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MSc. Instructional Design and Technology

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ASSIGNMENT

Human Performance Intervention Group Project

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Executive Summary

Through the integration of Human Performance Technology, the project aims to highlight the interventions designed to bridge current performance to desired performance centered around results-based management at the Signature Airport Management Company.

Human performance technology plays a pivotal role in change management and organizational development by integrating human resources initiatives with strategic priorities. Organizational development helps organizations build their capacity to change and achieve greater effectiveness by developing, improving, and reinforcing strategies, structures, and processes.

Intervention selection is an integral part of the performance improvement phase that also includes intervention design, intervention development, and producing a business case (Van Tiem et al., 2012). Major components of the intervention plan show how they correlate to your chosen intervention or strategies you selected from the performance issues. The development plan outlines the phases to be considered to ensure the smooth implementation of the intervention selected.

To ensure the quality and validity of the interventions developed, formative and summative evaluations are outlined. Evaluation examines the underlying basis of undertaking the initiative, comparing expected results with actual results and taking corrective action to ensure that performance conforms to plans. Systematic programme evaluation is an integral part of the learning and development cycle to leverage gains on the investment by gauging feedback as well as analyzing the impact and effectiveness of the initiative through a framework which

utilizing processes that are feasible and accurate. The programme evaluation undertaken shall seek to systematically analyze the efficiency, effectiveness, relevance and impact.

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Performance Issue

Although training ownership is shifting towards business units, ninety (90%) percent of the developmental interventions implemented in 2020 were determined by the Departmental/Divisional Manager without adequate performance consultation, rationale, performance outcomes. These initiatives undertaken in 2020 has a cost of 1.3 million dollars and to date have not been viable data to validate performance improvement, economic impact and/or return on investment.

The organization's departmental directed training approach is initiated with the common misconception that training is the means of achieving improved performance. While training addresses gaps due to a lack of skill or knowledge, performance gaps may be attributed to motivation, job design, resources, business processes and environmental factors. The Training and Development Section needs to justify and prioritize developmental initiatives focused on the paradigm shift to continuous performance improvement yielding results to achieve the business' key result areas through the refinement of business process management.
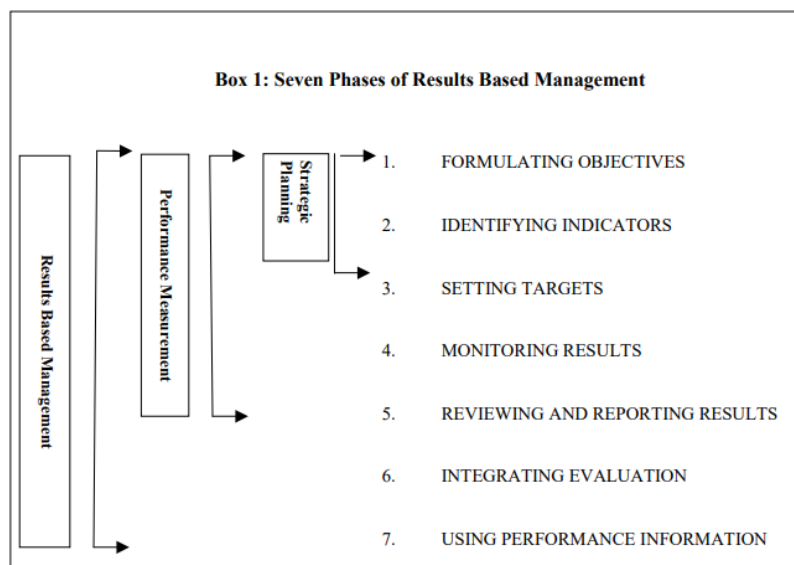
Desired Results

The purpose of this intervention aims to optimize internal business processes and capability by seventy-five percent (75%) so that the Human Resources Department can take an active role as a business partner with internal stakeholders for timely and effective decision making through business process improvement aligning the operational activities towards the achievement of strategic targets in addition to assessing initiatives using metrics and converting those improvements to dollar values and calculating the return on investment. This

in turn aims to streamline productive performance-driven processes focused on initiatives that yield key strategic business results by fifty percent (50%) at the next biannual review in 2021.

Selected Interventions:

The researcher/ technologist presented the findings to the stakeholders in which Human Resources and by extension the Training and Development will consult and collaborate to foster the desired organizational development changes. The phases of results-based management aid in the prioritization for the roadmap of necessary interventions.

