

Hopewell INDUSTRIES INC.



Methods, Gap/Cause Analysis
Draft 2
IDPT 630
Dr. Angela Smith
Renee Cope and Wanda Ganjehsani
April 6, 2014

Methods, Gap/Cause Analysis

Based on the professor's feedback of the teams Methods, Gaps/Causes Analysis Draft 1 assignment, our team has identified four critical gaps and causes that are hindering Hopewell Industries, Inc. (HWI) Direct Care staff from being able to achieve at optimal performance levels. The team now feels we are on target to proceed to the recommendation and measurement stage of the project. No further changes have been made to Draft 1 for Draft 2.

Following Rummler-Brach methodology model located in *Improving performance: How to manage the white space on the organization chart* textbook during Phase 0 Asses Stage our team objective was to identify Hopewell Industries (HWI) Critical Business Issues (CBI). Furthermore, to ensure that any process improvement and management effort would be driven by HWI strategic and operational priorities (Rummler & Brache, 2013).

During our first data sweep, Mary Thompson had several CBIs she wanted addressed by our team. However, after a lengthy in-depth first interview, our team isolated and determined focusing on HWI staff retention problem was a strategic and operational priority for Mary Thompson. HWI had hired fifteen direct care providers in 2013 and only six of last year's direct care hires were still with HWI. In this stage, we also gathered documents regarding HWI organizational process and identified two Critical Process Issues (CPI) (1) onboarding and (2) performance management, which were directly affecting HWI CBI staff retention problem.

Phase 1 Define Stage, our team, had to determine which of the CPIs we would focus on and which one would be more of a strategic and operational priority in addressing the CBI staff retention problem. Our team had identified both CPIs as critical to HWI success at combating their staff retention problem and would have liked to focus on both CPIs, but the project twelve-week timeline limited us to defining and developing only one project for HWI.

Completing a priority matrix and submitting it for Mary Thompson to identify which of the five critical issues we had located in both the onboarding and performance management process, she identified the lack of consequences, incentives, and rewards as their main performance issue.

While addressing consequences, incentives, and rewards on their own would not address HWI CBI to any successful degree our team determined they are part of the CPI performance management process and will for the remaining time focus on this process and its gaps.

Phase 2 Develop stage, our team completed the performance system design worksheet located on p. 108 of *Improving performance: How to manage the white space on the organization chart* textbook. The worksheet helped identify the “IS” and “SHOULD” process in Phase 2 of our methodology and will be discussed later in this paper. In the future continuing in phase 2, we will develop recommendations with performance measures during week eight of our project and determine any barriers that would prevent implementation of recommendations and performance measurements.

Phases 3, 4 and 5 will be completed by HWI after our team has completed phase 0-2. Phase 3 Deploy stage, HWI will determine if they want to implement our team recommendations and will begin to install, debug and institutional the new process model (Rummler & Brache, 2008).

Phase 4 Sustain stage HWI will monitor to see if the implemented recommendations are achieving expect results and continue to improve the process. Furthermore, HWI will manage the organization as an adaptive system and should see results from stages 0-4 during phase 5 Adapt stage (Rummler & Brache, 2008).

Figure 1 below will provide an overview of all five stages and how our team has used and plan to use this methodology in the future for phases 0-2. In addition, figure 1 demonstrate HWI 3-5 phases if they choose to implement our team recommendations and performance measurements.

