



Oakley-Browne
Associates Limited

SAMPLE PROBES FOR THE INDIVIDUAL AND TEAM PERFORMANCE SYSTEM

Performance System Factor	PROBE QUESTIONS
SUPPORT Do people get support that contributes to effective performance?	
Physical and Social Environment	<ul style="list-style-type: none">● Do people have the tools they require to do the job well? Are they in good condition and easy to use?● Are resources readily available and accessible when performers require them, including personnel, good information and raw materials?● When performers are faced with conflicting demands, heavy workloads, or interfering tasks, do they have guidelines for setting priorities?● Do performers have clear guidelines on how much freedom they have to act in their role?● Is the equipment adequate and easily accessible?● Is there enough time to complete the key tasks?● Are there enough people to perform the team roles and functions?● Are the processes and procedures well designed and easily accessible to the performer so that they enhance employee performance?● Is the work environment safe, secure and supportive of excellent performance?
DIRECTION Do people get clear effective direction?	
Expectations and Accurate Information about Objectives and future direction	<ul style="list-style-type: none">● Are appropriate expectations set with performers as results based (SMARTER) objectives/goals?● Are there standards for task performance or competency models for key roles?● Is information about how to perform accessible, clear and "just in time"?● Are people provided with information about priorities for their work and role?● Are roles clearly defined and tasks aligned with Key Result Areas?● Is the Purpose/mission of the unit/team understood by the employee?● Does the Performance Management process support the leader/supervisor/manager to describe the role expectations for task performance and results desired?● Are plans accessible which describe the results desired and actions for completion?● Are effective performance guides and Job Aids available "Just in time" to the performer?
PERFORMERS Are people able to perform well? Do they have the skills/competencies for their role?	

High impact *RESULTS* through Human Performance Technology

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Repertoire of Skills and Competencies	
Repertoire of Skills and Competencies	<ul style="list-style-type: none">● Do they have the right repertoire of skills, knowledge, competencies and required experience?● Do they have the capacity to perform well, physical dexterity, mental capacity (IQ) and Emotional Intelligence (EI) ?● Does the role fit with the performers working style and psychological profile and work characteristics?● Is the training performance based and criterion referenced against measurable job requirements?● Is the training "Just in time"? Is coaching and support readily available.● Is their adequate support before and after formal training?● Are validated competency models available for key roles?
CONSEQUENCES Are there appropriate consequences for good performance?	
Contingencies and Timing	<ul style="list-style-type: none">● Do people view the balance of consequences for good performance as positive?● Are contingencies clear?● Are consequences clearly linked to desired performance, from the performer's viewpoint?● Are rewards timed to come as close a possible to the desired performance?● Are there opportunities for training and development?
FEEDBACK Do people get helpful feedback about their performance?	
Fit, Focus and Timing	<ul style="list-style-type: none">● Does feedback fit the performer's requirements?● Is there an appropriate amount of feedback, given in a way people can understand for example graphs and charts?● Is feedback clearly focused on improving performance-on how to improve rather than what went wrong, or on improving the work rather than criticising the person?● Is feedback given at a time when people can use it to improve?● Is the feedback behaviourally specific? Is it about results or skills/competencies or both?● Does the Performance Management process/system require frequent times to discuss progress on results required and assessment on competencies applied?● Is feedback focused on results delivered and barriers to achieving results?● Are After Action Reviews a standard practice for reflecting on projects?

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