PROPOSED PERFORMANCE SOLUTIONS FOR NAH, LLC

by

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Of the Requirements for

EDD8534 Designing, Delivering and Managing Human Performance Improvement Interventions

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EXECUTIVE SUMMARY

I have selected NAH, LLC, a global content development company. This course project is related to a performance issue within NAH, LLC. The chosen performance issue relates to the performance gap between the intake and onboarding process and NAH, LLC Voice Over artists project staffing.

A description of the performance problems' symptoms includes an internal department goal involving the talent acquisition (TA) department. The TA department set a quarterly plan of successfully onboarding ten VO artists to handle project needs. Currently, the TA department has several VO artists available, but the artists have somehow missed the onboarding process entirely, and none have been successfully onboarded. The disconnect is noted when a project wraps and invoicing is due. A performance gap total of ten exists, and NAH, LLC's TA department has a zero percent success rate for the quarter to date.

This course project will outline the performance gap, proposed solution, and intervention plans which include implementing incentive, non-training, and knowledge and skills interventions to eliminate the performance gap regarding the intake and onboarding of VO artists.

STATEMENT OF THE PROBLEM

Introduction

HPI including HPI theories and concepts focuses on performance, performance improvement, and all things related. HPI is a huge evolving field with technology constantly on the rise. HPI theories and concepts involve gap filling, planning, and improvements. The PI/HPT model involves selection, analysis, design, development, implementation, and evaluation of processes and programs. HPT is based on performance improved and what is known as RSVP: Results, Systemic, Value, and partnership (Van Tiem, 2012). Rothwell (2018) states that the ultimate focus of HPI is on performance, results, outcomes, and accomplishments, with secondary emphasis on behaviors, efforts, and activities. Rothwell (2018) also states that in HPI, there is a clear distinction between performance and behavior. An easy way to distinguish the two is to view performance as the end result and behavior as a means to that end (Rothwell, 2018). Rothwell doesn't believe that behaviors should be ignored in any way; he is stating that behaviors contribute to performance and they are a representation of factors that can impact performance; positively or negatively.

Organizational Context

NAH, LLC is a global content development company. Content areas include Science, Technology, Engineering, Math, Higher Ed, Production, English, Social Studies, Marketing, Instructional Design, and Copyediting. This project is identifying a performance issue within NAH, LLC. NAH operates as a remote cross-functional team; the departmental workflows must remain cohesive to meet client deadlines.

NAH, LLC is a 100% remote global content development company servicing an array of clients from education related to zoology. The overall culture varies as NAH, LLC has 18 internal W2 employees and over 2.200 independent contractors working on content development projects. The internal W2 NHA, LLC team has several areas; Finance and Administration, Business Development and Marketing, Talent Acquisition/HR/Systems, and Content Development. Content Development is broken down into content areas; STEM, Humanities, Higher Ed, Instructional Design, Production, and Illustration; this project focuses on the Illustration content area. The 18 W2 employees and 2,200 independent contractors are located all across the globe; the culture varies and adaptability is needed to maintain order.

Performers or Sponsors.

Performance Gap

A performance gap is a difference between the current and desired performance. It can also be the difference between the current and possible or future performance. Another way to describe a performance gap is to state that it is the difference between what is happening, current or actual conditions, and what should be happening, desired or ideal outcomes (Rothwell, 2013). Finding gaps is essential to performance consulting. Rothwell (2013) states that in the real world, current and desired states cannot always be clearly articulated. Identifying and analyzing gaps, whether the gaps are in the realm of problems or opportunities, should be the first step in any performance consulting engagement. The results of a gap analysis will provide leaders and performance consultants with a sense of how far away the current condition is from the desired outcome or criterion, the direction in which an effort should be headed, and how many resources could be allocated to the effort (Rothwell, 2013).

As stated within the executive summary, a description of the performance problems' symptoms includes an internal department goal involving the talent acquisition (TA) department. The TA department set a quarterly plan of successfully onboarding ten VO artists to handle project needs. Currently, the TA department has several VO artists available, but the artists have somehow missed the onboarding process entirely, and none have been successfully onboarded. The disconnect is noted when a project wraps and invoicing is due. A performance gap total of ten exists, and NAH, LLC's TA department has a zero percent success rate for the quarter to date.

