

Framework for Performance and Evaluation					
Performance-Centered Framework <i>Analysis Context for Performance and Needs Assessment</i>			Evaluation Framework <i>Analysis Context for Rapid Verification of Results</i>		
Element		Purpose	Element		Purpose
P E R F O R M A N C E N E E D S	Business Outcome	Identifies a deficient – or desired - business or organizational result.	¹ Business Outcome	Verifies changes in targeted business outcome measures from the business record or other sources as influenced by the client’s expenditure of human and fiscal resources.	F O L L O W U P P E R F O R M A N C E E V A L U A T I O N
	Execution in the Work Setting	Identifies what a specific population should be doing or not doing, and how individual or team performance may influence the status of business outcome measures.	Execution in the Work Setting	Verifies population performance of <i>key</i> targeted objectives and tasks by capturing sample evidence and success situations that demonstrate the contribution to performance results. When performance is not happening, captures the reasons why.	
R E A D I N E S S N E E D S	Performance Readiness	Identifies an individual’s compatibility, ability, confidence, and willingness, to execute in the work setting. Also identifies ineffective habits and the influencing factors of Active Management Reinforcement (AMR) and how they affect execution in the work setting.	Performance Readiness	Measures participant readiness and confidence to perform and willingness or intention to execute targeted objectives and tasks in the work setting. The AMR strategy is evaluated during follow-up evaluation when its influence on targeted performance can be determined.	R E A D I N E S S E V A L U A T I O N
	Preferences	Identifies client and population’s preferences regarding design and delivery of the solution, (example; likes, dislikes, learning style preference, client operational constraints).	Initial Reaction	Measures <i>initial</i> reaction and satisfaction with delivery of the training and performance solution.	
¹ After the training solution’s influence on the business outcome is determined, the resulting business outcome improvement data may be converted to a monetary value to calculate the return on investment. Return on investment compares net benefits to costs. As described by the Phillips Methodology, the net benefit is compared to the fully loaded cost of the training solution to determine the ROI. Phillips and Stone (2002).					

