

# Performance Analysis Proposal: NHS Technician Certification Initiative

Prepared for

Scott Sipe, Director of Operations

Symitar Network and Hardware Services (NHS)

by

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Hello Scott,

I'm looking forward to working with you again.

As a fellow employee of Symitar, I understand very well that Symitar's attention to customer service is what sets it apart from the competition. It allows Symitar to dominate the market with more than a 60% share. And, I share your concern that the Network and Hardware Services (NHS) technicians must maintain their skills and knowledge, even though they spend most of their time in the field. They must continue to provide the level of service that our clients expect.

And so, you've asked me to propose an analysis to discover the best way to help the NHS technicians maintain their skills and knowledge without interrupting their field service work.

## Rationale

My analysis will be guided by the following general questions. The answers to these questions will give me a thorough understanding of our client needs and the technicians abilities to satisfy them.

1. **Gaps (G):** What are the NHS technicians **expected to do** by our clients and by our company? What are they **actually doing**?
2. **Abilities (A):** What knowledge and abilities do the NHS technicians **need** to satisfy those expectations? What do they **have**?
3. **Motivation (M):** Do they feel **positive, neutral, or negative** about meeting expectations?
4. **Environment (E):** What is going on in their life that **enables** them to meet expectations? What is **creating barriers**?
5. **Incentives (I):** What incentives are available to them to **meet, fail, or ignore** expectations?

## Stages

The table below contains these details:

- The sources of information I'd like to use.
- Examples of the questions I'll ask.
- The methods I'll use to gather the information.

The information I collect in each stage will help decide what information to look for in the next stage.

Stage	Sources	Questions	Methods
1	<ul style="list-style-type: none"> <li>• Top Management</li> <li>• Other high-level stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• What's expected of the employees? Is there any flexibility?(G)</li> <li>• Who is exempt?(G,A,E)</li> <li>• What incentives are available from the company?(I)</li> <li>• Are all of the upper management on board?(M,E)</li> </ul>	<ul style="list-style-type: none"> <li>• Telephone interviews</li> <li>• Videoconference</li> </ul>

Stage	Sources	Questions	Methods
2	<ul style="list-style-type: none"> <li>• <a href="#">Carbon Footprint</a></li> <li>• <a href="#">U.S. EPA Climate Change</a></li> <li>• Other Govt. Agencies</li> <li>• Local Utility Companies</li> </ul>	<ul style="list-style-type: none"> <li>• How can individuals reduce their carbon footprint?(A)</li> <li>• Do any local rules contradict company expectations?(M,E)</li> <li>• What incentives are available from government and other agencies?(I)</li> </ul>	<ul style="list-style-type: none"> <li>• Online research</li> </ul>
3	<ul style="list-style-type: none"> <li>• Middle Management</li> <li>• Supervisors</li> </ul>	<ul style="list-style-type: none"> <li>• Which location or groups are successful?(G)</li> <li>• Who doesn't have the knowledge or skills needed?(A)</li> <li>• What percentage of employees feel positive, negative, or neutral about reducing emissions?(M)</li> <li>• What encourages employees to reduce emissions? Discourages?(E)</li> <li>• What positive incentives are employees not taking advantage of?(I)</li> <li>• What incentives are there to ignore or increase emissions?(I)</li> </ul>	<ul style="list-style-type: none"> <li>• Anonymous, internet-based survey</li> <li>• Focus group by videoconference</li> </ul>
4	<ul style="list-style-type: none"> <li>• Employees</li> </ul>	<ul style="list-style-type: none"> <li>• Are you doing enough to reduce emissions?(G)</li> <li>• Do you know how to reduce emissions?(A)</li> <li>• Do you feel positive, negative, or neutral about reducing emissions?(M)</li> <li>• When and where is it easy to reduce emissions? Inconvenient? Difficult? Impossible?(E)</li> <li>• What incentives do you take advantage of?(I)</li> <li>• What incentives are there that you don't take advantage of?(I)</li> <li>• How do you think other employees would answer these questions? (G,A,M,E,I)</li> </ul>	<ul style="list-style-type: none"> <li>• Anonymous, internet-based survey</li> <li>• Focus group by videoconference</li> </ul>
5	<ul style="list-style-type: none"> <li>• External Emission Reduction Experts</li> <li>• Extant data</li> </ul>	<ul style="list-style-type: none"> <li>• Given the data from the surveys, interviews, and focus groups, do you see any red flags?(G,A,M,E,I)</li> <li>• What methods or techniques have been used successfully to deal with these red flags?(G,A,M,E,I)</li> </ul>	<ul style="list-style-type: none"> <li>• Face-to-face or videoconference</li> </ul>

Stage	Sources	Questions	Methods
6	<ul style="list-style-type: none"> <li>• Training Staff</li> <li>• Documentation</li> <li>• Extant data</li> </ul>	<ul style="list-style-type: none"> <li>• How were the policies and training materials distributed?(E)</li> <li>• What has been and is being done to raise awareness?(M,E)</li> <li>• How would you answer employee and supervisor questions? (G,A,M,E,I)</li> </ul>	<ul style="list-style-type: none"> <li>• Brainstorming by videoconference</li> </ul>

The letters in parentheses identify which general questions the specific question addresses. Assume every question refers to inside and outside the workplace, and will be followed with "Why?"

## Challenges and Opportunities

Because management travels frequently between San Diego, the main campus in Missouri, and the other national offices, I won't be able to gather them together in one place at one time. So, I'll schedule multiple meetings in person and through WebEx®. I'll also set up a SharePoint site with a discussion board, a wiki, and email, where I will post the meeting minutes.

I'll post meeting minutes. However, I will set up conference calls with Symitar's WebEx account to arrange for as many to meet together as possible. I'll schedule additional meeting with individuals and small groups. Because of the technicians spend so much time in the field differences in location, time zone, and travel schedules, it's impractical for everyone to meet at the same place and time. So, meetings will be scheduled to accommodate the greatest number and recordings will be available on a website, along with the online survey and other materials, for those who were absent.

The responses from the surveys, focus groups, and interviews will clarify why there is gap between what clients and Symitar expects from the technicians and what they are actually doing. A careful, thoughtful analysis of the responses will identify many opportunities that the company can leverage to close the gap.

I look forward to working with you to take advantage of the many opportunities we can use to resolve this issue.

Shawn Albert Shepard