

Data Collection Forms

Employees Questionnaire

Unit/Division: _____
 Job (Occupation): _____
Task _____
 Date: _____
 Name (optional): _____

Directions: Read each statement carefully and check off the column space that represents your response. If the statement does not apply to you, please leave the space blank. Thank you.

Employees Questionnaire

Disagree Slightly Agree
 Disagree

Aware of Policies

I can list all policies and procedures that relate to the Task
 I understand the reasons behind all policies and procedures relating to Task
 I am supportive of existing policies and procedures for this Task
 I can describe the level of performance expected of me for this Task
 I can explain how my performance is evaluated/measured for this Task

Get Along with Colleagues

I require help or additional resources from fellow employees in order to perform this Task
 I get along quite well with co-workers and superiors
 My performance of this Task is not diminished by the relations I have with my supervisor/manager

Need for Tools

The tools and/or materials that I depend on to perform this Task are readily available

Receive Adequate Feedback

Formal procedure is in place to provide me feedback on my performance
 Constructive feedback is offered on working relationships with colleagues

Employees Questionnaire (continued)Disagree Slightly Agree
Disagree**Motivated by Incentive System**

I am motivated by the long-term incentives offered for meeting expectations

The system for delivering reprimands is constructive, fair and improves productivity

There are clear short-term incentives for achieving the expected level of output

Short-term rewards encourage me day by day to be more productive

Enjoy my Job

The work I carry out is gratifying and makes a difference for those around me and beyond

I am given too much work on a regular basis, which reduces the quality I can provide

Attitude Towards Supervisor

My supervisor brings out the best in me

If I need guidance and support from my supervisor, he/she is seldom available to provide advice

Attitude Towards Feedback

The information I receive about the Task performance allows me to accurately adjust my actions

The level of performance expected of me for this Task, and how to achieve it is clear

Feedback on this Task is given in time to allow me to make improvements

Constructive feedback on how to get along with others is provided regularly

Advice I receive on interactions with others indicates what is acceptable behavior

Feedback is given in a timely manner to enable me to maintain acceptable behavior

Attitude Towards Task

I find that the Task challenging and it maintains my interest

Employees Questionnaire Summary

Unit/Division: _____

Job (Occupation): _____

Task _____

Date: _____

Directions: Tally the responses. The Consensus should reflect the response with the highest value. Input the result in the corresponding field in the Root Cause Analysis (Section 4.4).

Summary of Responses

	# that Disagree	# that Slightly Disagree	# that Agree	Consensus
I can list all policies and procedures that relate to the Task	2	0	8	Agree
I understand the reasons behind all policies and procedures relating to Task				
I am supportive of existing policies and procedures for this Task				
I can describe the level of performance expected of me for this Task				
I can explain how my performance is evaluated/measured for this Task				
I require help or additional resources from fellow employees in order to perform this Task				
I get along quite well with co-workers and superiors				
My performance of this Task is not diminished by the relations I have with my supervisor/manager				
The tools and/or materials that I depend on to perform this Task are readily available				
Formal procedure is in place to provide me feedback on my performance				
Constructive feedback is offered on working relationships with colleagues				
I am motivated by the long-term incentives offered for meeting expectations				
The system for delivering reprimands is constructive, fair and improves productivity				
There are clear short-term incentives for achieving the expected level of output				

Summary of Responses

# that Disagree	# that Slightly Disagree	# that Agree	Consensus
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Short-term rewards encourage me day by day to be more productive

The work I carry out is gratifying and makes a difference for those around me and beyond

I am given too much work on a regular basis, which reduces the quality I can provide

My supervisor brings out the best in me

If I need guidance and support from my supervisor, he/she is seldom available to provide advice

The information I receive about the Task performance allows me to accurately adjust my actions

The level of performance expected of me for this Task, and how to achieve it is clear

Feedback on this Task is given in time to allow me to make improvements

Constructive feedback on how to get along with others is provided regularly

Advice I receive on interactions with others indicates what is acceptable behavior

Feedback is given in a timely manner to enable me to maintain acceptable behavior

I find that the Task challenging and it maintains my interest

Human Resources Questionnaire

Unit/Division: _____

Job (Occupation): _____

Task _____

Date: _____

Name (optional): _____

Directions: Read each statement carefully and check off the column space that represents your response. If the statement does not apply to you, please leave the space blank. Thank you.

Human Resources Questionnaire

Disagree Slightly Agree
Disagree

Employees have Knowledge & Skills

Employees have the necessary knowledge, skill and/or experience to do the Task

Less training would be needed if more qualified candidates are hired

Employees Job Satisfaction

The number of employees leaving the organization is at the expected level

The degree to which employees are dismissed has not changed appreciably

Environment

The number of new employees hired within the past year is higher than normal

Recruitment

Employees for this Task are hired internally by our organization

Only individuals with required qualifications and experience are hired

Human Resource Questionnaire Summary

Unit/Division: _____
 Job (Occupation): _____
Task _____
 Date: _____

Directions: Tally the responses. The Consensus should reflect the response with the highest value. Input the result in the corresponding field in the Root Cause Analysis (Section 4.4).

