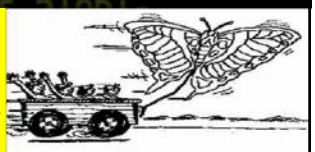
ORGANISATION PERFORMANCE IMPROVEMENT THROUGH TRAINING & DEVELOPMENT -A CASE STUDY-



Ray Bonar

Content

- Performance Improvement defined
- Training defined
- Performance as it applies to this presentation
- The business case
- Moving from 60's to Millennium Technology
- The Performance Improvement Model
- The Training and Development Cycle
- Working through the project
- Evaluation

Performance Improvement

Measuring the output of a particular business Process Procedure Activity → Modifying the process or procedure to increase the output, increase efficiency =
- New outcomes,
- Value added
- Greater outputs
- Enhanced Capacity

Individual-Team-Organisation

Issues Arising in Performance Improvement Initiatives

- Change Management
- Process Consulting
- Communication, Networking and Alliance Development.

• Employee Training & Development

Performance Improvement

In the context of this presentation, it is about changing the capability of an organisation to operate a new fleet of aircraft.

Training played a central role in this process

TRAINING

In simple words it can be defined as equipping employees with required knowledge, skills and attitudes (Competencies) for the job.

Training involves:

- Changing or developing
  - Skills
  - Knowledge
  - Attitudes

= Competencies

Through learning experiences

Learning

Learning is a process that enables individuals to acquire and apply

Knowledge
The Individuals Ability to;
- Memorise &
- Comprehend information

Skills
Individuals ability to;
- Analyse, evaluate and apply knowledge
- Perform physical tasks
- Display certain behaviours

Attitudes
Individual
- Feelings
- Values

Factors Needed to Build a Competency Strategy

1. Have a clear Vision
2. An Aligned Strategy
3. Solid Foundation
4. Management Commitment
5. Execution Excellence
6. Ongoing Management and Governance

Thinking Through your Process

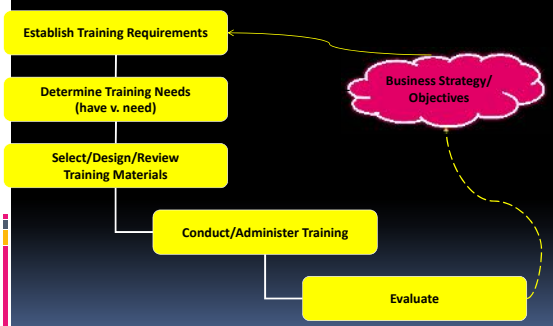
- Problem
- Strategy
- Legislative Need

Solution may be through training

Was problem solved, Strategy achieved Legal need met

Analysis of Training Needs
GAP
Training Objectives
Programme Design
Implementation
Evaluation -Kirkpatrick-
ROI

Enabling a Virtuous Cycle in Business



From Training to Behaviour Change

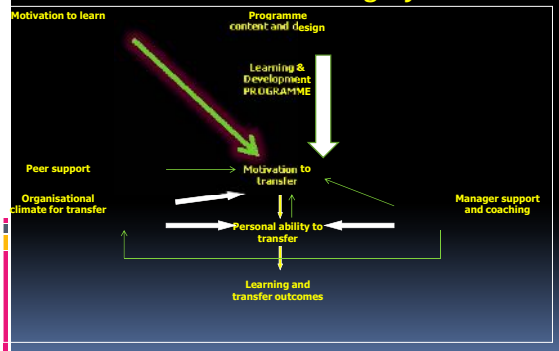
Stages of learning 1 to 3
1. Unconscious Incompetence
2. Conscious Inconcompetence
3. Conscious Competence

4th stage of learning
Unconscious Competence

Training Programme

Behaviour Change

Model of the learning system



Work environment factors that determine success

- Motivation to learn
- Motivation to transfer
- Personal ability to transfer
- Peer support
- Manager support
- Organisational climate for transfer of learning

The more of these factors that are high = Success

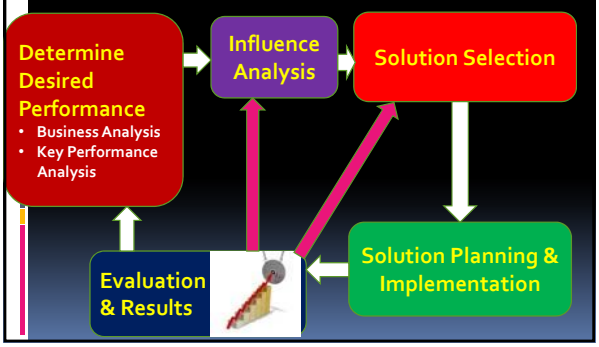
The more of these factors that are low =Failure

