor was away |  |  |  |  |  |
| Job was well done |  |  |  |  |  |

Any further comments you may want to include regarding Illuminating’s level of job efficiency, and ability to provide a good service.

**Interview with Proprietor**

First, thank you for opening your company up to me for this assignment and for granting me this interview. This assignment I hope will also be of benefit to you, as together we are going to analyze the data collected in this phase, prioritize them and come up with solutions that will hopefully eradicate or minimize the negative-present and or future gaps.

**Me:** What is the goal of your organization?

**Proprietor:**

**Me:** What is the organizational structure of the business?

**Proprietor:**

**Me:** What is the job description of each of your employees?

**Proprietor:**

**Me:** What is your job description?

**Proprietor:**

**Me:** Are employees made aware of their job description? If yes how?

**Proprietor:**

**Me:** Who is responsible for the maintenance and upkeep of the equipment?

**Proprietor:**

**Me:** Who is responsible for a piece of equipment damaged on the job?

**Proprietor:**

**Me:** Is there any one person in charge in your absence? If yes who is it and are all employees aware? If no, why not?

**Proprietor:**

**Me:** Do you find employees are responsible enough to maintain a job in your absence?

**Proprietor:**

**Me:** Are you satisfied with the job turnaround? If no, why not and what do you think is the cause of the low job turnaround?

**Proprietor:**

**On a scale of 1 – 5 how would you rate the following**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | 1 | 2 | 3 | 4 | 5 |
| Your job efficiency |  |  |  |  |  |
| Your employees job efficiency |  |  |  |  |  |
| Your level of satisfaction with the job you are doing |  |  |  |  |  |
| Your level of satisfaction with the job your employees are doing |  |  |  |  |  |
| Your level of guidance provided to employees |  |  |  |  |  |
| Your dispensing of duties and responsibilities to employees |  |  |  |  |  |
| In relation to the desired performance level of the business how would you rate its current performance level |  |  |  |  |  |

**Me:** What is your current level of performance?

**Proprietor:**

**Me:** What is your desired level of performance?

**Proprietor:**

**Me:** What issues would you say are critical to the future of the business that you would like addressed?

**Proprietor:**

# Priority Matrix [to be used after analyzing questionnaires and interviews]

Instructions:

First I would like to take the opportunity to thank you for your participation thus far.

After analyzing the feedback from our interview, the interviews with your employees and the questionnaires from your coustomers, I have identified the following performance gaps within Illuminating. The gaps are listed in the first column. Your task at present is to rank each gap on the Criticality Scale below, that is how critical you think each gap is to the attainment of Illuminating’s strategic goals.

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Low** | | | **Critical** | | | | **High** | | |
| **Performance Gap** | **1** | **2** | **3** | **4** | **5** | **6** | **7** | **8** | **9** | **10** |
|  |  |  |  |  |  |  |  |  |  |  |
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# Making Sense of Data Collected

Summary

Data collected from the two sets of interviews and the questionnaire will be compiled and summarized first separately and then as a collective. Critical points will be highlighted and from those the gaps identified by the proprietor may be modified then all gaps will be added to the Priority Matrix. From the priority matrix the analysis summary worksheet will be drafted, edited-maybe follow up interviews will be required, and then published.

Detailed outline

To accomplish the above a performance analysis report will be done which will entail an organizational analysis and environmental analysis [organizational environment, work environment, work and worker]. From these the gaps will be identified [the difference between the actual and the desired performance of the business] I will then analyze the gaps to determine if they are positive or negative.

The gaps will then be placed in the Priority Matrix and with the help of the proprietor they will be ranked. I will then find interventions to resolve each of these gaps which I will propose to the proprietor of the business. These interventions will then be refined and implemented.

I found the Analysis Summary Worksheet provided simple to understand and based on how my project is developing I think I will leave it more or less how it is, the headings will remain the same, but I am not sure that I will use the individual summaries, instead I am thinking of having one overall summary at the end of the table. Any other changes will be cosmetic e.g. I am thinking of presenting in a horizontal table, to me it will make for an easier read.

