

**The Human Performance Technology Model Applied  
to A Dog Daycare and Boarding Facility**

**ABC Dog Daycare & Boarding  
Final Report**



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**Submitted to: [REDACTED], Owner**

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**Table of Contents**

Executive Summary..... 3

Problem Statement..... 4

Background..... 4

Symptoms..... 6

Critical Business Issue..... 6

Optimal Performance..... 7

Performance Analysis Questions/Data Sources..... 7

Organizational Analysis..... 8

Environmental Analysis..... 10

    Workplace Environment..... 10

    Work Level..... 13

    Worker Level..... 15

    World Commitment Level..... 16

Gap Analysis..... 19

Cause Analysis..... 20

Intervention Selection..... 23

Recommended Interventions..... 23

Implications and Recommendations..... 27

Implementation and Evaluation Plan..... 28

References..... 31

Appendices..... 32

## **Executive Summary**

This paper represents the efforts made to address a small business's performance issues utilizing the human performance technology model. The main stakeholder, who is the owner of the business, noticed that the staff at ABC Dog Daycare & Boarding (ABC DD&B) had not been meeting the performance standards in several areas. Performance problems included inconsistency in the dog care routine, as well as in basic, everyday cleaning tasks, and there had been noticeable complacency and a lack of initiative among the staff. Initial analysis revealed that a significant increase in business was necessitating organizational adjustments and developing and maintaining a self-motivated staff was needed to meet growing community demands, while upholding the organization's standards of care and cleanliness. This was determined to be a critical business issue.

Organizational and environmental analyses were conducted to determine the causes of the performance gaps, and to identify areas of opportunity within the work environment, as well as at the work, worker, and world commitment levels. Inquiries in the cause analysis focused on Data, Feedback, Tools, Information, Resources, and Incentives. Analysis showed four main causes of the performance gaps—unbalanced and outdated workflow timetables, a significant increase in daily daycare guests, the lack of a system of accountability, and minimal performance incentives. Several interventions are recommended to address these causes and fall under the areas of Job Analysis/Work Design, Performance Support Systems, and Human Resources Development.

Effective resolution of the identified performance gaps can be achieved relatively easily and inexpensively by instituting the recommended interventions, which include updating the

workflow timetables, putting performance supports in place that help staff meet expectations, and instituting systems that encourage accountability and incentivize ideal performance.

### **Problem Statement**

ABC Dog Daycare & Boarding provides a valuable service to its surrounding community by caring for much-loved pets while owners are working or on vacation. A team of yard attendants, front desk staff, and support “runners” are responsible for daily procedures, tasks, and attitudes necessary to provide a fun, safe, and loving environment for the dogs, and to maintain facility order and cleanliness. The client has observed that the staff has not been meeting the desired level of performance in several areas. There is inconsistency in the dog care routine, as well as in basic, everyday cleaning tasks. It has been observed that approximately 20% of the time, the staff is not completing basic, everyday cleaning tasks and dog care duties, as outlined in the organization's procedure guide. There is a noticeable lack of initiative among the staff, including the tendency of managers to take over tasks, rather than taking time to “explain and train”, especially with the staff they don’t care for personally. In addition, while the client wants and encourages camaraderie among the team, a culture of “oversharing” has developed that is blurring the boundaries between attending to personal issues and focusing on work (ABC Owner, personal communication, September 17, 2022).

### **Background**

ABC Dog Daycare & Boarding is an independently-owned, for-profit business that provides dog daycare and boarding services and operates a small retail shop. Since opening in February 2017, ABC DD&B’s owner has been committed to maintaining a fun and safe environment for its “guests.” After passing an initial, thorough behavior evaluation, dogs of every size are given the freedom to play together, supervised, throughout the day in ABC

DD&B's extensive outdoor play yard (5,000 sq ft). This is unlike most traditional kennels where dogs are kept in individual runs and have little to no time to run or play during their stay, which is less than ideal for social dogs and those with a lot of energy. The staff follows a daily schedule that provides the dogs with routine individual feedings and rest periods in an indoor, climate-controlled area. Individual medication and feeding plans are adhered to by staff as instructed by each dog's family. For an additional fee, ABC DD&B offers ancillary services, such as bathing, brushing, and nail trimming, as well as formal grooming. Webcams located in the outdoor and indoor play/rest spaces allow families to check in on their pets throughout the day via a phone app (Schwelling, 2022).

Several small rooms in the facility are currently being used to house a cat rescue called XYZ Cat Rescue. Previous needs analysis data indicated that moving or dissolving the cat rescue would alleviate space and odor issues in the facility (Schwelling, 2022). The client intends to utilize those rooms to better accommodate the needs of ABC DD&B, whose clientele has doubled since inception. To that end, the client is actively pursuing space elsewhere to house the cat rescue (ABC Owner, personal communications, September 17, 2022, & October 3, 2022).

The staff at ABC DD&B are young adults between the ages of 18 and 25. There are approximately ten individuals who fulfill a combination of yard attendant, front desk, and runner duties. All staff members are expected to learn front desk duties, such as checking in/out pets, so they can fill in when necessary. The client and one groomer are present intermittently, as their schedules allow. Throughout the pandemic, the client made a concerted effort to maintain staff wages and hours as much as possible. Likewise, the staff seems dedicated to the owner, which has translated into relatively low employee turnover (Schwelling, 2022). The average length of employment is two years (ABC Owner, personal communication, October 3, 2022).

### **Symptoms**

Symptoms include several daily tasks not being completed consistently, including sweeping and mopping the floor, disinfecting surfaces, wiping down the glass, organizing the retail area, collecting and removing trash from bins and the yard, and finishing laundry. Only two performance issues related directly to the care of the dog guests are currently presenting—one is not letting the dogs out on time after rest time consistently; the other is that staff are forgetting to close the crates when the dogs are taken outside. This is a safety issue because, when brought back indoors, the dogs will often rush inside the crates when left open, which can cause fights, especially when food is left inside.

There have been complaints among the staff about the division of labor between the yard attendants' morning and evening shifts and the front desk staff. These issues, along with discord among some of the staff, complacency, and a lack of initiative are instilling in the client diminished confidence and a perceived need to micromanage (ABC Owner, personal communication, September 17, 2022).