Summary of Responses

	# that Disagree	# that Slightly Disagree	# that Agree	Consensus
Employees have the necessary skill and/or knowledge, as well as the experience to do the Task	8	1	1	Disagree
Less training would be needed if more qualified candidates are hired				
The number of employees leaving the organization is at the expected level				
The degree to which employees are dismissed has not changed appreciably				
The number of new employees hired within the past year is higher than normal				
Employees for this Task are hired internally by our organization				
Only individuals with required qualifications and experience are hired				

Subject Matter Expert Questionnaire

Unit/Division: _____

Job (Occupation): _____

Task

Date: _____

Name (optional): _____

Directions: Read each statement carefully and check off the column space that represents your response. If the statement does not apply to you, please leave the space blank. Thank you.

Subject Matter Expert Questionnaire

Disagree Slightly Agree
Disagree

Tools

Tools for Task are reliable, function properly and meet expectations

One or more crucial pieces of equipment or material needed by employees to perform Task is missing

Existing tools and materials permit personnel to meet performance objectives for Task

Employees can easily and quickly locate all necessary tools and materials for Task

Modernization of some equipment or materials would improve workmanship and Task productivity

Employees Dependency on Tools

Personnel need the equipment to perform the Task

Tasks

Errors in performing this Task among this group of employees will have serious consequences

The Task level of complexity is considerably high, and mistakes can occur easily

The Task or procedures carried out by employees can be greatly simplified

Subject Matter Expert Questionnaire Summary

Unit/Division: _____

Job (Occupation): _____

Task _____

Date: _____

Directions: Tally the responses. The Consensus should reflect the response with the highest value. Input the result in the corresponding field in the Root Cause Analysis (Section 4.4).

Summary of Responses

	# that Disagree	# that Slightly Disagree	# that Agree	Consensus
Tools for Task are reliable, function properly and meet expectations	8	1	1	Disagree
One or more crucial pieces of equipment or material needed by employees to perform Task is missing				
Existing tools and materials permit personnel to meet performance objectives for Task				
Employees can easily and quickly locate all necessary tools and materials for Task				
Modernization of some equipment or materials would improve workmanship and Task productivity				
Personnel need the equipment to perform the Task				
Errors in performing this Task among this group of employees will have serious consequences				
The Task level of complexity is considerably high, and mistakes can occur easily				
The Task or procedures carried out by employees can be greatly simplified				

Supervisor Questionnaire

Unit/Division: _____
 Job (Occupation): _____
Task _____
 Date: _____
 Name (optional): _____

Directions: Read each statement carefully and check off the column space that represents your response. If the statement does not apply to you, please leave the space blank. Thank you.

Supervisor Questionnaire

Disagree Slightly Agree
 Disagree

Employees Qualifications

Task is performed by employees correctly most of the time

In the past, Task was performed correctly by personnel most of the time

Personnel know the procedures for optimal performance of Task

Employees have the ability to perform Task to the expected standard

Employees Awareness of Policies

Personnel can list all policies and procedures related to the Task

Personnel can explain the main ideas behind all policies and procedures relevant to the Task

Employees can follow required policies and procedures correctly for Task

Policies Impact

Policies and procedures have minimal impact on how employees perform Task

Employees Interpersonal Skills

Delays in Task performance is mostly caused by other groups of employees

Interpersonal relations among employees are entirely acceptable

Personnel interpersonal relations have a significant impact on Task performance

Employees Dependency on Tools

Employees can only perform Task to desired standard if they have the required tools

Supervisor Questionnaire (continued)Disagree Slightly Agree
Disagree

Employees can use the equipment and/or materials required for Task efficiently and effectively

Employees Incentives System

Outstanding personnel performance is rewarded regularly

Employees are informed of their poor performance and encouraged to improve

Individuals or teams that complete their work in advance are given less rewarding Tasks

Employees Job Satisfaction

Employees are complaining that their responsibilities do not correspond to the job description

Complacency is running high in the workplace, resulting in overall disenchantment

Supervisors Awareness of Policies

I can list all the policies and procedures that relate to the Task

I can explain the meaning behind all policies and procedures relating to the Task

I am able to use and apply all policies and procedures that impact the Task

Implementing the performance related incentive system correctly is not a problem

I find employees performance of the Task significantly less satisfactory than previous years

I have full control of my operation with minimal problems, and an awareness of related projects

There is a lack of time in order to properly address key tasks

Supervisor Questionnaire Summary

Unit/Division: _____
 Job (Occupation): _____
Task _____
 Date: _____

Directions: Tally the responses. The Consensus should reflect the response with the highest value. Input the result in the corresponding field in the Root Cause Analysis (Section 4.4).