**Cause Analysis Summary Worksheet**

|  |  |  |  |
| --- | --- | --- | --- |
| **Business Need** | **Performance Gap** | **Cause of Gap** | **Intervention** |
|  |  |  |  |
|  |  |  |  |

**Summary** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

# Performance Analysis Report

After analyzing the feedback from the interviews with the proprietor of the business and the employees and the questionnaires given to the customers the following was deduced

**Organizational Analysis**

The Mission Statement of the company is to be a reliable provider of electrical connectivity. Which feeds into its Vision Statement, which is to expand into a multi employee company, with a wide client base recognized throughout St. Lucia as a reliable, efficient and respectable electrical installation company.

**Environmental Analysis**

**Organizational Environment-**

The employees and the customers both seem to have the view that the business is doing well contrary to that of the proprietor. The employees are of this view because work keeps coming, they keep getting paid and equipment is always available. The customers are of that view because work is always well done, there may be short delays in the completion of the work, but these are always satisfactorily explained.

Though customers state that they are fully satisfied with the final product, thirty percent stated that they had observed that workers seemed to be lackadaisical when the proprietor was not around; sixty percent had no opinion because they were not present during the installations and ten percent stated that they were unaware of any such problems.

**Work Environment-**

The analysis of the feedback from the interviews with the proprietor and the employees revealed that employees have all the equipment needed to carry out their duties, but seem to be of the opinion that the maintenance and or replacement of such equipment is the responsibility of the proprietor.

It also revealed that there seems to be a lack of communication between the proprietor and the employees in relation to job satisfaction/efficiency. Employees seem to be of the opinion that they are doing a good job whereas the proprietor seems to have issues with their work ethic and level of independence.

**Work-**

The analysis of the feedback from the interviews with the proprietor and the employees revealed that employees do not know the hierarchy in the business, apart from the proprietor is the boss, it also showed that employees are not aware of their job descriptions, and responsibilities in reference to equipment and materials. The proprietor seems to take it for granted that employees are aware of all of this.

**Worker-**

The analysis revealed that the major problem with the workers is their lack of knowledge of what problems are being faced by the business and their lack of a job description and clear hierarchy. There also seems to be a lack of communication.

**Performance Gaps**

The analysis of the responses to the interviews with the proprietor and the employees revealed that the problems identified by the proprietor [The first is one of scheduling of jobs, since workers seem to be unable to move at a satisfactory pace unless the proprietor is present, which in turn reduces the efficiency of the company and the number of jobs they can take on. The second is a lack of accountability for the care and maintenance of equipment by employees, when an employee destroys or fails to maintain a piece of equipment the proprietor has to take money out of the company to refurbish or replace them.] was due to the negative gaps in the company.

The analysis of the interviews with the proprietor and the employees and the responses provided by the customers in the returned questionnaires revealed that the following about the company’s state of performance

**Desired Performance-**

* Employees will work efficiently in the absence of the proprietor
* Employees will maintain and replace equipment
* Employees are aware of and adhere to the hierarchy of the business
* Employees are aware of and adhere to their job descriptions and or responsibilities

**Actual Performance-**

* Employees do not work efficiently in the absence of the proprietor
* Employees do not maintain or replace broken equipment
* Employees are not aware of the hierarchy of the business
* Employees are not aware of their job descriptions and or responsibilities

Upon the identification of the aforementioned actual and desired performance, the following negative gaps were highlighted. The Negative gaps were then written up in the following Priority Matrix. In a sit down meeting with the proprietor the gaps were ranked as follows.

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Low** | | | **Critical** | | | | **High** | | |
| **Performance Gap** | **1** | **2** | **3** | **4** | **5** | **6** | **7** | **8** | **9** | **10** |
| Lack of independence on the job in the absence of the proprietor. |  |  |  |  |  |  |  | X |  |  |
| Lack of set rules re. maintenance and replacement of equipment |  |  |  |  |  |  |  | X |  |  |
| Lack of a written hierarchy |  |  |  |  |  |  |  | X |  |  |
| Lack of a detailed job description for each employee and the proprietor |  |  |  |  |  |  |  |  |  | X |

The proprietor rated all four [4] gaps as High. I was inclined to agree with him, because I am of the opinion that all four gaps are of extreme importance if the company is to prosper.