Box 1: Seven Phases of Results Based Management

Results Based Management

Performance Measurement

Strategic Planning

1. FORMULATING OBJECTIVES

2. IDENTIFYING INDICATORS

3. SETTING TARGETS

4. MONITORING RESULTS

5. REVIEWING AND REPORTING RESULTS

6. INTEGRATING EVALUATION

7. USING PERFORMANCE INFORMATION

Through review and discussions, the following critical performance support interventions are recommended based on the analyses and gaps:

Performance Support Intervention: Results-Based Management

It is the intent that Results-Based Management be the driving force behind the transformation of the organization's culture and practice. The objective of Results-Based Management is to "provide a coherent framework for strategic planning and management based on learning and accountability in a decentralized environment." Introducing a results-based approach aims to improve management effectiveness and accountability by "defining realistic expected results, monitoring progress toward the achievement of expected results, integrating lessons learned into management decisions and reporting on performance" (CIDA, 1999).

Job Design Intervention: Employ systems/design methodology for restructuring

Considering the Signature Airport Management Company's existing business operating model which includes the combination of roles, skills, structures, processes, assets and technologies that allow the organisation to deliver on its targets. With the application of lean methods and advanced business process improvement techniques to identify value, eliminate waste, and create flows as well as clarify roles and accountabilities. Agile approaches will be used to enhance collaboration, customer centric focus for faster/flexible delivery on targets/ key result areas.

Performance Support Intervention: Implement a Performance Management System

A performance management system is designed to provide the tools to allow for the measurement, monitoring and evaluation of the company's goals and objectives at all levels. It's recommended that this system incorporate Key Result Areas from the strategic plan, identify a performance management cycle aligned to the company's annual goal setting and

evaluation time frames. It must also be supported by a policy to mandate performance planning, continuous check-ins (monitoring, coaching, feedback) and forms to administer and document the process. The steps involved in managing performance:

1. Approved Strategic Plan – The strategic plan has been approved until 2021

2. Operational Plans- Operational plans to be updated and approved annually

3. Key Result Areas - Key Result Areas are developed annually by each manager and approved to allow for rolling down to individual employees.

4. Individual Targets - Managers and their direct reports collaborate to devise plans to ensure that the targets/ objectives will be met.

Learning Intervention: Strategic Foresight and Scenario-Based Planning

Strategic foresight informs strategic planning and to succeed in the challenging environment of today, this learning intervention will provide the internal stakeholders (Managers and Executive) with the tools to overcome emerging ill-defined problems to position the organization to position itself for continuous learning, continuous improvement and success in the future. Moreover, this intervention will empower decision-makers and policy planners to use new ways of thinking about, talking about, and implementing strategic plans that are compatible with the unfolding future (UNDP 2018).

Organisational Growth Intervention: Institutional Capacity Strengthening Programme focused on Leadership Development, Coaching, Mentoring and Teambuilding

The organization is dependent on its people – leaders and staff at all levels – who must partner and build effective work relationships to achieve business targets. The key to success is building leaders at all levels throughout the organization. Developing a sustainable "operational excellence" culture is the outcome of things done the right way, but it begins with

the development of leadership routines throughout the organization. A leader's key role, whether at the supervisor level or in upper management, is to serve their team so that they have the information, skills, and tools they need to be successful. Coaching and mentoring programs aim to develop talent. These programs harness the value of internal employee resources to develop others, and when cascaded through the organisation will positively impact employee career growth, engagement, and retention at all levels. Coaching and mentoring can aid to drive high team performance as the way a team plays determines its success.

Talent Management: Succession Planning

This process includes reviewing the organization's strategic plan, assessing the current workforce and forecasting future trends which will provide insight to developing employees in a structured plan to replace leaders when they retire (Atwood, 2020).

Synergizing all the interventions will be structures in a framework identifying what is critical to the organization's needs right now and what is required over the next three to six to twelve months to manage the desired change. Project based management processes must be applied to implement change with strategic and differentiated communication tactics and feedback loop with stakeholders throughout the organization to foster staff engagement and influence resistance to change due to feelings of uncertainty.

Performance Analysis Results Synopsis

The analysis reflected underlying issues which resulted in poor performance. Poor strategic leadership and decision-making caused staff including Managers not being communicated with and are not given the resources, data and information to perform what tasks are needed. There is a lack of accountability due to bureaucracy constrained by poor planning, micromanagement and a lack of results-based performance management.

Staff performs a lot of the tasks required manually while automation and technological innovation can enhance and improve business processes. The tools and resources required are not provided to support the employees. There is no reward or recognition programme in place to highlight performers. Moreover, the company lacks a performance management system to assess, measure and track employee performance. Staff receives competitive salaries with incremental increases whether or not they are performing. All employees meet the minimum requirements for their position however they are disengaged and lack the zeal to perform as the culture is not performance-centric where staff is held accountable to monitor and achieve expected results/ standards.

The issues highlighted critically hindered the company's ability to achieve its targets and projects that organizational developmental change interventions are urgently required for the business to transform with the capacity and resilience to succeed.

Situational Changes

After the performance analysis, the staff at Signature Aviation Management Company has become cognizant of the organization's performance deficiencies and is committed to their part to affect the desired changes.