### **Critical Business Issue**

The performance issues stated above have not, at this point, caused the business to lose money. Revenue increased by 64% in 2022 alone (ABC Owner, personal communication, October 3, 2022). Conversely, the increase in business may be contributing significantly to the performance issues, which seem to be affecting employee satisfaction negatively, in that acrimony and resentment have developed among the staff. This could be considered an area of concern not only for the people involved but also for the dogs, as dogs are known to pick up on human energy. A critical business issue at this juncture is for ABC DD&B to develop and

maintain an invigorated, self-motivated staff, who will enable it to meet growing community demands while upholding the organization's standards of care and cleanliness.

### **Optimal Performance**

The client would like her staff to take responsibility for the tasks their roles require without being micromanaged. Optimal performance would be that no more than 5% of employees do not complete routine tasks consistently. In addition, optimal performance would entail 95% of the staff noticing when something needs to be done and taking the initiative to do it on their own. Examples of this in the area of organizing and cleaning are breaking down boxes for recycling, removing lint from the dryer lint trap, and taking care not to overload the washing machine which causes it to break, to name a few (ABC Owner, personal communication, September 17, 2022). The desired performance is attainable but will require interventions that include staff buy-in.

### **Performance Analysis Questions/Data Sources**

A client interview took place to establish the organization's primary mission, vision, and goals, after which organizational and environmental analyses were conducted via questionnaire, utilizing an adaptation of Langdon's (1995) performance tool, *What is Happening* (Wiley & Sons, 2012, as cited in Van Tiem, et al., 2012, pp. 151-154). Aspects of Elliott and Folsom's *Exemplary Performance* (2022) methods were woven into the questionnaire to determine perceptions of who, if anyone, is already meeting performance standards consistently. Extant data from a previous Training Needs Analysis were reviewed and incorporated into the analysis (Schwelling, 2022). Additional extant data provided by the client allowed for a review of the existing hiring, training, and procedural documents.



### **Organizational Analysis**

The mission of ABC Dog Daycare & Boarding is to build a community of dog care workers that know to provide a safe and social environment for dogs; and to encourage youth by building professional abilities and skills that they can carry into life and hopefully into the pet care industry, if that is their goal. The owner envisions the business branching out and opening additional locations. These would remain under the same umbrella as the original business (as opposed to franchises) because, as noted by the owner, running a dog daycare and boarding facility properly, wherein staff and dogs are given appropriate guidance, should not be entered into lightly or without broad knowledge and expertise. Unlike many dog care facility owners, ABC DD&B owner's entire adult background and career have been immersed in the world of dog and cat care and behaviors. The business's mission and vision are supported by its values. They are that ABC DD&B is a place of business where:

- employees are encouraged to grow and learn and progress in their position
- it is safe to communicate ideas and concerns
- staff opinions matter because they, too, have to live with the consequences of any business decisions that are made
- dogs can play according to their natural instincts and can learn and grow within a controlled, supervised environment
- to maintain a safe environment, dog owners must be aware of and interested in their dog's behavior and be actively working towards improving [inappropriate] behaviors, when necessary, for their dog to attend (ABC Owner, personal communication, October 29, 2022).

Immediate goals of the organization are to maintain a reliable groomer for whom ABC DD&B is a priority, to better understand customer demand concerning retail products (product selection), to display retail products more enticingly, and to move the cat rescue to a different location to free up space to expand ABC DD&B services, especially to the smaller dog community. For ABC DD&B to continue to grow and increase revenue, space currently utilized to house the cat rescue will be restructured to provide additional indoor, climate-controlled space for smaller- to medium-sized dogs. This plan will benefit the employees by providing the funds to raise salaries and by decreasing the number of dogs under supervision in the large play yard. It will also benefit the community by providing a daycare option for small dogs who might not be able to tolerate the hectic nature of the large play yard (ABC Owner, personal communication, October 29, 2022).

The most critical stakeholder interactions affecting the success of the business are with the customers. Customers rely on ABC DD&B's continued assurance that their dogs are in a safe, positive, and clean environment, supervised by a staff who has their pet's best interests in mind and whose intentions and actions are what they, the customers, would want for their animals. To stay competitive, ABC DD&B must maintain quality of care, customer service, and a sanitary facility. To that end, employees are charged with numerous duties throughout the day concerning the care and supervision of the dogs, as well as the cleaning and maintenance of the facility. Therefore, it is crucial to the success of the organization to employ knowledgeable and self-motivated staff who can complete daily dog care and cleaning tasks reliably within an expected timeframe that is realistic. A performance gap is happening when employees do not or cannot complete basic everyday cleaning tasks, which is causing staff to work past normal hours or to leave tasks undone for the next shift to complete. Furthermore, some important steps in the dog

care routine are being overlooked, such as keeping crates locked at all times (even when unoccupied) and letting the dogs out on time.

ABC DD&B enjoys a competitive edge due to its large outdoor play yard and its owner and staff who understand dog behaviors, temperaments, and management. Improvements in the performance areas above would continue to strengthen the organization's upwardly mobile position in the community and galvanize its competitive edge further.

### **Environmental Analysis**

Previous observations of ABC DD&B staff have shown them to be a small, tight-knit group. There are close friendships on the team and the style of communication among the staff is informal and familial. The owner is supportive of individual team members both professionally and personally and the staff seems to have great respect for her (Schwelling, 2022). To gain greater clarity on the workplace environment and to aid in determining potential causes of the performance gaps, an analysis was conducted to explore factors regarding work, workers, and world commitment (See Appendices A and B for these data summaries).

### **Workplace Environment**

An analysis of the workplace environment was conducted to explore the availability of workplace resources via a staff survey. Time stood out as the most significant resource lacking according to the staff. Half of those surveyed responded that there was not enough time to complete daily tasks unless they stayed past their scheduled time. Several staff members commented that better time management was needed. Another suggested that it depended on how busy they were, i.e., the number of dogs in daycare. This number can be as high as 40 dogs (maximum capacity) during busy periods/seasons. It has become more and more frequent to reach maximum capacity over the last year as the business has grown.

Time resources seem to be directly related to staff resources. Half of those surveyed responded that there was not enough staff to perform their duties well, completely, and on time. In recent weeks, one manager was let go. There have also been several new hires who are in training to be yard attendants, which should ease the staffing issue once they are fully trained.

Additional concerns shared by staff include the division of labor and the need for all staff members to demonstrate a strong work ethic and willingness to help. Previous analysis (Schwelling, 2022) showed that the large fluctuation in the number of daily dog guests during the busy season versus the slow season complicates the scheduling process, by affecting the number of staff needed daily. Staff resource issues are, in part, a likely result of growing pains. Business growth in 2022 resulted in a 64% increase in revenue (ABC Owner, personal communication, October 3, 2022), which greatly affected scheduling and staff needs. These changes are likely a significant influence on the performance gaps, as well as on the staff's morale.