# Cause Analysis Summary Worksheet

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Business**  **Need** | **Actual Performance** | **Performance Gap** | **Cause of Gap** | **Intervention** |
| Employees will work efficiently in the absence of the proprietor. | Employees do not work efficiently in the absence of the proprietor. | Lack of independence on the job in the absence of the proprietor. | Employees are not motivated to work without the boss being present. | **Human Resource Development**  Motivation (Incentives and Rewards)  **Personal Development**  Performance Appraisals. |
| Employees will maintain and replace equipment | Employees do not maintain or replace broken equipment | Lack of set rules regards to the maintenance & replacement of equipment | No written rules in regards to the maintenance & replacement of equipment are made available to the employees | **Performance Support**  **Noninstructional**  Documentation of rules in regards to the maintenance & replacement of equipment which will be made available and discussed with employees |
| Employees are aware of and adhere to the hierarchy of the business | Employees are not aware of the hierarchy of the business | Lack of a written hierarchy | There is no clear drawn out delineation of staff and responsibilities. | **Performance Support**  **Noninstructional**  Drawn out Hierarchy which will be discussed with all employees. |
| Employees are aware of and adhere to their job descriptions and or responsibilities. | Employees are not aware of their job descriptions and or responsibilities. | Lack of a detailed job description for each employee and the proprietor. |  | **Performance Support**  **Noninstructional**  Documentation and discussion of Job Standards.  **Job Analysis Work Design**  Written Job descriptions for all employees.  **Organizational Communication** scheduled staff meetings |

**Summary**

A selection of interventions was chosen for Illuminating under each category of intervention. Performance Support, Job Analysis/Work Design, Personal Development, Human Resource Development and Organization Communication. All of the categories were chosen because they could all be used to address the gaps identified. From there I selected the subcategories that made the most sense in terms of time, expense, and likelihood of implementation and that would result in the best outcome for Illuminating.

The majority of interventions chosen are Non-Instructional Performance Support Interventions. Illuminating lacks documentation, employees stated that they were unaware of a lot of things that the proprietor seems to have taken for granted e.g. their job descriptions. Therefore one of the main Non-Instructional Performance Support Interventions were the drawing up of job descriptions.

Another intervention chosen was a Human Resource Development Intervention, it is hoped that with incentives and with Personal Development intervention in the form of continuous appraisals employees' ability to work in the absence of the proprietor and job turnover will increase.

An additional intervention put in place at Illuminating is one of organizational Communication, there will be scheduled staff meetings to discuss job related activities, e.g. job descriptions, rules re maintenance of equipment, issues and accomplishments.

After the Cause Analysis Summary Worksheet was compiled and discussed with the proprietor the above interventions were amended or implemented as follows;

**Intervention**

1. **Human Resource Development**

* Motivation (Incentives and Rewards)

Rewards/incentives offered and accepted by the employees are as follows;

* For employee number 2 who is also a musician, time off without pay but reassurance of a job when he returns from his many short stints abroad.
* For all employees; extra pay for the jobs they bring in personally.
* Employee of the month, based on a set criteria [deadline for criteria, first work day of January]
* Continuation of time and a half for overtime and double time for Sundays and holidays
* Monetary rewards for continuing good performance appraisals.

Motivation, in the above forms was chosen because previously the business offered no such thing to the employees apart from the forth incentive. It is hoped that these incentives will provide the needed motivation employees need to go the extra mile, to be more efficient with or without the presence of the boss,

1. **Personal Development**

* **Performance Appraisals.**

A professional will be hired to draw up an appraisal form which will be used on a monthly basis. Employees will be given a copy of the form to appraise themselves in pencil then they will meet one on one with the proprietor where the formal appraisal will be done. [Time frame for implementation is End of January 2014.]

Performance appraisals were chosen as an intervention because it has been proven to encourage employees to do their best when they know their performance will be appraised and in this case be rewarded.

1. **Performance Support [Noninstructional]**

* Documentation of rules in regards to the maintenance & replacement of equipment which will be made available and discussed with employees
* Documentation and discussion of Job Standards.