Table 1: Performance Gap

Desired Level of Performance	Present Level of Performance	Gap
Ten successfully onboarded voice over (VO) recording artists added quarterly	0 successfully onboarded voice over (VO) recording artists added quarterly	0% success rate performance gap of ten
Seven VO artists onboarded and working on projects	0 VO artists onboarded and working on projects	0% success rate performance gap of 7

Significance of the Problem

The significant issue or problem at NAH, LLC, consists of a substantial performance gap involving voice-over (VO) artists being staffed to projects prior to completing the onboarding process. Prior to any contractors working on NAH, LLC projects; they should complete the intake and onboarding process which includes signing a service contract and completing all

necessary tax forms. The onboarding process also consists of a boot camp training series that should be reviewed prior to staffing.

VO artists are being staffed to projects and completing project work without completing the intake and onboarding paperwork. This performance gap causes legal concerns and creates project staffing issues if VO artists decide they do not want to sign the NAH, LLC contract, and work as independent contractors under the set terms.

Root Causes

Referencing Gilbert's Behavior Engineering, a brief initial root cause analysis doesn't reflect poor performance; the issue involves developing tools to design interventions. All six categories are referenced below to assist with the root cause analysis.

- Information: There is a lack of information and further research is needed to eliminate the disconnect between onboarding, project staffing, and the actual project launch.
- Knowledge and Skills: Organizational restructuring took place not long ago; the performance gap could be connected to the acclimation process of learning a new role.
- Tools: The proper tools are possibly missing in terms of notifications; the TA department doesn't seem to realize that VO artists are being staffed to projects before completing onboarding. The content development teams are unaware that VO artists have not gone through the onboarding process. There is a communication and performance gap that needs addressing.
- Incentives: Incentives could play a significant role in the performance gap as VO artists are onboarded with NAH, LLC. A current contractor could be sharing data with other

non-NAH, LLC VO artists as there are a referral program and incentive involved. The referral bonus and could be linked indirectly to the performance gap.

- Motives: The only logical explanation noted to date is that the content development department is often rushed to launch projects and meet deadlines. It is possible that the content development team is aware of the onboarding process being skipped and this is overlooked to keep projects moving forward. Recently, this has happened seven out of seven times (100%).

Key Stakeholders

Table 2: Stakeholders

Stakeholders	Impact
CEO	Full Impact/100%
COO	Full Impact/100%
VP of Finance and Admin	Full Impact/100%
VP of Content Development	Full Impact/100%
VP of Business Development	Full Impact/100%
Content Development Department	Full Impact/100%
Finance and Admin Department	Full Impact/100%
Business Development Department	Full Impact/100%
NAH, LLC Employees	All processes are interconnected; if one department has an issue, the issue surfaces in all departments. The most significant impact is financial and would involve the finance and administration departments.

PROPOSED SOLUTION

Introduction

Currently, NAH, LLC has an incentive program if an employee refers to a client and they decide to partner with the organization. The incentive program should be altered to include an incentive whenever an employee refers a new client regardless if they decide to work with the organization or not; if a connection is made and a conversation is an outcome from a referral, the incentive process should be initiated. The incentive could be money or other things work-related such as recognitions or some type of awards program, employee gear, et al.

Gilbert (2007) divides incentives into two kinds; money and other things. Other things would be recognition, a pat on the back, or presenting medals. Gilbert (2007) also mentions the power of money but references improving information has more leverage for improving performance. This type of incentive could lead to "profit" as an incentive. Profit represents one system of possible incentives for worthy performance (Gilbert, 2007).

Timing is estimated on a quarterly basis to align with NAH, LLC implementation processes unless a project is deemed urgent. There are no logistical and other elements required. This incentive piggybacks off of the current incentive but adds a better end result to increase employee engagement. The design description stems from the Business Administration Department. It would require approval from the cross-functional team and them, shared/announced to all employees. A tracker doc would need to be created to, maybe a survey design linked to a Google sheet to house all of the employee referrals; we do not have a document currently, communication is via email but a survey form and Google sheet would streamline a bit more.

In addition to the incentive program intervention, a non-training and knowledge and skills intervention can both be introduced as part of the proposed solution to eliminate the performance gap.

Proposed Interventions

Incentive Intervention

Currently, NAH, LLC has an incentive program if an employee refers to a client and they decide to partner with the organization. The incentive program should be altered to include an incentive whenever an employee refers a new client regardless if they decide to work with the organization or not; if a connection is made and a conversation is an outcome from a referral, the incentive process should be initiated. The incentive could be money or other things work-related such as recognitions or some type of awards program, employee gear, et al.