The feedback indicated that the team has the materials, tools, and space resources it needs, for the most part. Tennis balls and extra-large crates were mentioned as material needs. It was pointed out that the indoor playroom space could be larger; however, the client's plans for rehoming the cat rescue to make more space for daycare and boarding will increase the indoor playroom areas and should improve this issue by spreading out the dog guests a bit more.

Most of the staff indicated that they had the information resources they needed to perform their job duties well and completely. One significant concern in this area was that, while the information was available, it was difficult to find the time to read, learn, and absorb the information while multitasking during busy work hours. Training for new hires takes place over 30 days and consists of on-the-job training for front desk duties (checking dogs in/out, scheduling, accepting payments) and shadowing senior yard attendants. During shadow training,

senior yard attendants instruct and demonstrate strategies for acceptable ways to redirect/correct dog behaviors including verbal correction, distraction, physical correction, blocking, leash-walking, lead play, and removal. They also instruct and demonstrate ABC DD&B protocol and procedures for avoiding and separating fights, letting dogs in/out of the yard, feeding, administering medications, and maintaining proper sanitation. The staff handbook also provides information on proper procedures in the event an injury or sickness is suspected and includes signs of common illnesses. Still, there is some desire on the team for the owner to share her knowledge more regularly.

An analysis of performance feedback and consequences showed that there are no formal or regular performance reviews. Survey responses indicate that feedback is given by the owner, the managers, and co-workers. Specific feedback is typically verbal and on the spot, and more general feedback is shared informally through the team's group chat.

Consequences are informal, as well. The negative consequence for poor performance is a verbal correction or warning, followed by a "write-up" if it continues. Rewards come in the form of on-the-spot verbal praise, raises, bonuses for going above and beyond, paid time off, snacks, and occasional parties. Friendly co-workers and the satisfaction of knowing the dogs are well taken care of were reported as additional, non-monetary incentives.

Overall, the workplace analysis seems to suggest that time is the resource that is most significantly lacking. Survey responses support the case that the workflow timelines provided to the yard attendants are substantially limited and that it is difficult to perform all the duties in the expected timeframe, especially when daycare is at maximum capacity. Materials, tools, and space resources were reported to be satisfactory and, while the on-the-job observation and training routines seem adequate, difficulty absorbing information resources during hectic work

hours was noted. Finally, the current system of feedback and consequences could be structured more ideally to better support optimal performance.

### **Work Level**

A work-level analysis was conducted to determine what is happening as the staff performs the daily routines at ABC DD&B. Typically, there are five staff members scheduled throughout the day—each morning and evening shift consists of one front desk attendant and a yard attendant. A “runner” provides extra support for several hours during the day. The owner provides backup intermittently. To meet work obligations and to provide necessary coverage during breaks, job design is such that all staff members must know and perform yard attendant duties, as well as front desk duties and cleaning duties, and new hires are given a 30-day training which addresses this. The precise definition of roles is unclear.

Analysis showed that the workflow for yard attendants is not conducive to the efficient completion of tasks. The workflow timeline seems unattainable, which is consistent with the staff's inability to consistently complete the expected duties within the designated shift hours. It was reported by several staff members that tasks are concentrated too heavily on certain shifts, where they could be spread out more evenly. Time management also seems to be a challenge and there is no system in place for ensuring individuals are completing their duties each shift.

Job responsibilities are established and communicated. Yard attendant responsibilities include knowing and demonstrating strategies related to proper supervision of the dog guests, such as redirecting/correcting misbehavior and avoiding and de-escalating fights between dogs. Yard attendants also ensure proper labeling and maintenance of boarding cubies and crates, and medication and feeding instructions; they manage medication administration,

meal preparation, and cleanup, maintain a sanitary and safe environment inside and outside, and continuously monitor all dogs for mental and physical wellbeing.

Front desk duties include utilizing the business's software system, Gingr, to complete the intake and exit processes of daycare and boarding guests, and to schedule bathing and grooming appointments. Bath and brush appointments are typically carried out by the front desk attendant and can be scheduled Monday through Saturday, 9 AM-4 PM, and Sunday, 10 AM-3 PM (<3/day or <1/day for extra-large breeds). Formal grooming appointments are made according to the groomer's schedule. Other front desk responsibilities are the proper reporting of any sickness or injury to the owners, determining maximum capacity when necessary, keeping the lobby and retail space clean and organized, and answering the phone. The cat rescue currently housed at ABC DD&B is supported by volunteers to a large extent but also requires assistance from the front desk staff at times. In addition, ABC DD&B's "house" dog, Dunkin, has special needs which require daily staff support (usually managed by the front desk attendant) for special feedings, bathing, and watching over him in general.

Basic, daily cleaning tasks include laundry, collecting and emptying trash, disinfecting kennels/crates, wiping down windows and doors, disinfecting play equipment, picking up all waste, and sweeping and mopping upstairs and downstairs. Facility-wide cleaning (bathrooms, laundry room, etc.) is in addition to the basic, daily cleaning tasks.

### **Worker Level**

An analysis of what is happening at the worker level at ABC DD&B revealed that yard attendants and front desk attendants are confident in their knowledge, skills, and abilities.

This team is very close-knit and seems dedicated to the dogs, each other, and to the owner of the business (and vice versa); however, as noted above, the owner has noticed an

excess of sharing personal issues that may be impeding work efficiency. Additionally, growing complacency and lack of initiative among some staff members, while believed to be unintentional, are also a concern for the client (ABC Owner, personal communication, September 17, 2022).

All staff reported feeling motivated to perform their duties to the best of their ability. This is in opposition to the client's observations, at least in part. Staff remarks were made that motivation tends to dip when daily tasks are unfairly distributed and when they could not be assured that others would fulfill their duties.

Most of the staff reported that the organization's expectations and performance standards are acceptable; however, a majority of those surveyed replied that insufficient time was the most significant challenge to performing their duties successfully. Based on their feedback, I interpret this to mean that the staff feels the standards are acceptable, whereas the expectation, i.e., the timeframe in which to meet them, is not. This issue has created considerable stress among the team. If there were some resolution to this problem, I believe each individual would be able to achieve success consistently and that the team's performance and outlook would improve overall.

