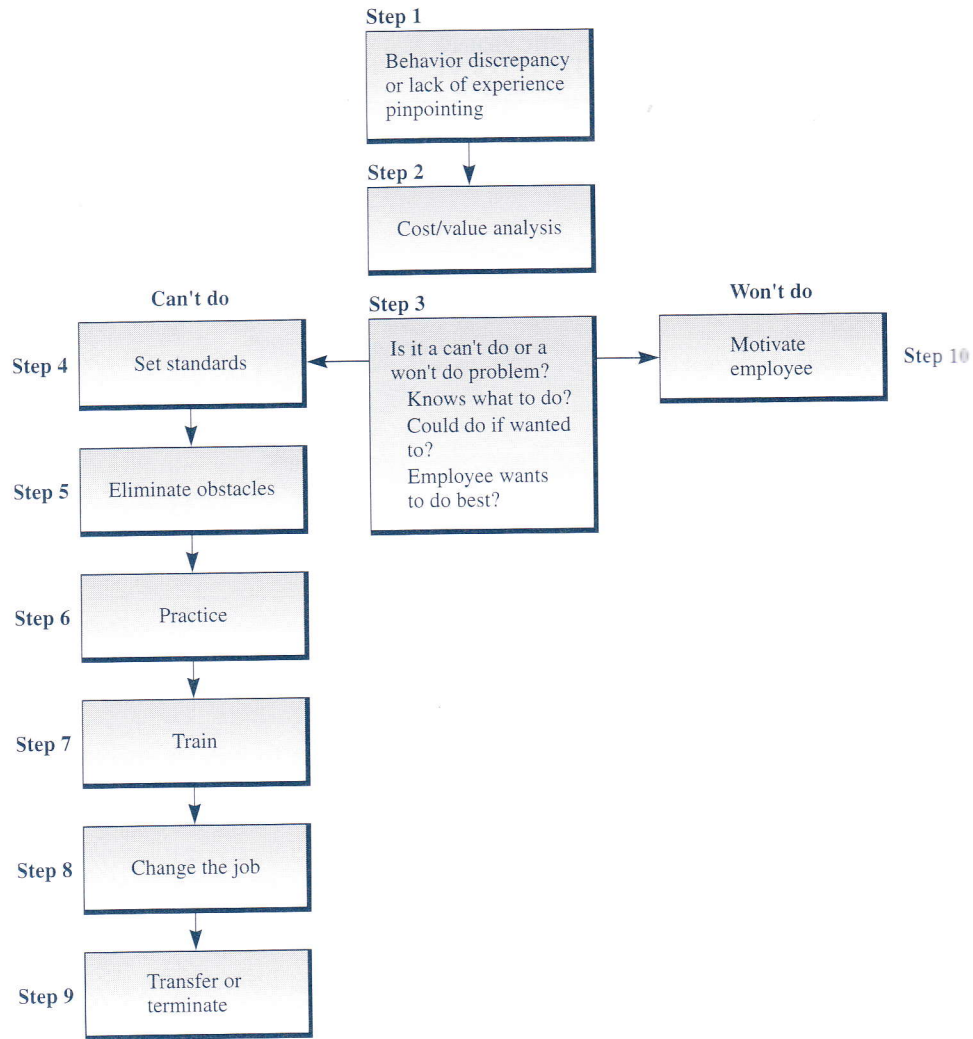


EXHIBIT 13-5

PERFORMANCE ANALYSIS: ANALYZING TRAINING NEEDS



Source: Adapted from Donald Michalak and Edwin Yager (1979), *Making the Training Process Work* (New York: Harper and Row).

Step 3: Is it a “can’t do” or “won’t do” situation? It is important to determine if the employee could do the expected job if he or she wanted to. Three questions need to be answered: (1) Does the person know what to do in terms of performance? (2) Could the person do the job if he or she wanted to? and (3) Does the person want to do the job? Answering these questions requires skillful observation, listening, and asking on the part of the person conducting the performance analysis.

Step 4: Set standards A secretary who doesn’t know what the standard is may underperform. Establishing a standard and clearly communicating it can improve performance.

Step 5: Remove obstacles Not being able to complete budgets on time may be caused by frequent breakdowns of the equipment (the COMPAQ system) or by not receiving