

## **Behavior Factors**

### **Specific Factors for Each Element**

(Obtained from Elizabeth Bailey's PROBE Model (2007))

### **Environment**

#### **Data**

- Have clear performance expectations been communicated to employees?
- Do employees understand the various aspects of their roles and the priorities for doing them?
- Are there clear and relevant performance aids to guide the employees?
- Are employees given sufficient, timely behaviorally specific feedback regarding their performance?
- Does the performance management system assist the supervisor in describing expectations for both activities and results for the employee?

#### **Resources**

- Do employees have the materials needed to do their jobs?
- Do employees have the equipment to do their jobs?
- Do employees have the time they need to do their jobs?
- Are the processes and procedures defined in such a way as to enhance employee performance?
- Is the work environment safe, clean, organized, and conducive to excellent performance?

#### **Incentives**

- Are there sufficient financial incentives present to encourage excellent performance?
- Are there sufficient non-financial incentives present to encourage excellent performance?
- Do measurement and reporting systems track appropriate activities and results?
- Are jobs enriched to allow for fulfillment of higher level needs?
- Are there opportunities for career development?

### **Individual**

#### **Knowledge**

- Do the employees have the necessary knowledge to be successful at their jobs?
- Do the employees have the needed skills to be successful at their jobs?
- Do the employees have the needed experience to be successful at their jobs?
- Do employees have a systematic training program to enhance their knowledge and skills?
- Do employees understand how their roles impact organizational performance?

#### **Capacity**

- Do the employees have the necessary strength to do the job?
- Do the employees have the necessary dexterity to do the job?
- Do the employees have the ability to learn what is expected for them to be successful on the job?

- Are employees free from any emotional limitations that impede performance?
- Are employees recruited, selected, and matched to the realities of the work situation?

### **Motives**

- Are the motives of the employees aligned with the incentives in the environment?
- Do employees desire to do the job to the best of their abilities?
- Are employees recruited and selected to match the realities of the work environment?
- Are there any rewards that reinforce poor performance or negative consequences for good performance?
- Do employees view the work environment as positive?