Borrowing the notion of the "star performer" in Elliott and Folsom's, *Exemplary Performance* (2022), I questioned staff members anonymously about individuals on the team who consistently performed at a high level. Their responses were exuberant. Three individuals stood out, garnering six, five, and four mentions respectively, and were awarded high praise, which included:

- they work hard, and they always make time to help out
- they are amazing people to be around



- they do everything—stay late, come in early, pick up shifts
- an amazing work ethic
- the most efficient and completes tasks quickly and well
- does the job fully, is very helpful, and doesn't waste time
- cleans quickly and efficiently
- has respect for the dogs
- quick learner, hard worker, dedicated to doing the job well
- good staff motivator and trainer
- thorough cleaner
- a star—goes above and beyond without being asked
- great in the yard with the dogs and leads by example

Other comments worth noting from the worker level include expressions of love for the team and the owner as a boss, and the job itself, though it is stressful.

### **World Commitment Level**

An analysis of the world commitment level revealed several measures taken by ABC DD&B that show the organization's commitment to the greater good. One of these areas is as an employer (of young adults, mostly). The owner of ABC DD&B has been immersed in the pet care industry her entire adult life. Many unfortunate experiences working under horrible supervisors before opening ABC DD&B inspired in her a model of leadership which is unlike, even opposite, of those she experienced. Employees at ABC DD&B can expect to be respected, paid and treated fairly, and spoken to plainly and openly; and they are given supportive roles in which to grow personally and professionally if that is their goal (ABC Owner, personal communication, October 3, 2022).

Another way in which ABC DD&B is committed to the greater good is its support of the nonprofit cat rescue, XYZ Cat Rescue, which cares for and finds homes for cats and kittens. Medical needs are addressed, vaccinations are administered, and the animals are loved and cared for until they are adopted out for a small fee to cover a portion of the expenses incurred throughout their stay. ABC DD&B currently provides space in its facility for rescue operations and donates staff time in support of its operating needs.

Perhaps most importantly, ABC DD&B provides the surrounding community with quality dog daycare and boarding with a moral code that reflects the organization's mission, vision, and values. In this era, dogs are family members; and people want to know that their pet's best interests are always considered, while at the same time having the opportunity to be social and burn energy. This commitment is matched by the entire team at ABC DD&B, for whom the dogs' safety, well-being, and happiness are paramount.

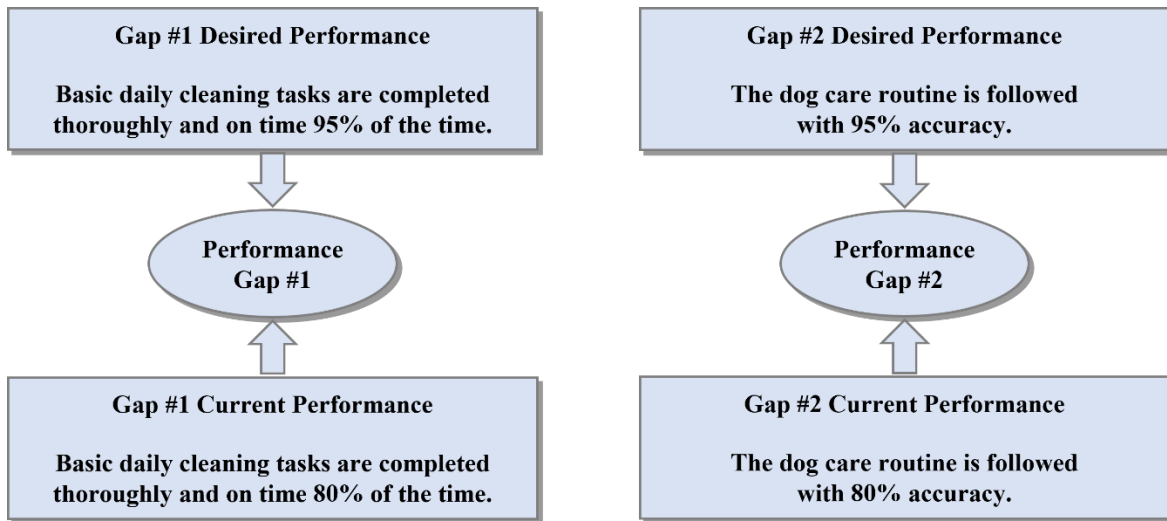
Engaging the community of dog owners by sharing knowledge on proper pet care, managing behaviors, and temperament considerations, are some of the ways in which ABC DD&B goes above and beyond the typical dog kennel. This commitment to excellence has been rewarded with word-of-mouth advertising by the community, which has propelled the business forward by leaps and bounds since opening in February 2017.

### Gap Analysis

The team of yard attendants, front desk staff, and support “runners” are responsible for daily procedures, tasks, and attitudes necessary to provide a fun, safe, and loving environment for the dogs, and to maintain facility order and cleanliness. The client has noticed that staff have not been meeting the desired level of performance in two areas—completing the basic, everyday cleaning tasks on time, and inconsistencies in the dog care routine. Additionally, there is noticeable complacency and lack of initiative among some staff members, and there is discord regarding the division of labor, which some consider to be unfair. Business increased by 64% in 2022, which necessitated significant changes to scheduling and staffing needs, and the current staff is struggling to meet performance expectations.

Time seems to be a significant influencing factor on the performance gaps, especially when at or near-maximum capacity, in that every step of the routine takes more time; taking the dogs in and out of the yard one at a time, preparing food and feeding each dog, administering medications, washing up after meals and urgent clean-ups (vomit, waste). This leaves little extra time for other routine cleaning tasks, such as laundry, sweeping and mopping, and cleaning the yard and playroom floors, doors, etc. After a review of the workflow timetable for yard attendants that shows a breakdown of activities for each shift, it was noted that the time allocated for each task does not consider the number of dogs in daycare, which, as stated, greatly affects how long it takes to perform each task. Even on days when the daycare count is relatively low, the allocated time to perform each task seems quite tight. For example, the morning shift yard attendants are given between 11:05-11:30 (25 minutes) to do the following: feed lunches, empty waste buckets, wash/replace water bowls, wash doors/windows, check the yard and deck for waste, and sweep and mop the playroom, food prep room, and laundry room. Additionally, it was

noted that the morning shift yard attendants and front desk attendants are scheduled to take their lunch breaks at the same time, 11:30-12:00, leaving the support staff (runner) during that time to simultaneously watch over the crated dogs (daycare lunch and naptime are 11:00-12:00), prepare dinners for any boarders, perform cleaning tasks, and man the front desk as customers come and go.



