



# Root Cause Analysis Report

## ABC Corp

Division Manager:

BNH Director

Prepared by:

BNH Director

Date:

September 2017

Currency:

US Dollar

Generates a comprehensive report that includes all factors that have been considered in the root cause analysis; and identifies plausible solutions as well as reasoning behind recommendations.

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**Evaluation**

Evaluation	
Evaluation Date	04/23/2016
Trigger	
Location	
Objective	Negotiations
Actual Performance	Does not meet objectives
Desired Performance	Close 90% of on-site presentations
Date of Desired Performance	
Impact	\$ 10,000,000
Performance Gap	Significant
Perform Root Cause Analysis	Yes

Evidence	
Evidence Date	02/23/2016
Evidence	Based on financial statements and market research

Reliability	
Reliable	Yes
Reasons	Supported by other studies

Difficulties	
Problems Encountered	None

**Root Cause Analysis**

**Employees**

Qualifications	
Employees Qualified to Perform Task	Yes
Employees Knowledge of Task	Somewhat
Employees Have Skill to Perform Task	Somewhat
Employees Present Task Performance	Consistent
Employees Past Task Performance	Acceptable
Hiring More Experienced Personnel Will	Have no Impact
Employees Credibility Affected by Job Aid	No

Policies	
Employees Aware of Task Related Policies	Yes
Employees Understand Task Related Policies	Yes
Employees Can Apply Task Related Policies	Yes
Employees Attitude Towards Task Related Policies	Neutral
Employees Understand Expected Performance	Yes
Employees Know How Task is Evaluated	Yes

Interpersonal Skills	
Dependency on Others to Perform Task	Low
Employees Get Along with Colleagues	Not applicable
Employees Get Along with Managers	Yes
Received Interpersonal Skills Training	None
Impact of Interpersonal Skills on Task Performance	Low

Tools	
Employees Require Tools to Perform Task	Yes
Employees Have Access to Tools	Somewhat
Employees Can Use Tools	Yes
Employees Dependency on Tools	High

Feedback	
Employees Receive Work Related Feedback	Yes
Employees Receive Interpersonal Related Feedback	Somewhat

Incentives	
Task Related Incentive System Available	Yes
Employees Receive Incentives to Perform Task	Yes
Employees Attitude Towards Incentive System	Neutral
Employees Reprimanded for Poor Performance	Somewhat
Employees Attitude Towards Reprimand System	Neutral
Productive Performers Treated Better Than Poor	No
Employees Attitude Towards Short-Term Incentives	Neutral
Productivity Has Negative Consequences	No

Job Satisfaction	
Employees Turnover Rate Acceptable	Yes
Employees Dismissal Rate Acceptable	Yes
Employees Complaint about Tasks	Low
Employees Complaint about Job	Low
Employees Job Satisfaction	Medium
Employees Overworked	No

### Supervisors

Supervisor	
Supervisors Aware of Task Related Policies	Yes
Supervisors Understand Task Related Policies	Yes
Supervisors Can Apply Task Related Policies	Yes
Supervisors Can Implement Incentive System	Yes
Supervisors Complaints about Personnel Performance	Medium
Supervisors Leadership Skills	Acceptable
Supervisors Organizational Skills	Somewhat
Manage Too Many Personnel	No
Manage Too Many Tasks	Somewhat

### Feedback

Feedback	
Accuracy of Task Related Feedback	Varies
Depth of Task Related Feedback	Varies
Timing of Task Related Feedback	Good
Frequency of Interpersonal Related Feedback	Somewhat
Depth of Interpersonal Related Feedback	Varies
Timing of Interpersonal Related Feedback	Varies

### Policies

Policies	
Task Related Policies Exist	Yes
Task Related Policies Clear	Yes
Importance of Policies in Performing Task	Moderate
Employees Performance Measured	Yes
Measurement of Task Performance is	Subjective
Policies Interfere with Employees Performance	No
Overlap in Steps Required to Perform Task	Somewhat
Procedures Unnecessarily Repeated	Somewhat

### Tools

Tools	
Effectiveness of Existing Tools	Moderate
Number of Additional Tools Required	Low
Reliability of Existing Tools	Moderate
Availability of Existing Tools	Moderate
Better Tools Available	Yes

**Tasks**

Tasks	
Consequences of Errors	Medium
Complexity of Task	Medium
Can Task be Simplified	Yes
Work Environment Constantly Changing	No
Percent of Delays Caused by Other Employees	Low
Employees Find Task Challenging	Somewhat

**Environment**

Environment	
New System/Regulation Introduced	No
Impact of New System/Regulation on Organization	Not applicable
Impact of New System/Regulation on Task	Not applicable
Training Provided for New System/Regulation	Not applicable
New Procedures Introduced	No
Impact of New Procedures on Tasks	Not applicable
Training Provided for New Procedures	Not applicable
Existing Policies Adequate	Yes
Existing Processes Adequate	Yes
Existing Structure Adequate	Somewhat
Number of New Employees Hired	Average
Training Provided to New Employees	Informal
Division Response to Past Changes Acceptable	Yes
Division Structure/Goals Relationship Clear	Yes

**Recruitment**

Recruitment	
Recruitment Conducted	Internally
Personnel Selection Procedures Effective	Somewhat
Recruitment Personnel Qualifications Acceptable	Yes

**Plausible Solutions Result**

Impact	Solution Type
Medium	Knowledge/Skills Training
	Interpersonal Skills Training
	Policies/Procedures Training
	Tools Training
	Supervisor Incentive System Training
	Supervisor Policies/Procedures Training
	Supervisor Leadership Skills Training
	Supervisor Organizational Skills Training
Medium	Job-Aids
	Work Related Feedback
	Colleagues Feedback
	Supervisor Feedback
	Communicate Procedures
	Communicate Expected Performance
	Communicate How Task is Evaluated
	Communicate Policies/Procedures to Supervisors
	Communicate Evaluation Procedures to Supervisors
	Incentive System
	Improve Incentive System
	New Policies/Procedures
Medium	Improve Policies/Procedures
Medium	New Tools
Medium	Improve Access to Tools
	Improve Hiring Practices
	Improve Personnel Selection Procedures
	Improve Qualifications of Recruitment Personnel
	Organizational Redesign
	Process Redesign
	Job Redesign
	Supervisor Job Redesign

Solution Recommended Because:	
Knowledge/Skills Training	
Employees Have Skill to Perform Task	Somewhat
Employees Knowledge of Task	Somewhat
Employees Qualified to Perform Task	Yes
Job-Aids	
Complexity of Task	Medium
Consequences of Errors	Medium
Employees Credibility Affected by Job Aid	No
Employees Have Skill to Perform Task	Somewhat
Employees Knowledge of Task	Somewhat
Employees Qualified to Perform Task	Yes
Improve Policies/Procedures	
Importance of Policies in Performing Task	Moderate
Overlap in Steps Required to Perform Task	Somewhat
Procedures Unnecessarily Repeated	Somewhat
Task Related Policies Exist	Yes
New Tools	
Better Tools Available	Yes
Effectiveness of Existing Tools	Moderate
Employees Can Use Tools	Yes
Employees Dependency on Tools	High
Employees Require Tools to Perform Task	Yes
Reliability of Existing Tools	Moderate
Improve Access to Tools	
Availability of Existing Tools	Moderate
Employees Can Use Tools	Yes
Employees Dependency on Tools	High
Employees Have Access to Tools	Somewhat
Employees Require Tools to Perform Task	Yes