



Updated Behavior Engineering Model

An Additional Help Document for ADS Chapter 253

New Edition Date: 09/26/2014
Responsible Office: E3
File Name: 253saj_092614

Most performance improvement experts recognize six factors that affect performance in any organization. Shown here is the Updated Behavioral Engineering Model used by the International Society for Performance Improvement (ISPI).

Through a comprehensive analysis of organizational performance based on these six performance factors, USAID can identify performance gaps and introduce performance solutions, also referred to as interventions, to close those gaps. Performance solutions are designed based on which of the six performance factors lie at the root causes of the performance gap.

<p>INFORMATION</p> <ol style="list-style-type: none"> 1. Roles and performance expectations are clearly defined; employees are given relevant and frequent feedback about the adequacy of performance. 2. Clear and relevant guides are used to describe the work process. 3. The performance management system guides employee performance and development. 	<p>RESOURCES</p> <ol style="list-style-type: none"> 1. Materials, tools and time needed to do the job are present. 2. Processes and procedures are clearly defined and enhance individual performance if followed. 3. Overall physical and psychological work environment contributes to improved performance; work conditions are safe, clean, organized, and conducive to performance. 	<p>INCENTIVES</p> <ol style="list-style-type: none"> 1. Financial and non-financial incentives are present; measurement and reward systems reinforce positive performance. 2. Jobs are enriched to allow for fulfillment of employee needs. 3. Overall work environment is positive, where employees believe they have an opportunity to succeed; career development opportunities are present.
<p>KNOWLEDGE/SKILLS</p> <ol style="list-style-type: none"> 1. Employees have the necessary knowledge, experience and skills to affect the desired behaviors. 2. Employees with the necessary knowledge, experience and skills are properly placed to use and share what they know. 3. Employees are cross-trained to understand each other's roles. 	<p>CAPACITY</p> <ol style="list-style-type: none"> 1. Employees have the capacity to learn and do what is needed to perform successfully. 2. Employees are recruited and selected to match the realities of the work situation. 3. Employees are free of emotional limitations that would interfere with their performance. 	<p>MOTIVES</p> <ol style="list-style-type: none"> 1. Motives of employees are aligned with the work and the work environment. 2. Employees desire to perform the required jobs. 3. Employees are recruited and selected to match the realities of the work situation.