### Cause Analysis

A cause analysis was conducted to gain insight into the possible causes of the performance gaps at ABC Dog Daycare & Boarding. (See Appendix D for a cause analysis summary).

In the area of data, it was determined that the organization provides sufficient and acceptable data for employees to perform well, though individual roles could be better defined.

Additionally, while workflow timetables are provided for individual roles, the time allotted for each task seems unattainable. This is supported by the staff feedback regarding time resources.

Directions are straightforward, free of extraneous data, and given on time. Good models of

behavior exist, however exposure to outstanding performers by all employees is limited. The staff accepts the organization's performance standards as reasonable but is struggling to meet them consistently.

In the area of feedback, the analysis showed that the organization's system of feedback is not structured in a way that best supports ideal performance. There are no regularly scheduled performance reviews. Feedback was found to be educational, constructive, positive, and reflective of the organization's standards; however, it is occasional and typically shared informally on the spot through the team's group chat. The fact that a few individuals on the team seem to outperform others begs the question of whether or not a lack of regular feedback is a direct cause of the performance gaps in question. A contributing factor could be the level of self-motivation which appears to vary among the team.

In the area of tools, the data shows that the team is confident that they have all the tools needed to perform well. The tools to perform are reliable, efficient, and safe and seem to have no bearing on the performance gaps.

The next area under analysis was information. Procedures are well-documented and efficient; they are covered in training and available for review in the ABC DD&B Procedure book. Procedures appear to be based on sound methods, appropriate to the job and skill level and are not repetitive. One caveat in the area of information is that there is no system in place for ensuring individuals complete their duties each shift. This could very likely be affecting the mood of the team, i.e., the noted discord related to the division of labor.

An analysis of resources in the areas of materials, supplies, space, time, and staff revealed important factors suspected of contributing to the performance gaps reviewed in this report. It appears that the team has the materials and supplies they need. Though the outdoor play area,

front desk space, and retail space are plentiful, indoor space resources were of slight concern, i.e., the amount of indoor play space that is available during inclement weather. As noted, the client is actively pursuing another location to rehome cat rescue. This reorganization should alleviate the indoor space issues and has the potential of resolving the lack of office/breakroom space, as well. In any case, space as a resource appears to be unrelated to the performance gaps at this time.

The two major contributors to the performance gaps based on this analysis are a lack of time and staff resources, the primary of the two being lack of time and time management. Recent new hires are undergoing training to address staffing needs that increased significantly during the tremendous growth in business over the last year. Time constraints seem to be the primary concern surrounding the ability to meet performance standards and expectations. As noted above, the staff has indicated that they consider the performance standards at ABC DD&B to be acceptable; however, the workflow timetables that guide expected shift tasks are quite often unattainable, especially when the daycare is at maximum capacity.

Finally, an analysis of incentives revealed that this area could be structured to better support overall team performance. While pay is competitive and there are occasional raises and bonuses for a job well done, there is currently no formal, regular system for conducting performance reviews or for rewarding performance (other than a paycheck). Non-monetary incentives exist, including positive verbal feedback. The owner and manager are careful to give kudos to employees for performing particularly well or for going above and beyond. Positive comments are often shared on the team's group chat so others can show support, as well. The staff also noted that the owner provides snacks and occasional parties. In addition, enjoyable co-

workers and the satisfaction of knowing the dogs are well cared for were listed as meaningful non-monetary incentives.

### **Intervention Selection**

After a review of the Organizational and Environmental Analyses and Performance Gap and Cause Analyses, it was determined that four main contributing factors are causing the performance gaps at ABC Dog Daycare & Boarding—unbalanced and outdated workflow timetables, a significant increase in daily daycare guests, the lack of a system of accountability, and minimal performance incentives. The focus of the intervention selection process was on the causes of the performance gaps and on determining the ideal ways to address them effectively. To that end, possible interventions were considered utilizing *Performance Support Tool 9.1: Intervention Selector* (Wiley & Sons, 2012, as cited in Van Tiem, et al., 2012, pp. 203-206).

### **Recommended Interventions**

The following interventions fall under three areas—Job Analysis/Work Design, Performance Support Systems, and Human Resources Development (Table 2). The first suggested intervention is inexpensive, should require little time to implement, and has the greatest potential impact on overall team performance. The environmental analysis revealed that, while the staff finds the standards for daily cleaning tasks and dog care routines acceptable, the timeframe in which to complete them is too limiting and is causing them significant stress. Improvements to the organization's Job Analysis/Work Design in this area are advised to address the outdated workflow timetables which cause an unbalanced division of labor across shifts and do not allow sufficient time to complete basic daily cleaning tasks, and dog care routine duties. Therefore, it is recommended that the workflow timetables for all shifts—morning and

afternoon/evening shifts for upstairs (yard attendants) and downstairs (front desk attendants), and support staff (runners)—be reviewed and updated with input by all staff members. This process should help to create staff buy-in by giving them some level of control over the new schedules.

The second and third suggested interventions are in the area of Performance Support Systems. These are meant to address the issue of the staff missing details in the daily routines, especially when the daycare is at maximum capacity, which has become increasingly more frequent. The growth in business and pressure on the staff to maintain the standards for daily cleaning and dog care routines have been challenging. One recommended intervention to address this is to create large-print job aid charts, posted in appropriate locations throughout the facility, that indicate the key steps in daily tasks and dog care routines. This would be secondary to adjusting the workflow timetables as suggested above. Another recommendation in the area of Performance Support is to utilize the team's star performers who were recognized through the environmental analysis. The effectiveness of the on-the-job training efforts during the yard attendants' onboarding process could be greatly enhanced by allowing this portion of the training to be conducted by these individuals, as Training Supervisors, who, ideally, would be incentivized either monetarily or non-monetarily.

A third causal factor influencing the performance gaps is that there is no system in place to ensure accountability or to track the completion of tasks and procedures each shift. The recommended intervention here is to invest energy and time in supervisory development. This investment in organizational growth would allow for the establishment of daily team leads/supervisors. Routine shift reviews using a simple checklist of expected tasks could help to determine the specific circumstances under which expectations are being met or not being met and would encourage accountability among the staff. In addition, this practice would provide the



staff with immediate feedback on their performance, so they would know specifically how to stay on track and where to improve if necessary. An added benefit is that the team leaders could report back to the owner regularly as to how the team is doing overall and where further improvements could or should be made to the workflow or the work itself in ways that support and strengthen the staff's ability to perform well. As an alternative practice during the interim, while team leads are being developed, a self-reporting version of this procedure could easily be incorporated, with individual staff members signing off on the duties completed during their shift and noting any important details for the following shift.