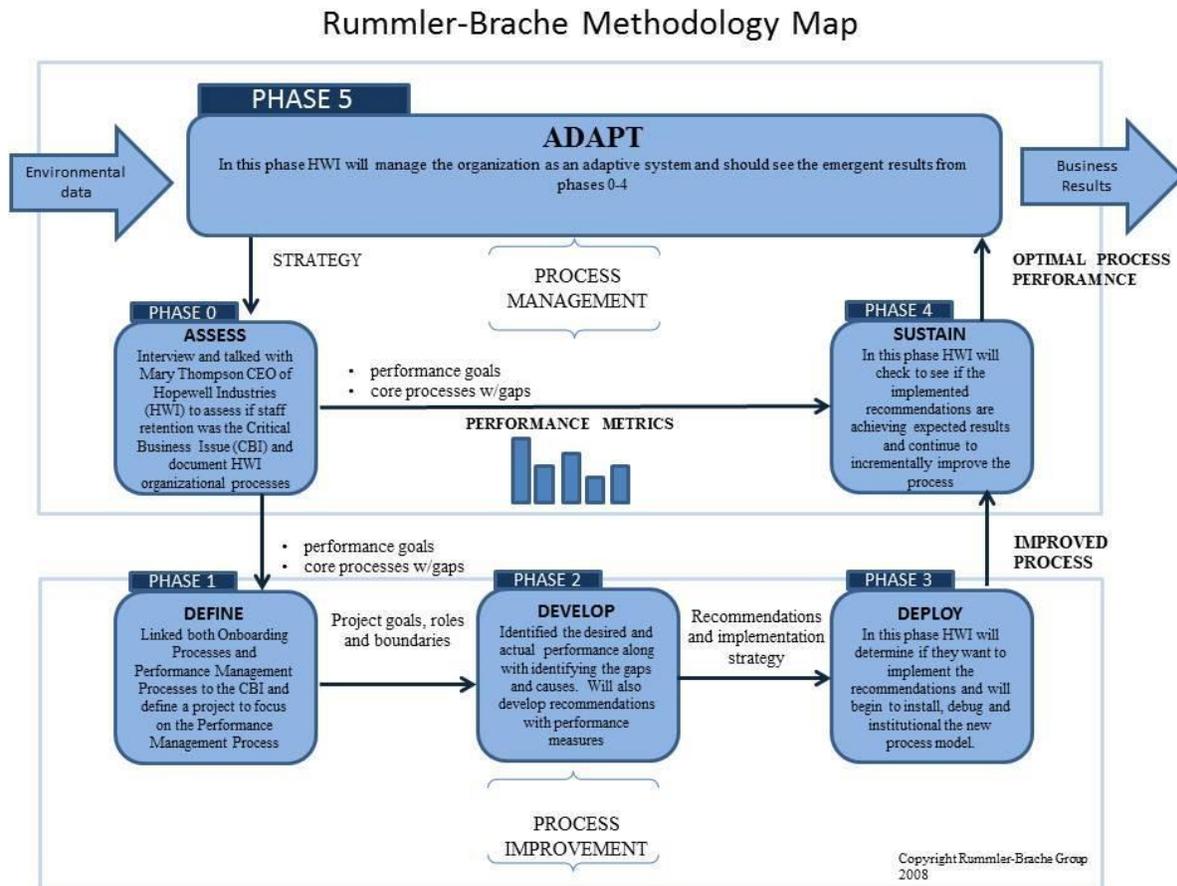


Figure 1. Methodology map showing the five phases of Rummler-Brache performance improvement stages. Adapted from “Improving business process and capabilities”, by G.A. Rummler & A.P. Brache, 2008, Retrieved from <http://www.rummlerbrache.com/methodology-map#> . Copyrighted (2008) by Rummler-Bache Group. Adapted with permission.

The performance management system is more than a performance appraisal and is designed to ensure HWI and all of the components our team pinpointed as part of the

performance management process work together to optimize HWI organizations goals, mission and improve HWI CBI staff retention problem. Our team identified four gaps and causes when completing the process analysis and improvement worksheet from *Improving performance: How to manage the white space on the organization chart* textbook, which is shown in Table 1.

Table 1

Process Analysis and Improvement Worksheet

Hopewell Industries (HWI) Critical Business Issues: Staff Retention Process: Performance Management							
Process Steps/Outputs	Desired Performance	Actual Performance	Gap (If Any)	Impact of Gap	Cause of Gap	Process Improvement Actions	Jobs that Influence Gap
Job Duties, Roles, & Responsibilities	100% of job duties, roles and responsibilities defined and written for Direct Care Staff Providers	HWI currently does not have Direct Care Staff Providers job duties, roles or responsibilities defined	Missing Documentation	Lack of job description is hindering optimal performance and the lack of understanding of roles and responsibilities have lead to safety violations	No clearly defined job duties and responsibilities for handling customers or communication with management is given for Direct Care Staff Providers	N/A for this assignment	N/A for this assignment
Performance Standards & Expectations	100% of Performance Standards & Expectations defined and written for Direct Care Staff Providers	Lack of written performance standards and expectations but is stated verbally	Missing Documentation	Expectations inconsistently communicated to the Direct Care Staff Providers	Standards for individual performance are not clearly communicated or reinforced	N/A for this assignment	N/A for this assignment
Consequences, Incentives, & Rewards	Develop and implement a consequences, incentives and rewards program and document in writing	Staff is currently awarded with gum for a job well done	There is currently no Consequences, Incentives, & Rewards program in place at HWI	Direct Care Staff Providers not showing up to work, only see negative consequences for poor performance; furthermore no rewards and incentives have led to employees leaving HWI for other jobs	No consequences to support continued performance where skills are in place. No financial or non financial reward program of individual performance is implemented by management	N/A for this assignment	N/A for this assignment
Performance Reviews	30, 60, 90 day and Annual Review	Only the annual review is occurring	There is currently no 30, 60, or 90 days reviews being performed at HWI	HWI are losing their Direct Care Staff Providers within a year from hire due to lack of feedback.	Individual performance is not routinely observed, feedback given, and documented by their manager	N/A for this assignment	N/A for this assignment

Note. Adapted from “*Improving performance: How to manage the white space on the organization chart,*” by G.A. Rummler & A.P. Brache, 2013, p. 108. Reprinted with permission.

