

Perfecting the Preliminary Study

**Challenges of conducting a Preliminary Study
that provides valid and reliable Key Performance
Indicators KPIs**

Presented by:

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Scope of Presentation

- ✓ Overview of systems approach from the TRAINAIR PLUS methodology (TDG) perspective.
- ✓ The importance of complying with the Systems approach for best results.
- ✓ The challenges of taking a systems approach to analyze the areas of the organization affected by the performance problem.
- ✓ The benefits of overcoming the challenges.

Overview of systems approach (TDG)

Preliminary Study:

- ✓ Problem analysis &
- ✓ Training requirements analysis

Causes of performance problems:

- ✓ External – inappropriate inputs from other systems & sub-systems
- ✓ Internal- part of the system processes

Overview of systems approach (TDG)

- Identification of System affected is crucial to clearly defining performance problems
 - ✓ Other systems/subsystems that are linked to the affected system must also be considered in the analysis.

- **System:** a collection of elements, interacting with each other to achieve a common goal.

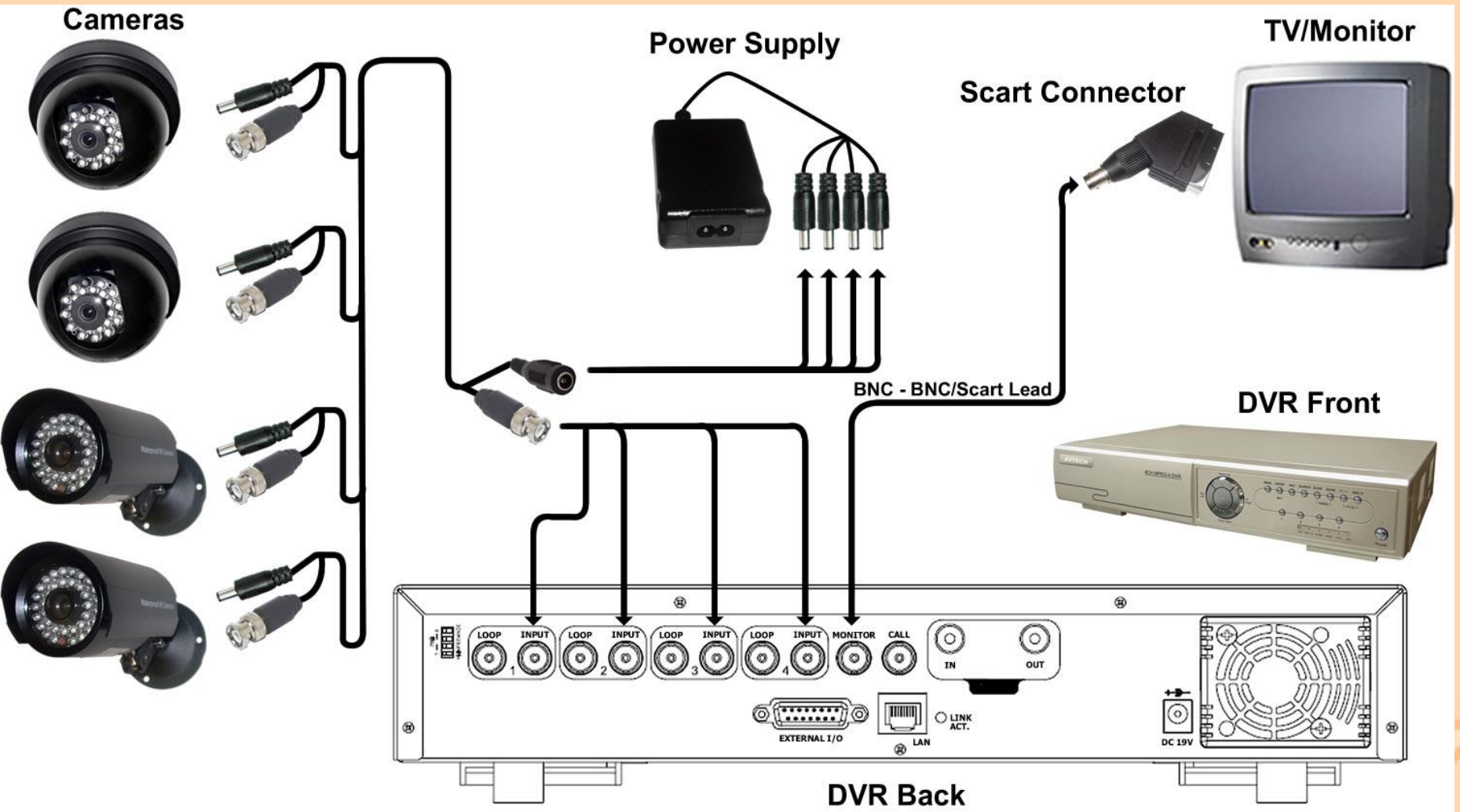
Crunkilton and Finch (1999)

Overview of systems approach

Collection of parts?



Overview of systems approach – Identified Components?