The fourth and final issue determined to be contributing to the performance gaps is that there is no system in place for employees to receive regular, formal performance appraisals. Incentives such as raises, bonuses, or paid time off are occasional and given informally and there is no performance appraisal schedule on which employees can rely or look forward to. The suggested recommendation here is in the area of Human Resource Development—Individual Growth—Motivation and calls for instituting a plan for regularly-scheduled performance appraisals for all staff including team leads/supervisors. Specific feedback on where individuals are meeting expectations and where improvements could be made would give the staff direction and a point from which to grow in their position. In addition, incentivizing good performance with a formal schedule of rewards recognizing length of service and meeting specific performance goals would inspire forward momentum among the team. As part and parcel of this process, team leads/supervisors would be provided with resources that build leadership and performance review skills. Added incentives for the staff would be the possibility of upwardly-mobile positions within the organization and the opportunity to contribute to overall organizational growth.

Table 2

*Cause Analysis Data and Recommended Interventions*

Performance Gaps	The staff is unable to complete basic daily cleaning tasks and follow the dog care routine 20% of the time.
Causes	<b>Recommended Interventions</b> (The gaps and their causes are interrelated; therefore, the suggested interventions are meant to address both.)
1)The current workflow timetables are outdated and represent an unbalanced division of labor across shifts and do not allow sufficient time to complete basic daily tasks.	1)Job Analysis/Work Design - Improve work design by reviewing and updating the workflow timetables for each shift—upstairs and downstairs (morning and afternoon) and runners—with input from all staff members.
2)Details in the daily cleaning tasks and the dog care routine are easily missed, especially when the daycare is at maximum capacity, which has become more frequent as the business has grown.	2)Performance Support Systems – Create and place large-print job aids located in appropriate locations throughout the facility with key steps in daily cleaning tasks and dog care routines (including the adjusted workflow timetables for each shift).  3)Performance Support Systems - Enhance the effectiveness of the on-the-job training during the onboarding process for yard attendants, by allowing this portion of the training to be conducted by individuals who have been recognized as the organization’s star performers. These individuals could be rewarded with the title of Training Supervisor.
3)There is no system in place that ensures accountability by determining if and when tasks are completed, and that procedures are followed each shift.	4)Human Resources Development/Supervisory Development - In the area of organizational growth, develop and establish daily team leads/supervisors to routinely conduct shift reviews to determine the specific circumstances under which expectations are being met and not being met and to ensure accountability. Alternatively, self-reporting of completed/uncompleted tasks each shift via a checklist could easily be incorporated, with notes for the following shift.
4)There is no system in place for employees to receive regular performance reviews, or incentives such as raises, bonuses, or paid time off.	5)Human Resources Development – Individual Growth – Motivation (Incentives and Rewards) - Institute regularly scheduled performance appraisals for all staff. Incentivize good performance with a schedule of rewards based on length of service and specific performance goals. Provide team leads/supervisors with resources that build leadership and performance review skills.

### **Implications and Recommendations**

The performance gaps identified at ABC Dog Daycare & Boarding are related to basic daily cleaning tasks and routine dog care duties. It was found that 20% of the time, tasks are not being completed fully and within the expected timeframe. Outdated workflow timetables, a substantial increase in business over the last year, and minimal supervision and incentives were found to be significant causes of the presenting gaps in performance. The suggested interventions detailed above should resolve the performance gaps considerably.

The improved workflow timetables made with the input of staff member feedback will relieve stress from the current burden of time constraints; the redistribution of tasks across shifts should resolve discord among staff over the unfair workload. It is anticipated that this change alone would improve staff morale considerably.

Performance supports in the way of job aids in large print posted throughout the various work areas of the facility are a straightforward and low-cost way to encourage the staff to stay on task during busy work hours; on-the-job training by the “star performers” will provide new yard attendants with a working model of excellent performance in the position and will give kudos to those performing well by promoting them to “training supervisor” with the added monetary or non-monetary incentive.

Supervision by daily “team leads” will improve accountability among the staff, as well as provide a way of informing the team and the owner of where changes can or should be made concerning workflow, work, or staff. The recommended intervention to develop the supervisory positions is an area of organizational growth that also provides an opportunity for upwardly mobile positions where few exist currently.

Finally, instituting a plan for regular performance appraisals with known rewards based on length of service and specific performance goals incentivizes good performance throughout the team and motivates continued progress. Furthermore, building supervisor leadership skills to the point where they are comfortable performing staff performance appraisals will help relieve the owner of these duties, while increasing and reinforcing staff contributions to the success of the team and the business.

### **Implementation and Evaluation Plan**

The proposed changes are in line with the organization's mission and values by supporting individual team member growth and success, as well as that of the organization. Once the workflow timetables are updated, a significant improvement in the performance gaps is anticipated. The redistribution of tasks across the various shifts is expected to positively affect individual performance and attitudes and overall team performance and morale. This can be accomplished fairly quickly through a team focus group discussion. The owner/client encourages a participative leadership style among the staff and across the organization, so the implementation of this recommendation is anticipated to go smoothly.

Job support in the form of job aids should follow the implementation of the first recommendation and will help the team members remember the details of daily cleaning tasks and dog care routine duties. Utilizing the team's star performers as a model of excellent performance for new yard attendants will require achieving buy-in from these individuals as Training Supervisors; however, once that is accomplished, this recommendation can be easily implemented through appropriate shift scheduling. Pushback from the extended team is not expected based on their positive feedback during the performance analysis.

The final two recommendations will require more time to implement initially; however, it is anticipated that they will be enormously impactful in closing the performance gaps and in maintaining the desired level of performance long term. They will also play a major role in following through with implementing and evaluating the suggested changes. Observation has shown that there is ambition among some team members to serve in a supervisory/team leadership role, while others are content performing their current duties. Leadership will determine which individuals have the ability and aspiration to take on this new role.

Likewise with the recommendation of instituting regular performance appraisals; it will take time to prepare the supervisory team members to take over this task. Initially, these would be performed by the owner; however, through modeling and leadership resource support, it is reasonable to expect that, within a few weeks, two senior staff members could function as performance appraisers.