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design linked to a Google sheet to house all of the employee referrals; we do not have a document currently, communication is via email but a survey form and Google sheet would streamline a bit more.

Non-Training Intervention

The following information outlines the NAH, LLC intervention process including the intervention title, purpose, theory, description, timing, and intervention requirements. The intervention title is the Voice Over (VO) Artists Intake and Onboarding Incentive Program. The purpose is to increase engagement in all departments in regards to properly onboarding VO artists for projects. VO artists are onboarding differently from all other contractors and a huge portion of VO artists onboarded stem from employee referrals. The target audience includes NAH, LLC employees, and VO artists. Currently, there is an incentive program if an employee refers to a client and they decide to partner with the organization. The incentive program should be altered for VO referrals to include an incentive whenever an employee refers to a new VO artist and sees the process through until onboarding is complete.

Previously mentioned, Gilbert (2007) divides incentives into two kinds; money and other things. Other things would be recognition, a pat on the back or presenting medals. Gilbert (2007) also mentions the power of money but references improving information has more leverage for improving performance. This type of incentive could lead to “profit” as an incentive and successful onboarding of VO artist staffed to projects; thus, eliminating departmental issues surrounding staffing contractors who have not completed intake and onboarding (legal concerns). Profit represents one system of possible incentives for worthy performance (Gilbert, 2007).

Timing for interventions and all process is set up on a quarterly basis at NAH, LLC unless extremely urgent or less involved. The intervention timeline will consist of three months. The requirements include a step by step process doc detailing the proposed plan, plan approval from the cross-functional team, testing prior to implementing and the final step involves sharing a process document and announcing the new VO/employee referral program to all NAH, LLC employee; if the process document is completed correctly, no training is involved. Ideally, communication for the intervention would be completed via email but a survey form and google sheet would streamline the process a bit more in addition to creating a process document. Prior to the launch, several meetings will take place to discuss and finalize all details. If implemented correctly, NAH, LLC should have an active intervention process in place within three months to assist with the Voice Over (VO) Artists Intake and Onboarding Incentive Program.

Knowledge and Skills Intervention

The following information outlines the NAH, LLC intervention process (similar to the non-training intervention process) including the intervention title, purpose, theory, description, timing, and intervention requirements. The intervention title is the Voice Over (VO) Artists Intake and Onboarding Knowledge and Skills Intervention. The purpose is to increase engagement in all departments in regards to properly onboarding VO artists for projects. VO artists are onboarding differently from all other contractors and a huge portion of VO artists onboarded stem from employee referrals. The target audience includes NAH, LLC employees.

Previously mentioned, Gilbert (2007) divides incentives into two kinds; money and other things. Other things would be recognition, a pat on the back or presenting medals; in this case, a knowledge and skills intervention replaces the incentive intervention. Van, Moseley, and

Dessinger (2012) state that interventions are deliberate, conscious acts that facilitate change in performance. They are measures that are planned, selected, and designed to solve workplace problems or address promising opportunities and challenges.

Timing for intervention and all process is set up on a quarterly basis at NAH, LLC unless extremely urgent or less involved. The intervention timeline will consist of three months. The requirements include a step by step process doc detailing the proposed plan, plan approval from the cross-functional team, testing prior to implementation and the final step involves sharing a process document and announcing the new VO knowledge and skill intervention (process doc) to all NAH, LLC employees; if the process document is completed correctly, successful knowledge and skills interventions will be the end result and outcome. Ideally, communication for the intervention would be completed via email, but a survey form and google sheet would streamline the process a bit more in addition to creating a process document; similar to the non-training intervention process. Prior to the launch, several meetings will take place to discuss and finalize all details. If implemented correctly, NAH, LLC should have an active intervention process in place within three months to assist with the Voice Over (VO) knowledge and skills intervention.

Table 3: Interventions

1. Incentive	Profit
2. Non-Training	Other
3. Knowledge and Skills	Other

Rationale for Intervention Selection

Rationale for Intervention Selection

Time: 1 (long time to implement) to 5 (short time to implement)

Cost: 1 (high cost) to 5 (low cost)

Technology: 1 (not available) to 5 (readily available)

Management Support: 1 (weak support) to 5 (strong support)

Fit with Organizational Culture and People: 1 (not a good fit) to 5 (good fit)

Likelihood of Success: 1 (low likelihood) to 5 (high likelihood)

Table 4: Intervention Selection; Rationale

I Intervention	Time	Cost	Technology	Management Support	Organizational Fit	Likely Success	Total score
Incentive	3	5	5	5	5	3	
Non-Training	3	5	5	5	5	5	
Knowledge and Skills	3	5	5	5	5	5	

Description of Interventions

Intervention 1: Incentive

Purpose. Eliminate the disconnect between onboarding, project staffing, and the actual project launch regarding Voice Over (VO) artists; independent contractors.