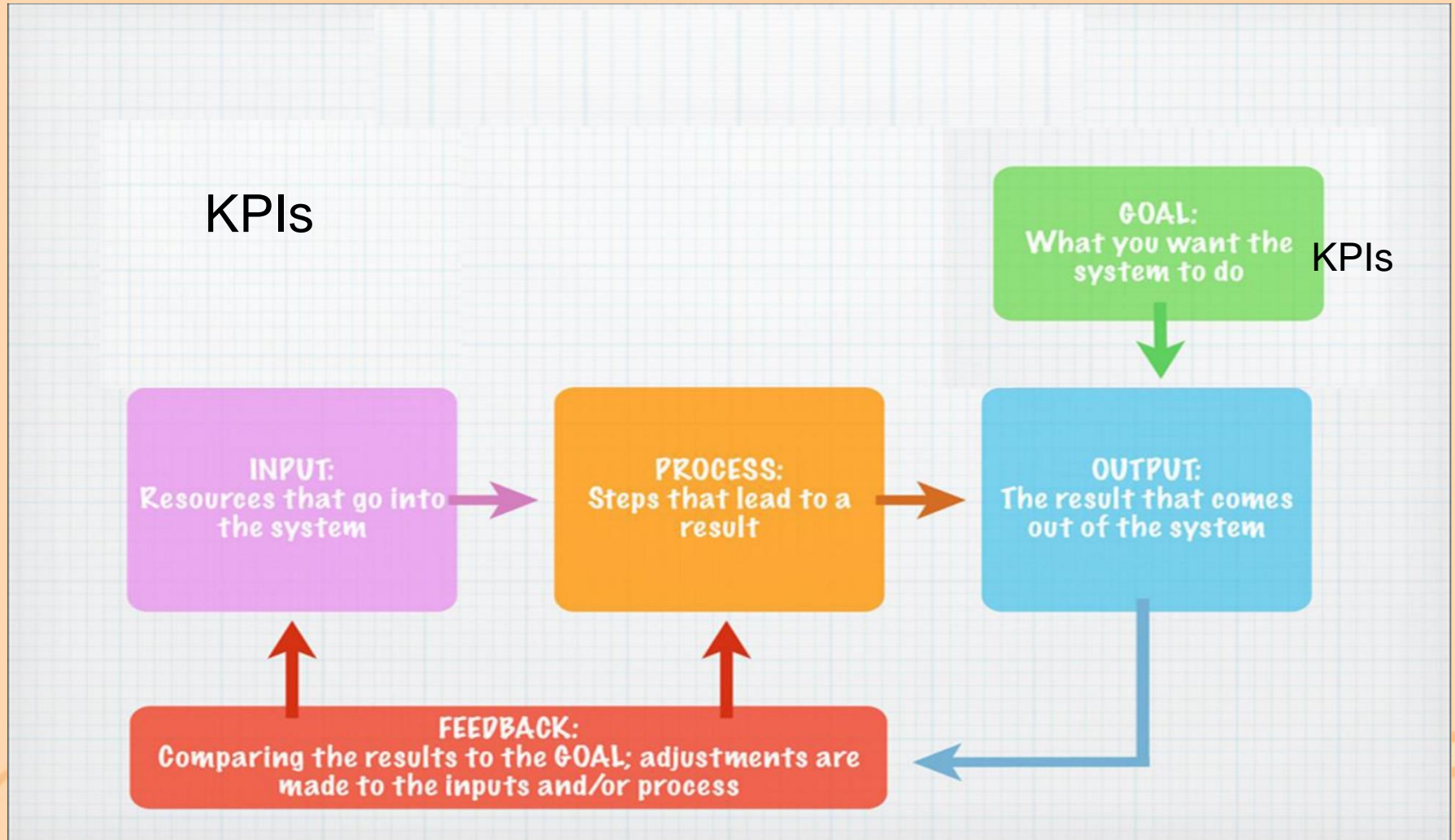


Overview of systems approach TDG



- Inputs
- Processes
- Outputs

Overview of systems approach



What is a KPI?

- ✓ A **Key Performance Indicator** is a measurable value that demonstrates how effectively an organization/company is achieving key business objectives.

In simple terms a KPI is a way of measuring how well:-

- ✓ Individuals
- ✓ Business units
- ✓ Entire companies are performing.

Key Performance Indicators

- Organizations use KPIs at multiple levels to evaluate their success at reaching targets
 - ✓ High-level KPIs may focus on the overall performance of the enterprise/organization,
 - ✓ Low-level KPIs may focus on processes in departments
- ❖ **Course Designs are based on results of the *analysis* phase which identify these KPIs**

TDG systems approach

Preparation of a diagram of the system affected by the identified performance problem

&

Organizational Chart

- ✓ showing where the job(s) associated with the performance problem are
- ✓ The job's vertical and horizontal linkages with other jobs

Importance of the Systems approach:

- **Analysis using the Systems approach enables CDs to undertake**
 - ❖ **Organizational performance diagnosis, i.e.**
 - ✓ What are the desired performances?
 - ✓ What are the actual performances?
 - ✓ What improvements need to be made?

Importance of the Systems Approach

❖ Work expertise documentation

- ✓ Gathering information on existing expertise in the organization, teams, and individuals
- ✓ Recording expertise requirements needed to meet the KPIs and perform on the job.

Importance of the Systems approach

To avoid appearing to have a hidden agenda such as:

- ✓ to keep or create jobs
- ✓ sell materials and equipment
- ✓ fulfill political or social agenda
- ✓ fit a particular instructor's preferences

Challenges of taking a systems approach

Issue: Identifying the KPIs of the organization, the related symptoms of performance problems, and the specific performance that will be integrated into the course design

Challenges

- Inaccurate job descriptions
- Overlapping job tasks
- Inaccurate organizational data
- Inaccessible data – confidential, unavailable

Challenges of taking a systems approach

Group work: Discuss and present an approach to conducting the Preliminary Study that will yield KPIs that can be used in post-training evaluation.

- a) Discuss the challenges and the tactics for identifying KPIs;
- b) Decide on solutions and best practices

Best practice for using the Systems approach

The East African School of Aviation (EASA)

- ✓ Primary and Secondary data collection during analysis
- ✓ Results
 - Data at all levels
 - Cover the diverse aspects, inputs, processes & outputs
 - Harmonized all processes

Thank You