Summary of Responses

	# that Disagree	# that Slightly Disagree	# that Agree	Consensus
Task is performed by employees correctly most of the time	3	1	6	Agree
In the past, Task was performed correctly by personnel most of the time				
Personnel know the procedures for optimal performance of Task				
Employees have the ability to perform Task to the expected standard				
Personnel can list all policies and procedures related to the Task				
Personnel can explain the main ideas behind all policies and procedures relevant to the Task				
Employees can follow required policies and procedures correctly for Task				
Policies and procedures have minimal impact on how employees perform Task				
Delays in Task performance is mostly caused by other groups of employees				
Interpersonal relations among employees are entirely acceptable				
Personnel interpersonal relations have a significant impact on Task performance				
Employees can only perform Task to desired standard if they have the required tools				
Employees can use the equipment and/or materials required for Task efficiently and effectively				
Outstanding personnel performance is rewarded regularly				
Employees are informed of their poor performance and encouraged to improve				

Summary of Responses

# that Disagree	# that Slightly Disagree	# that Agree	Consensus
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Individuals or teams that complete their work in advance are given less rewarding Tasks

Employees are complaining that their responsibilities do not correspond to the job description

Complacency is running high in the workplace, resulting in overall disenchantment

I can list all the policies and procedures that relate to the Task

I can explain the meaning behind all policies and procedures relating to the Task

I am able to use and apply all policies and procedures that impact the Task

Implementing the performance related incentive system correctly is not a problem

I find employees performance of the Task significantly less satisfactory than previous years

I have full control of my operation with minimal problems, and an awareness of related projects

There is a lack of time in order to properly address key tasks

Instructor Questionnaire

Unit/Division: _____
 Job (Occupation): _____
Task _____
 Date: _____
 Name (optional): _____

Directions: Read each statement carefully and check off the column space that represents your response. If the statement does not apply to you, please leave the space blank. Thank you.

Instructor Questionnaire

Disagree Slightly Agree
 disagree

Employees Interpersonal skills

Employees are given adequate opportunities to learn interpersonal skills

Tasks

The training materials for these employees is less than one year

Environment

A new system or technology that impact Task was introduced within the last twelve months

Impact of new system or technology on Task is significant

Formal training was given to personnel on how to successful implement the new system

New or improved work procedures that impact Task have been introduced within the past year

Formal training was provided on how to apply the new work procedures

Formal training was provided for new employees on how to perform the Task

Instructor Questionnaire Summary

Unit/Division: _____

Job (Occupation): _____

Task _____

Date: _____

Directions: Tally the responses. The Consensus should reflect the response with the highest value. Input the result in the corresponding field in the Root Cause Analysis (Section 4.4).

Summary of Responses

	# that Disagree	# that Slightly Disagree	# that Agree	Consensus
Employees are given adequate opportunities to learn interpersonal skills	8	1	1	Disagree
The training materials for these employees is less than one year				
A new system or technology that impact Task was introduced within the last twelve months				
Impact of new system or technology on Task is significant				
Formal training was given to personnel on how to successful implement the new system				
New or improved work procedures that impact Task have been introduced within the past year				
Formal training was provided on how to apply the new work procedures				
Formal training was provided for new employees on how to perform the Task				

Senior Executives Questionnaire

Unit/Division: _____
 Job (Occupation): _____
Task _____
 Date: _____
 Name (optional): _____

Directions: Read each statement carefully and check off the column space that represents your response. If the statement does not apply to you, please leave the space blank. Thank you.

Senior Executives Questionnaire

Disagree Slightly Agree
 Disagree

Environment

The unit/division effectively implements its strategic goals for these employees

Too many changes are required to implement different procedures for a new system

The unit/division has adapted quickly to changes in the work environment

Employees Incentive System

A formal performance based incentive system is available for this occupation

Policies

A detailed description of standards and policies for this Task is available

Policies and procedures can easily be followed by employees to detect and correct skill gaps

Rules and regulations must be strictly followed for employees to attain optimal productivity for Task

A method or tool exists to accurately measure personnel Task performance

The measurement of personnel proficiency in performing Task is reliable and consistent

Guidelines for employees are obsolete or invalid, and they actually interfere with their performance

Overlap in policies or procedures are contributing to delays

Repetition in procedures are wasting time, money and resources

Senior Executives Summary

Unit/Division: _____

Job (Occupation): _____

Task _____

Date: _____

Directions: Tally the responses. The Consensus should reflect the response with the highest value. Input the result in the corresponding field in the Root Cause Analysis (Section 4.4).

Summary of Responses

	# that Disagree	# that Slightly Disagree	# that Agree	Consensus
The unit/division effectively implements its strategic goals for these employees	8	1	1	Disagree
Too many changes are required to implement different procedures for a new system				
The unit/division has adapted quickly to changes in the work environment				
A formal performance based incentive system is available for this occupation				
A detailed description of standards and policies for this Task is available				
Policies and procedures can easily be followed by employees to detect and correct skill gaps				
Rules and regulations must be strictly followed for employees to attain optimal productivity for Task				
A method or tool exists to accurately measure personnel Task performance				
The measurement of personnel proficiency in performing Task is reliable and consistent				
Guidelines for employees are obsolete or invalid, and they actually interfere with their performance				
Overlap in policies or procedures are contributing to delays				
Repetition in procedures are wasting time, money and resources				