The Business Requirement

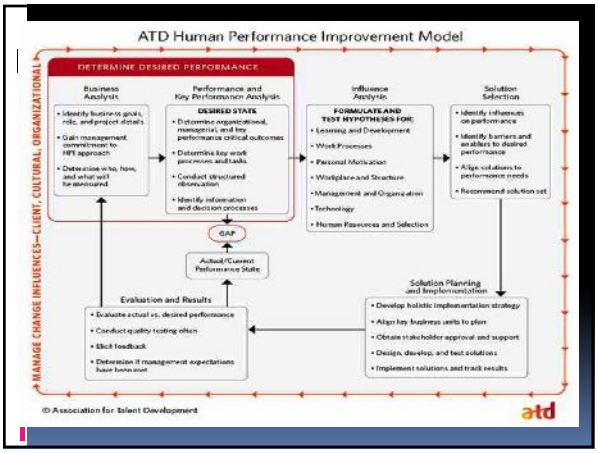
1. To convert 30 pilots from flying Alloutte 3 helicopters to Agusta 139 Helicopters
2. To convert 30 Aircraft Engineers (Engine and Airframe) from servicing Alloutte 3 helicopters to Agusta 139 Helicopters
3. To conver t 10 Aircraft Engineers (Avionics) from servicing Alloutte 3 helicopters to Agusta 139 Helicopters
4. To convert 30 aircrew to operate Agusta 139 helicopters.
5. The conversion process to be completed in 18 months
6. All business and technical supports will be provided to support this programme.

Alouette 3 AW139

Phases of the PI HPT Model



ATD Human Performance Improvement Model



Levels-Performance

Performance improvement can occur at different levels:

- An individual performer
  - Pilots
  - Engineers
  - Aircrew
- A team
  - Engineering Teams to maintain the new technology
  - Pilots and Aircrew team to fly the new aircraft
- An organisational unit
  - Search and Rescue Squadron with responsibility for operating these aircraft
- The organisation itself
  - The Air Corps capacity to carry out night flying , use of twin engined aircraft with modern avionics 24/7 in all weather conditions out to 150 miles of coast.
  - Air Ambulance Capability with use of night vision equipment

Implementation

Needs Analysis for Pilots

- Identify current skills, knowledge and attitudes
- Identify operating standards for new aircraft
- Identify KSA Gap
- Develop programme objectives – Standard-Perfomance- Conditions

Develop the training programme based on the outcomes from the Needs Analysis

- Develop an Instructor lead team
- Fine tune the Pilot training programme

Delivery

Stage 1

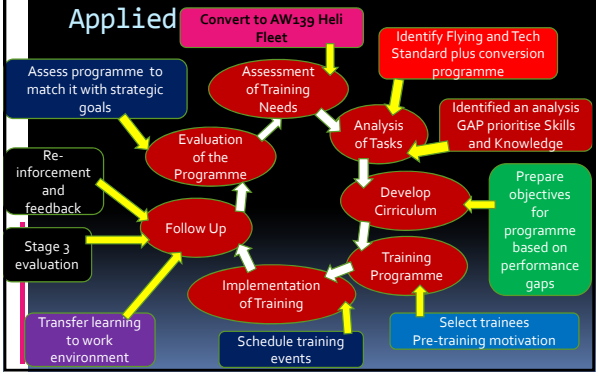
- Commence Instructor pilot training programme with manufactuers team in support
- Rate AC pilots as Instructors on the Aircraft

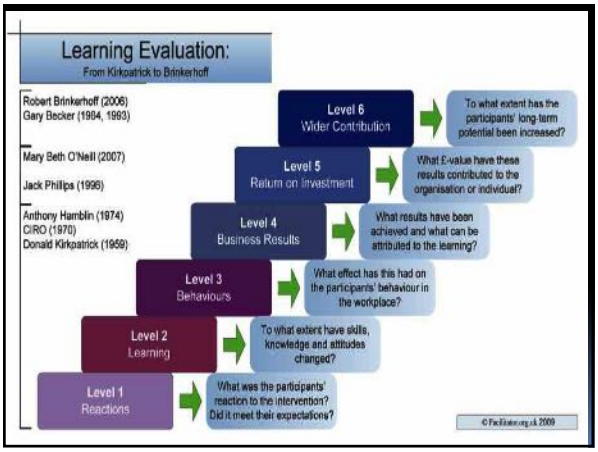
Stage 2

- Develop and implement conversion programmes for the pilot cohort
- Qualify individual pilots agains the flying standard for this aircraft

Evaluation using the Kirkpatrick 4 level process and ROI

The Systematic Training Cycle Applied





Operational-Performance + Achieved