Mary Thompson stated for our team to focus on lack of consequences, incentives, and rewards as their main performance issue. However, after reviewing the data gathered, our team has determined that the number one focus for HWI is defining the direct care staff providers job duties, roles, and responsibilities. The only document that has been provided to our team, which attempts to define the duties and roles of HWI direct care staff providers, is a job posting for Ohio Mean Jobs and is very generic without specific knowledge, skills, and abilities (KSA) (as shown in appendix A).

The job roles and objectives of the direct staff care provider should be aligned with the goals and objectives of the HWI and to help the direct staff care member understand the link between his or her responsibilities and overall goals.

Defining individual position tasks and responsibilities will correspond with the second most important gap our team identified for HWI to establish performance standard and expectations, and clarify what the staff member will be evaluated on during the year.

The third important gap is identifying consequences, incentives, and reward program for the direct care staff members. Rummler defined five components of a performance system and consequence-a reward, punishment, or non-existent consequences was identified as part of the performance management process (as cited in Van Tiem, Moseley, & Dessinger, 2012).

Currently, HWI does not have any documented consequences, incentives and reward program for their direct care staff provides. The only consequences are negative when the direct care staff provider at the end of the year during the performance review he or she receives a low performance score.

The performance review is a crucial component of the entire performance management process but the other three gaps needs to be addressed to be able to create a performance review

to give the necessary 30, 60, and 90-day feedback. The direct care staff providers need to know if their performance has exceeded, met, or fell below their supervisor's expectations. During various staff interviews, lack of feedback was mentioned as the number one reason for leaving HWI. However, since the other gaps our team has identified are not in place, we are unable to list the performance review as the number one priority.

In conclusion, this has been a learning experience for our team and we have struggled with wanting to assist with both the on boarding and performance management process at HWI. In the time allotted to us and after further evaluation of the data our team gathered, along with the performance tools we have completed, we feel focusing on the performance management process will benefit HWI in the long run in helping them with their staff retention problem.

To approach the next step of the project the team will focus on developing an example Direct Care job profile for HWI, as well as, providing a logic chain of each gap that was listed in Table 1 of the Methodology, Gaps and Causes in Draft 1. These tools will allow our team to provide HWI with firm recommendations to decrease, then eliminate their current gaps and provide HWI with the tools to effectively measure and manage these processes.

References

- Rummler, G.A., Brache, A.P. (2008). *Improving Business Processes and Capabilities*. Rummler-Brache Methodology Map. Retrieved from <http://www.rummlerbrache.com/methodology-map#>
- Rummler, G.A., Brache, A.P. (2013). *Improving Performance: How to manage the white space on the organization chart, 3rd ed.* San Francisco, CA: Jossey-Bass
- Rummler, G.A. (2007). *Serious performance consulting: According to Rummler*. San Francisco, CA: Pfeiffer
- Van Tiem, D.M., Moseley, J.L., & Dessinger, J.C. (2012). *Fundamentals of performance improvement: Optimizing results through people, process, and organizations, 3rd ed.* San Francisco, CA

classes. Supervisor must complete paperwork accurately and timely. Employee must possess good written and oral communication skills and be able to perform some task on a computer.

SALARY: \$8 to \$10 X Hourly Yearly

EDUCATION LEVEL DESIRED: High school diploma – minimum

LICENSES OR CERITIFICATIONS REQUIRED: Drivers License, Physical, , D.O.D.D. class/required training provided

WORK DAYS: X Sun X Mon X Tues X Wed X Thurs X Fri X Sat

WORK SHIFTS : 1ST XX 2ND XX 3RD Rotating
XX Split

DURATION: X FULL TIME X PART TIME SEASONAL – may turn into permanent TEMPORARY

WORKSITE ZIP CODE:

43812

CONTACT INFORMATION

CONTACT NAME: Della Stuart

PREFERRED METHOD OF CONTACT (choose any of the contact methods listed):

- X Resumes Wanted Calls Wanted
- X Fax Resume E-mail Wanted
- Apply in Person at Interview Site Apply Online

Please provide the information that corresponds with the Preferred Method(s) of Contact

RESUMES WANTED

Resume address (number, street, city, state and zip code): 637 Chestnut St.
Coshocton, OH. 43812

CALLS WANTED

Telephone Number:

FAX RESUME

Fax Number: 740-622-
3531

EMAIL WANTED

Email Address: dstuart@hopewellindustries.org

APPLY IN PERSON AT INTERVIEW SITE

Interview site address (number, street, city, state and zip code)

APPLY ONLINE

Web address to apply:

Please return the completed form to Jed McCoy at mccovj@odjfs.state.oh.us and your job will be posted.