Target audience. NAH, LLC employees

Timing. 3 months (one quarter)

Requirements. Development, approval, and implementation of an incentive process.

Design description. Create an incentive process to assist with the successful onboarding of VO artists; thus also assisting with the disconnect between onboarding and project staffing.

Intervention 2: Non-Training

Purpose. Eliminate the disconnect between onboarding, project staffing, and the actual project launch regarding Voice Over (VO) artists; independent contractors

Target audience. NAH, LLC employees

Timing. 3 months (one quarter)

Requirements. Development, approval, and implementation of a process document regarding intake and onboarding of VO artists.

Design description. This is interconnected to the knowledge and skills intervention.If a process document is created, all NAH, LLC employees will be able to onboard VO artists without training.

Intervention 3: Knowledge and Skills

Purpose. Eliminate the disconnect between onboarding, project staffing, and the actual project launch regarding Voice Over (VO) artists; independent contractors.

Target audience. Acquisition/recruiter (NAH, LLC employee)

Timing. 3 months (one quarter)

Requirements. Development, approval, and implementation of a process document regarding intake and onboarding of VO artists.

Design description. The intake and onboarding process document will serve as a knowledge and skills incentive to assist with the successful onboarding of VO artists; thus also assisting with the disconnect between onboarding and project staffing

Summary of Proposed Solution

Currently, NAH, LLC has an incentive program if an employee refers to a client and they decide to partner with the organization. The incentive program should be altered to include an incentive whenever an employee refers a new client regardless if they decide to work with the organization or not; if a connection is made and a conversation is an outcome from a referral, the incentive process should be initiated. The incentive could be money or other things work-related such as recognitions or some type of awards program, employee gear, et al.

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IMPLEMENTATION PLAN

Introduction

This section details the implementation plan which consists of the change management plan, project management plan, and Table 3: Gantt Chart. The implementation plan will provide insight regarding how to correct the NAH, LLC performance gap.

Change Management Plan

Reflecting back to EDD8020, Senge (2006) states that a shared vision is not an idea. It is a force in people's hearts, a force of impressive power. A shared vision answers the question "What do we want to create?" Senge (2006) states a vision is truly shared when you and I have a similar picture and are committed to one another having it, not just to each of us, individually, having it. When people truly share a vision they are connected and bound together by aspirations (Senge, 2006).