Levels I, II, III, and IV of Kirkpatrick's evaluation model (Kirkpatrick, 1959, as cited in Van Tiem, et al., 2012, p. 532) will be utilized to evaluate the success of these recommendations. Level I evaluations will follow the implementation of each to record the reaction of those impacted by the changes. Levels II and III, measuring learning and behavior changes, will take place within 30 and 90 days, respectively, and Level IV, measuring long-term organizational results will take place one year from implementation. These evaluations will be based on observations and feedback on individual performance related to the recommended interventions by both supervisors and other team members.

The expectation is that reaching the desired level of performance at ABC Dog Daycare & Boarding is attainable and can be achieved relatively easily and inexpensively by updating the workflow timetables, putting in place performance supports that help the staff meet expectations,

and instituting systems that encourage accountability and incentivize ideal performance. Closure of the performance gaps will be apparent when the team demonstrates that they are self-motivated, reports that they are less stressed, and when daily cleaning tasks and dog care duties are being completed on time consistently.

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Appendix A

Table 1

*Environmental Analysis Survey Data Summary—  
Yard Attendants, Front Desk Staff, Runners*

	Question	Yes	No	N/A	Comments
<b>Data</b>					
1	Are there sufficient, accessible data (or signals) to direct an experienced person to perform well?	X			Roles could be better defined... yard attendants, front desk attendants, supervisors, managers, etc.
2	Are they accurate?		X		The workflow timetables for yard attendants, front desk staff, and runners in ABC DD&B Procedures seem unattainable.
3	Are they free of confusion and stimulus competition that slow performance and invite errors?	X			
4	Are directions free of glut, stripped down to the simplest form, and not buried in extraneous data?	X			
5	Are they timely?	X			
6	Are good models of behavior available?	X	X		The staff has recognized several “star performers” on the team; however, not all staff work with one another, so exposure to these individuals may be limited.
7	Are clear and measurable performance standards communicated so that people know how well they are supposed to perform?	X			
8	Do they accept the standards as reasonable?	X			Standards are accepted as reasonable; however, there is not enough time built in to always meet them.
<b>Feedback</b>					
1	Is work-related feedback provided describing results consistent with the standards and not just behavior?	X			Yes, is focused on standards to be met and how to meet them.



2	Is it immediate and frequent enough to help employees remember what they did?	X	X		Feedback is either on-the-spot or shared on the team's group chat. There is no structure in place for regular feedback.
3	Is it selective and specific, limited to a few matters of importance, and free of data glut and vague generalities?	X			Feedback is usually directed related to a specific incident.
4	Is it educational, positive, and constructive so that people learn something from it?	X			Yes, it tends to focus on what to do differently next time to meet acceptable standards.
<b>Tools</b>					
1	Are the necessary implements usually on hand for doing the job?	X			The team is confident that they have all the tools needed to perform well.
2	Are they reliable and efficient?	X			
3	Are they safe?	X			
<b>Information</b>					
1	Are procedures efficient and designed to avoid unnecessary steps and wasted motion?	X	X		Procedures are well-documented and efficient, covered in training, and available for review in the ABC DD&B Procedure book.  There is no system in place for ensuring individuals complete their duties each shift.
2	Are they based on sound methods rather than historical happenstance?	X			
3	Are they appropriate to the job and skill level?	X			
4	Are they free of boring and tiresome repetition?	X			
<b>Resources</b>					
1	Are adequate time, materials, supplies, and space usually available to do the job well?		X		Materials, supplies, and space are adequate, though indoor play space is limited during inclement weather and there is no dedicated office or break space. Time and staff resources are lacking, especially time.

2	Are they efficiently tailored to the job?		X		The workflow timetables for all staff seem unattainable.
3	Do ambient conditions provide comfort and prevent unnecessary interference?			X	Ambient conditions such as dogs barking cannot be helped or changed.
<b>Incentives</b>					
1	Is the pay for the job competitive?	X			
2	Are there significant bonuses or raises based on good performance?	X	X		They are irregular; with occasional instances of bonuses and paid time off. Raises are not tied to formal performance reviews.
3	Does good performance have any relationship to career advancement?			X	
4	Are there meaningful nonmonetary incentives (recognition and so on) for good performance based on results, not behavior?	X			-the owner and manager give and share kudos for a job well done or for going above and beyond -owner provides snacks and occasional parties -enjoyable co-workers -satisfaction knowing the dogs are well cared for
5	Are they scheduled well, neither too frequently (lose meaning) nor too infrequently (becoming useless)?		X		There are no scheduled performance reviews. On-the-spot or occasionally only.
6	Is there an absence of punishment for performing well?	X			
7	Is there an absence of hidden incentives to perform poorly?	X			
8	Is the balance of positive and negative incentives in favor of good performance?	X			

Adapted from *Performance Support Tool 8.1: Probing for Environmental Support Drivers or Causes*, Wiley & Sons, 2012, as cited in Van Tiem, et al., 2012, pp. 171-172.

## Appendix B

**Organizational Environment Analysis Data Summary—  
Stakeholder Interview****Organizational Environment**

What is happening when ABC DD&B interacts with its external stakeholders and competition?

**Customers:**

ABC DD&B assures the customers that the dogs are in a safe environment, supervised by staff who have their best interests in mind and whose intentions and actions are what they would want for their animals.

**Suppliers:**

Suppliers, at times, struggle with listening and following through. The expectation at ABC DD&B is that they meet their basic contractual obligations promptly. If they do so, things go smoothly.

**Distributors: N/A****Industry regulators:**

County animal control is the only government organization related to animal welfare.

Shockingly, there are no licensing requirements for grooming, daycare, kennel, or boarding in the county where ABC DD&B is located. The only vaccination required (federally) is for rabies. To protect the dog guests, community, and staff, ABC DD&B has implemented its own protocol for required vaccinations in addition to the rabies vaccination, which includes Bordetella (kennel cough) and DHLPP (distemper, hepatitis, leptospirosis, parainfluenza, parvovirus).

**Special interest groups:**

The cat rescue located within the ABC DD&B facility has had success arranging adoptions for homeless cats and kittens to the local community.

**Professional associations:**

N/A. The owner/stakeholder has found that the existing professional associations are not designed for business support or guidance and only offer branding opportunities and, therefore, she has not pursued membership.

**Competitors:**

There is little interaction between ABC DD&B and local competitors, aside from occasional contact on the part of competitors, which has appeared to be motivated by either curiosity or attempts at intimidation.

**Which of these interactions is most critical to the success of the business?**

Customers, as they provide the clients and bring revenue.

