



OLT 575: PERFORMANCE ANALYSIS & IMPROVEMENT

COURSE SYLLABUS: FALL 2026

INSTRUCTOR INFORMATION

Instructor: Karen Lackey, Ph.D.

Online Office Hours: by appointment

University Email Address: Karen.Lackey@etamu.edu

Preferred Form of Communication: Email or Zoom

Communication Response Time: Within 48 hours during business hours

COURSE INFORMATION

Textbook Required:

- † Rossett, A. (1999). *First things fast: A handbook for performance analysis*. San Francisco, CA: Pfeiffer. ISBN: 978-0787988487 or ISBN: 0787988480

Optional text:

- † American Psychological Association. (2019). *Publishing manual of the American Psychological Association* (7th ed.). Washington, DC: Author.

Course Description

This course surveys performance technology approaches and tools to improve the performance of employees, work groups processes, and the organization. Students will collaboratively identify organizational performance problems, suggest instructional and non-instructional interventions based upon data-driven performance analysis, and design or evaluate programmatic solutions in cooperation with the clients throughout the entire process.

Learning Outcomes:

At the end of this course engaged students will be able to:

Explain how performance technology is similar/dissimilar to instructional technology.

The syllabus/schedule are subject to change.

Take performance technology perspectives (rather than instructional approaches) to various organizational problems and learning needs.

Identify a performance analysis (PA) opportunity with a client (as a group project).

Utilize human and nonhuman data/information sources existing at an organization.

Form proper questions to elicit drivers and barriers toward performance ideals and problems.

Collect information/data.

Use technologies to speed up data collection and analysis.

Locate and use various instructional and non-instructional performance solutions.

Understand and leverage technologies for effective/efficient knowledge management, communities, and performance support.

Match and align solutions with drivers/barriers of performance ideals.

Implement established principles of change management and leadership support.

Evaluate the overall fit and strengths/weaknesses of solutions.

COURSE REQUIREMENTS

Course Expectations and Participation:

Active participation in this web-based course is expected. It is recommended that students log in into the course module weekly to stay on track with the assigned reading materials, discussion post, assignment, and project.

Students are expected to take an active learning approach in this course and engage in the course content to positively impact the learning experience for everyone.

Complete all discussion posts, assignments, and papers by deadlines.

Incorporate knowledge gained from the text, personal experiences, peers' feedback, and other resources to formulate ideas on your responses.

Students who enroll at East Texas A&M University will have access to an email account via myLeo. All instructors' emails sent from D2L (including all other university official emails) will go to students' myLeo email account so students need to check their account regularly. Students are also encouraged to email their instructor using the myLeo email.

Course Assessments

This course is made up of a series of module assignments and assessments to assist students in achieving the course learning outcomes. In each module the students will work on combinations of readings, discussions, journal articles, videos, or self-study research.

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Course Grades

Grading Policy: The course grade consists of

Weekly Discussion	10%
Reaction Paper	15%
Summary of PT Intervention	10%
Group Project Presentation	20%
Final Report	25%
Peer Evaluation	10%
Feedback for Other Groups	10%

Total:	100%

Grading Scale:

A = 90 – 100%, B = 80 – 89%, C = 70 – 79%, D = 60 – 69%, F = 59% or Below

TECHNOLOGY REQUIREMENTS

LMS

All course sections offered by East Texas A&M University have a corresponding course shell in the myLeo Online Learning Management System (LMS). Below are technical requirements.

LMS Requirements:

<https://community.brightspace.com/s/article/Brightspace-Platform-Requirements>

LMS Browser Support:

https://documentation.brightspace.com/EN/brightspace/requirements/all/browser_support.htm

Zoom Video Conferencing Tool

https://inside.tamuc.edu/campuslife/CampusServices/CITESupportCenter/Zoom_Account.aspx?source=universalmenu

ACCESS AND NAVIGATION

Students will need their campus-wide ID (CWID) and password to log into the course. If students do not know their CWID or have forgotten their password, contact the Center for IT Excellence (CITE) at 903.468.6000 or helpdesk@tamuc.edu.

Note: Personal computer and internet connection problems do not excuse the requirement to complete all course work in a timely and satisfactory manner. Each student needs to have a backup method to deal with these inevitable problems. These methods might include the

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availability of a backup PC at home or work, the temporary use of a computer at a friend's home, the local library, office service companies, Starbucks, a TAMUC campus open computer lab, etc.

COMMUNICATION AND SUPPORT

If students have any questions or are having difficulties with the course material, please contact their instructor.

Technical Support

If you are having technical difficulty with any part of Brightspace, please contact Brightspace Technical Support at 1-877-325-7778. Other support options can be found here:

<https://community.brightspace.com/support/s/contactsupport>

Interaction with Instructor Statement

The instructor is available via email, skype or Zoom. Personal concerns involving a private issue, grades, student progress, etc. should be addressed privately to the instructor via private email, zoom or telephone. Instructor's communication response time to emails will, in most instances, be within 24 - 48 hours during the work week.