It was decided that a professional be brought in to develop the required documents. [Deadline start of the new year 2014]

* Drawn out Hierarchy as follows, which will be discussed with all employees.

1. **Job Analysis Work Design**

* Written Job descriptions for all employees.

It was decided that a professional be brought in to develop the required documents. [Deadline start of the new year 2014]

For category three and four, the interventions are all documents, prior to this Illuminating lacked documentation, there was no recorded material to guide the day to day functioning of the business. It is hoped that when these are implemented, they will clearly state the hierarchy of the business, what is expected of the proprietor and each employee, and help reduce organizational redundancy and improve efficiency. These documents will also be used to assess the business as time progresses.

1. **Organizational Communication**

* There will be scheduled staff meetings to discuss job related activities, e.g. job descriptions, rules re maintenance of equipment, issues and accomplishments. [Hopefully once a month]

Illuminating previously never had an actual sit down down meeting which involved the proprietor and all three employees. It is hoped that these scheduled meetings will allow for free and open discussion, [including discussion of this assignment and the many interventions] where the issues being faced by either side can be discussed and rectified leading to a more successful business. It is also believed that if these meetings were held previously some of the gaps identified through this assignment may have been identified and resolved previously.

# Reflection

This assignment as a whole was very interesting, although there were many times when I wanted to give up on the assignment especially when I saw my grades, and also because my doctors recommended that I get rid of stressful things in my life, and this course has been a major stress factor.

This assignment allowed to step out of my comfort zone, it is not an easy task to go to a business person outside of one’s field, as a student with no real experience as a HPT professional and to get them to open their business up to you especially when they themselves have no knowledge of the profession.

I tried my very best to come across as knowledgeable, especially since truth be told I was and still am not that knowledgeable myself. The proprietor of the business, his employees and customers were extremely accommodating especially with the delay caused by me having to wait for feedback on certain parts of the assignment. The proprietor gave of his time and using my recommended selection of interventions was able to pinpoint exactly which interventions would work for him and his employees. The proprietor has also acknowledged the fact that what was really missing in the business was communication both oral and written and has taken steps to rectify this, by drawing up a hierarchy and seeking assistance in drawing up job descriptions and other relevant documents for each employee and the business. The employees liked the idea of the motivation techniques implemented as a result of this assignment but also stated their agreement with the proprietor that what was missing was communication.

This has been the hardest reflection to write through this entire program. This course has been taxing. When we first started the course I was extremely excited, because I like learning about new things ‘which this course was to me’ but as time progressed I started putting all my energy into doing assignments and meeting deadlines.

This course and the profession that it targets Human Performance Technician seem to be very exciting, but I would need future schooling to get a firm grasp of the subject. As it stands at present I could see me using it in my professional life, in my unique position as a teacher who comes in contact with all the students at my school on a weekly basis, the head of a department, and principal’s proxy on many of the schools’ committees; to officially identify the gaps that plague us and identify interventions that we could implement to resolve those gaps. It is also a great way to create a paper trail, something we are desperately lacking.

I am grateful that something tangible/ and good came out of his assignment, i.e. the business benefited, although my grades did not. I am extremely thankful to one of my classmates and my family who provided me with the motivation to see this to the end.

# Accountability Statement

THE UNIVERSITY OF THE WEST INDIES

**ACADEMIC YEAR:** 2013- 2014

**SEMESTER:** Three **COURSE CODE:** EDID 6502

### TITLE: [EDID6502 Analysing Human Performance](http://courses.open.uwi.edu/course/view.php?id=156)

NAME: Melisa Hippolyte ID: 312500178

I hereby certify that I am the author of the attached item of coursework and that all materials from reference sources have been properly acknowledged.

I understand what plagiarism is and what penalties may be imposed on students found guilty of plagiarism.

I certify that this paper contains no plagiarised material.

I certify that this is my own work and that I did not receive any unfair assistance from others (including unauthorized collaboration) in its preparation.

I certify that this paper has not previously been submitted either in its entirety or in part within the UWI system or to any other educational institution.

Signature: M. Hippolyte Date: 21st December 2013