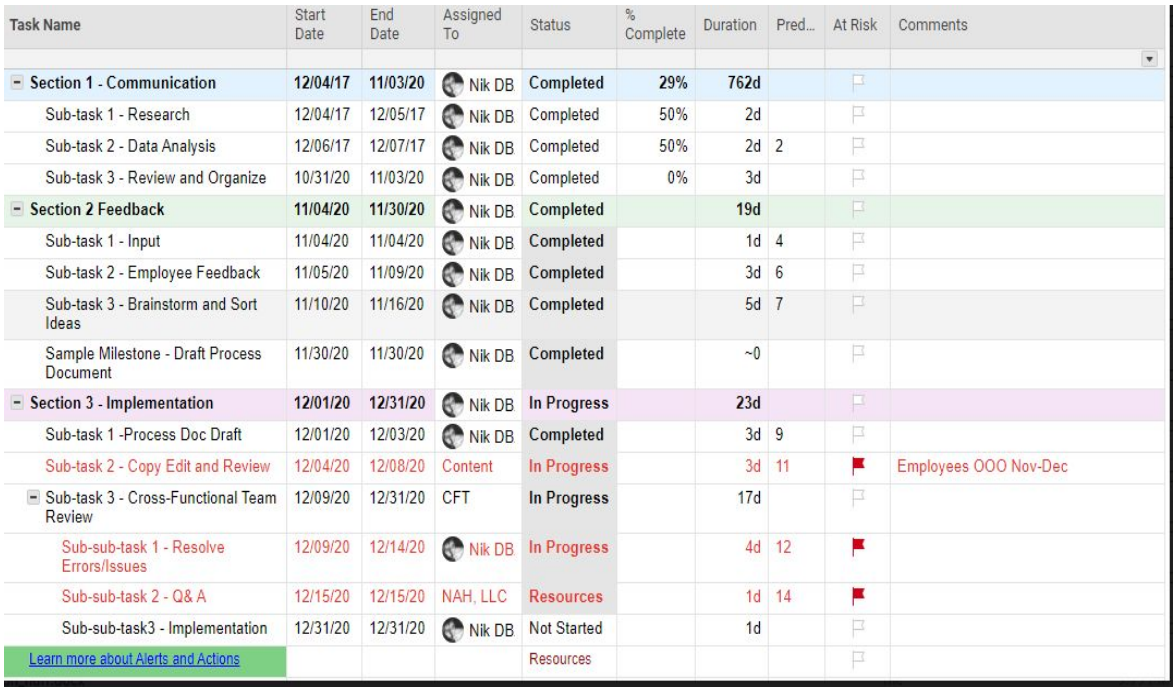
Project Management Plan

NAH, LLC has developed several process docs for almost all processes within the organization. The process docs are designed to serve as a resource and guide to allow employees to complete their tasks independently; NAH, LLC is focused on becoming an entrepreneurial operating system (EOS). Under an EOS operating system, the project management plan is to take the NAH, LLC business tools and the proven business process and synchronize both to produce desired results; the results, in this case, being a streamlined process for the intake and onboarding of VO artists.

This process, project management, and evaluation plan will consist of working with all NAH, LLC employees over the course of three months (one quarter), gaining input and

feedback, researching, gathering, and analyzing data, weighing pros and cons, discussing findings with the cross-functional teams, resolving errors, and finally, process document approval for implementation. Once the process doc is implemented and "live" the evaluation plan will be in the actual results of properly onboarded VO artists and will be measured in real-time; is NAH, LLC now staffing onboarded VO artists, or does the problem and gap still exist? This question will be asked during the live evaluation after implementing the process doc. It is important to note that there is no additional cost associated with the implementation of this plan. Implementing the process doc will improve quality and stabilize turnaround times, keeping projects on task, thus increasing revenue.

Figure 1: Gantt Chart



Task Name	Start Date	End Date	Assigned To	Status	% Complete	Duration	Pred...	At Risk	Comments
Section 1 - Communication	**12/04/17**	**11/03/20**	Nik DB	**Completed**	**29%**	**762d**			
Sub-task 1 - Research	12/04/17	12/05/17	Nik DB	Completed	50%	2d			
Sub-task 2 - Data Analysis	12/06/17	12/07/17	Nik DB	Completed	50%	2d	2		
Sub-task 3 - Review and Organize	10/31/20	11/03/20	Nik DB	Completed	0%	3d			
Section 2 Feedback	**11/04/20**	**11/30/20**	Nik DB	**Completed**		**19d**			
Sub-task 1 - Input	11/04/20	11/04/20	Nik DB	**Completed**		1d	4		
Sub-task 2 - Employee Feedback	11/05/20	11/09/20	Nik DB	**Completed**		3d	6		
Sub-task 3 - Brainstorm and Sort Ideas	11/10/20	11/16/20	Nik DB	**Completed**		5d	7		
Sample Milestone - Draft Process Document	11/30/20	11/30/20	Nik DB	**Completed**		~0			
Section 3 - Implementation	**12/01/20**	**12/31/20**	Nik DB	**In Progress**		**23d**			
Sub-task 1 -Process Doc Draft	12/01/20	12/03/20	Nik DB	**Completed**		3d	9		
Sub-task 2 - Copy Edit and Review	12/04/20	12/08/20	Content	**In Progress**		3d	11		Employees OOO Nov-Dec
Sub-task 3 - Cross-Functional Team Review	12/09/20	12/31/20	CFT	**In Progress**		17d			
Sub-sub-task 1 - Resolve Errors/Issues	12/09/20	12/14/20	Nik DB	**In Progress**		4d	12		
Sub-sub-task 2 - Q& A	12/15/20	12/15/20	NAH, LLC	**Resources**		1d	14		
Sub-sub-task3 - Implementation	12/31/20	12/31/20	Nik DB	Not Started		1d			
Learn more about Alerts and Actions				Resources					

Figure 2: Voice Over Artists Process Doc Implementation

References

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APPENDIX A. CROSS FUNCTIONAL FLOWCHART

Figure 3: Cross-Functional Flowchart