COURSE AND UNIVERSITY PROCEDURES/POLICIES

Course Specific Procedures/Policies Attendance Policy

Students are expected to "attend class" and actively participate in all course content, assignments, discussions and projects. The instructor will monitor each student's participation activity.

Late Work

Module assignments and/or projects must be submitted within established folders during the open and closing dates. Unless a student has a legitimate excuse, late work will not be accepted. There are circumstances outside one's control that might impact timely submission of assignments, such as jury duty, hospitalization, or a funeral of a family member. In these instances, the student should notify the instructor as soon as possible. Assignments and/or projects not submitted by the deadlines will receive a grade of zero.

Drop Course Policy

Students should take responsibility for dropping themselves from the course according to University policy should it become necessary.

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Syllabus Change Policy

The syllabus is a guide. Circumstances and events, such as students' progress, may make it necessary for the instructor to modify the syllabus during the semester. Any changes made to the syllabus will be announced in advance or as soon as the changes have been made.

University Specific Procedures

Student Conduct

All students enrolled at the University shall follow the tenets of common decency and acceptable behavior conducive to a positive learning environment. The Code of Student Conduct is described in detail in the [Student Guidebook](#).

<https://inside.tamuc.edu/admissions/registrar/documents/studentGuidebook.pdf>.

Students should also consult the Rules of Netiquette for more information regarding how to interact with students in an online forum: <https://www.britannica.com/topic/netiquette>

TAMUC Attendance

For more information about the attendance policy please visit the [Attendance](#) webpage and [Procedure 13.99.99.R0.01](#).

<http://www.tamuc.edu/admissions/registrar/generalInformation/attendance.aspx>

Academic Integrity

Students at East Texas A&M University are expected to maintain high standards of integrity and honesty in all their scholastic work. For more details and the definition of academic dishonesty see the following procedures:

Graduate Students Academic Integrity Policy and Form

<https://inside.tamuc.edu/aboutus/policiesProceduresStandardsStatements/rulesProcedures/13students/graduate/13.99.99.R0.10.pdf>

[Graduate Student Academic Dishonesty Form](#)

Students with Disabilities – ADA Statement

The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If students have a disability requiring an accommodation, please contact:

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Office of Student Disability Resources and Services

East Texas A&M University

Velma K. Waters Library- Room 162

Phone (903) 886-5150 or (903) 886-5835

Fax (903) 468-8148

Email: studentdisabilityservices@tamuc.edu

Website: [Office of Student Disability Resources and Services](#)

Nondiscrimination Notice

East Texas A&M University will comply in the classroom, and in online courses, with all federal and state laws prohibiting discrimination and related retaliation on the basis of race, color, religion, sex, national origin, disability, age, genetic information or veteran status. Further, an environment free from discrimination on the basis of sexual orientation, gender identity, or gender expression will be maintained.

Campus Concealed Carry Statement

Texas Senate Bill - 11 (Government Code 411.2031, et al.) authorizes the carrying of a concealed handgun in East Texas A&M University buildings only by persons who have been issued and are in possession of a Texas License to Carry a Handgun. Qualified law enforcement officers or those who are otherwise authorized to carry a concealed handgun in the State of Texas are also permitted to do so. Pursuant to Penal Code (PC) 46.035 and East Texas A&M University Rule 34.06.02.R1, license holders may not carry a concealed handgun in restricted locations.

For a list of locations, please refer to the [Carrying Concealed Handguns On Campus](#) document and/or consult campus event organizer.

Web URL:

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/34SafetyOfEmployeesAndStudents/34.06.02.R1.pdf>

Pursuant to PC 46.035, the open carrying of handguns is prohibited on all East Texas A&M University campuses. Report violations to the University Police Department at 903-886-5868 or 9-1-1.

East Texas A&M University Supports Students' Mental Health

The Counseling Center at East Texas A&M University, located in the Halladay Building, Room 203, offers counseling services, educational programming, and connection to community resources for students. Students have 24/7 access to the Counseling Center's crisis assessment services by calling 903-886-5145. For more information regarding Counseling Center events and confidential services, please visit www.tamuc.edu/counsel

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Mental Health and Well-Being

The university aims to provide students with essential knowledge and tools to understand and support mental health. As part of our commitment to your well-being, we offer access to Telus Health, a service available 24/7/365 via chat, phone, or webinar. Scan the QR code to download the app and explore the resources available to you for guidance and support whenever you need it.



<http://telusproduction.com/app/5108.html>

AI use policy

East Texas A&M University acknowledges that there are legitimate uses of Artificial Intelligence, ChatBots, or other software that has the capacity to generate text, or suggest replacements for text beyond individual words, as determined by the instructor of the course. Any use of such software must be documented. Any undocumented use of such software constitutes an instance of academic dishonesty (plagiarism). Individual instructors may disallow entirely the use of such software for individual assignments or for the entire course. Students should be aware of such requirements and follow their instructors' guidelines. If no instructors are provided the student should assume that the use of such software is disallowed. In any case, students are fully responsible for the content of any assignment they submit, regardless of whether they used an AI, in any way. This specifically includes cases in which the AI plagiarized another text or misrepresented sources.

13.99.99.R0.10 Graduate Student Academic Dishonesty