**What is the effect, if any, of competition on ABC DD&B, the work environment, the work, and the worker?**

N/A

[ABC DD&B provides an alternative employment opportunity for those interested and able.]

**What does ABC DD&B need to do to stay competitive?**

Maintain high-quality dog care, customer service, and the state of the facility.

**How do various stakeholders define quality service?**

The owner's expectations of the business eclipse those of the other stakeholders. She reflects continuously on all aspects of the quality of service.

**World Commitment****What measures are taken by ABC DD&B in the area of social responsibility and communities of practice?**

- ABC DD&B provides quality dog daycare and boarding with a moral code.
- ABC DD&B provides its employees (young adults) with supportive roles in which they are respected, paid and treated fairly, and encouraged to grow and learn if they choose to.
- ABC DD&B shares facility space and staff to support a nonprofit cat rescue organization, XYZ Cat Rescue.

**How can community engagement and maximizing profit be mutually beneficial?**

Educating young adults (as employees) and pet owners on proper pet care, natural temperaments, and appropriate behaviors and corrections for a fee (the cost of service), shares skills and knowledge that benefit the community, while providing revenue that supports the business and its staff.

Adapted from *Performance Support Tool 6.1, What is Happening?*, Wiley & Sons, 2012, as cited in Van Tiem, et al., 2012, pp. 151-154.

Appendix C

**Organizational Analysis Stakeholder Survey Data**

The purpose of this survey is for me to gain an understanding of the organization’s vision, mission, values, goals, strategies, and critical issues.

**Vision: What is your long-term vision for ABC DD&B? What makes ABC DD&B unique?**

Branching out to additional locations. Not franchises because, unlike most dog care facility owners, ABC DD&B owner’s entire adult background and career have been in dog/cat care. Running a dog daycare and boarding facility properly, wherein staff and dogs are given appropriate guidance, should not be entered into lightly or without knowledge and expertise.

Is the vision clearly defined?	Yes No
Is the vision communicated to staff?	Yes No Open with staff about long-term plans.
Does the vision make sense (is it feasible)?	Yes No

**Mission: Why does ABC DD&B exist; what gives it direction and purpose?**

To build a community of dog care workers that have the knowledge to provide a safe and social environment for dogs. To encourage youth by building their professional abilities and skills that they can carry into life and hopefully the pet care industry if that is their goal.

Is the mission clearly defined?	Yes No Not documented but understood.
Is the mission communicated to staff?	Yes No When interested.
Does the mission make sense?	Yes No

**Values: What are the core values/beliefs of ABC DD&B as an organization?**

- ABC DD&B is a place of work where employees are encouraged to grow and learn; where it is safe to communicate ideas and concerns and grow into the position.
- Staff opinions at ABC DD&B matter because they have to live with the consequences of the decisions made regarding the business.
- ABC DD&B is a controlled environment where the dogs can play according to their natural instincts, learn and grow.
- Dog owners must be interested in their dog’s behavior and be actively working towards improving their dog’s [inappropriate] behavior when necessary, for the dog to attend. Otherwise, it creates a dangerous environment.

Are the values clearly defined?	Yes <b>No</b> Could be better defined.
Are the values communicated to staff?	Yes <b>No</b> Could be better communicated.
Do the values match the mission and vision?	<b>Yes</b> No

**Goals: List the goals/accomplishments you would like ABC DD&B to achieve in each category.**

- Products and services:
  - To find a reliable groomer for whom ABC DD&B is a priority
  - To better understand customer demand concerning retail products (product selection)
  - To display retail products more enticingly
  - To move the cat rescue to a different location to free up space to expand ABC DD&B services (especially to the smaller dog community)
- Customers:

- To increase the number of small-medium dogs that attend regularly
- Marketing:
  - To create a commercial for internet use, e.g., YouTube advertising
  - To send a weekly eblast email to the customer base with the prior week’s dog guests and highlights
- Competitive advantage:
  - Exists already—exceptional knowledge and skills related to dog behavior and superior play yard

Is each goal clearly defined?	Yes <b>No</b>
Is each goal adequately communicated to staff?	Yes <b>No</b>
Does each goal match your mission, vision, and values?	They have some ideas, but not really <b>Yes</b> No

**Strategies: What steps are in place (or planned) for reaching the goals listed above?**

- Products and services (What are we doing?) :
  - Actively searching for a groomer
  - Actively pursuing a location to house the cat rescue and securing a loan for build-out
  - Currently finishing build-out construction in the upstairs indoor play yard and crate room
  - Floor plans for the renovation downstairs are in development to increase space for small dogs, including an indoor turf area
- Customers and staff (For whom are we doing it?):
  - Once build-out for smaller dogs is complete:
    - More small dogs will increase revenue and allow an increase in pay for staff



- Some of the smaller dogs currently in the main yard will be moved into the newly renovated rooms downstairs, decreasing the number of dogs the staff are supervising in the main yard
- Customers will have an opportunity to bring small dogs who are not eligible currently to attend
- Marketing (How are we communicating our goals to the customer?):
  - Future step when the above options are available
- Competitive advantage (Why will the customer choose ABC DD&B over other competitors?):
 

A lot of new customers come due to everywhere being full, but once they come, they usually stay. Word of mouth is the main source of new customers. There is a lot of community support.

Is each strategy clearly defined?	Yes	No
	Could be better defined.	
Is each strategy adequately communicated to staff?	Yes	No
Does each strategy match your mission, vision, values, and goals?	Yes	No
Is each strategy feasible given internal strengths/weaknesses?	Yes	No

**Critical Issue(s): What problems do you see as preventing success? What opportunities do you see as generating success? (State the critical issues in simple, clear, declarative sentences.)**

A crash of the economy or another global pandemic could prevent success. For most families, this is a luxury service, not a need, and it would likely be one of the first things cut out of their budget.

Better visibility would likely generate further success.

[Maintaining enough staff who are knowledgeable and highly motivated.]

Is (are) the critical issue(s) clearly articulated? How so?	Yes	No
Does (do) the critical issue(s) impact the customer? How? Economic issues affect almost everyone.	Yes	No
Does (do) the critical issue(s) impact you, the stakeholder? How? If we don't have enough revenue, we cannot maintain the business or pursue expansion.	Yes	No
Is (are) the critical issue(s) aligned with the vision, mission, values, goals, and strategies of the organization? Comments.	Yes	No

Adapted from *Performance Support Tool 5.2, Organizational Analysis Survey*, Wiley & Sons, 2012, as cited in Van Tiem, et al., 2012, pp. 140-142.