Organizational, Leadership and Worker Assumptions

In 1978, the Signature Airport Management Company was established and tasked with the responsibility to develop, manage, maintain and improve Airport facilities to ensure the availability of efficient, secure and safe aviation services as well as commercial viability. The highly regulated company's strategic focus aims to deliver superior business processes, systems and facilities through a performance-driven culture involved in continuous learning, change management and innovation.

The company is divided into functional divisions which include Operations, Security, Business Development and Corporate Services. All departments within the divisions are responsible for identifying their training needs and developmental requirements. The company's respective divisions manage the delivery of training and development interventions with the support of the Human Resources Department and Specialized Training Centre.

Training is envisaged as one of the critical drivers for improved performance and change by fostering the development through the delivery of developmental interventions that produce a measurable business impact thus sustaining a competitive business advantage. The organization's current system for departmental directed developmental solutions is

disconnected and is not yielding sustainable desired business performance impact, measurable results/outcomes and return on investment. Moreover, there has been a noticeable decline in staff engagement and productivity.

Performance Goal, Objectives and Evaluation Criteria

Intervention Selected	Performance Goal	Performance Objectives	Evaluation Criteria	Measurement of Accomplishment
Performance Support Intervention: Results-Based Management	The results-based approach aims to improve management effectiveness and accountability by defining realistic expected results, monitoring progress toward the achievement of expected results, integrating lessons learned into management decisions and reporting on performance.	The objective of RBM is to provide a coherent framework for strategic planning and management based on learning and accountability in a decentralized environment.	Distribution of performance ratings by department based on Balance Score Card Department and Organisational Level Performance based on Targets	100 % of employees evaluated on a quarterly basis 75% of the Departments attain a distributed average of now less than 3.5 out of 5. 50 % percent of performance targets attained by annual review
Job Design Intervention: Employ systems/design methodology for restructuring	Reframe problems, then prototyping and iterating creative solutions for the adaptability and restructuring of the organization. The goal is to expand staff skills, improve efficiency, support collaboration across departments, and empower employees to identify solutions which achieve results.	Tilting the organizational structure and culture toward becoming more dynamic, nimble, and adaptive, and better equipped to deliver on the company's' mission.	Department and Organisational Level Performance based on Targets	100% of the team members are educated on job descriptions, revised work plans and adhere to the updated performance standard within 90 days. 75% of the Departments attain a distributed performance average of now less than 3.5 out of 5. 50 % percent of performance targets attained by annual review
Performance Support Intervention: Implement a Performance Management System	A continuous methodical process by which the human resources make personnel participatory in advancing the effectiveness of the company, by achieving the stated vision, mission, and objectives of the organization.	Improved administration of performance management; Work plan and appraisal completion rate	% of employees performance evaluated by Department Distribution of performance ratings by department	100% Rollout Performance Management Framework to all staff within 6 months 75% of the Departments attain a distributed performance average of now less than 3.5 out of 5. 50 % percent of performance targets attained by annual review
Learning Intervention: Strategic Foresight and Scenario-Based Planning	Build up their knowledge and capacity to conceptualize reality and events using a systematic approach to analyze developments and decision-making processes in the light of global change.	Establish strategic foresight as an institutional / operational capability Identify, analyze and monitor weak signals and other change indicators Identify, analyze and monitor those trends that are likely to impact your work Imagine and explore multiple futures and their consequences Define contingency and action plans in preparation for an uncertain future	Evaluation and application of Learning Cost/ Benefit Ratio	100% of Departmental Heads continuously review of performance targets to Identify, analyze and monitor weak signals and manage change indicators 75% of the Departments attain a distributed performance average of now less than 3.5 out of 5. 50% percent of performance targets attained by annual review
Organisational Growth Intervention: Institutional Capacity Strengthening Programme focused on Leadership Development, Coaching, Mentoring and Teambuilding	Developing a sustainable "operational excellence" culture Coaching and mentoring programs aim to develop talent. These programs harness the value of internal employee resources to develop others, and when cascaded through the organization will positively impact employee career growth, engagement, and retention at all levels.	Establish coaching and mentoring programs aiming to develop talent.	Distribution of performance ratings by department based on Balance Score Card Department and Organisational Level Performance based on Targets	100% operational excellence culture adopted 100% of Departmental Heads continuously review of performance targets to Identify, analyze and monitor weak signals and manage change indicators 75% of the Departments attain a distributed performance average of now less than 3.5 out of 5. 50% percent of performance targets attained by annual review
Talent Management: Succession Planning	Succession planning aims to benefit from the principles of identifying crucial job skills, knowledge, social relationships and organizational practices and passing them on to prepare the next generation of workers, thereby ensuring the seamless movement of talent within the organization.	To develop and nurture its human capital/ capable leaders to replace incumbents in critical positions in cases of resignation, retirement, promotions, death, growth, expansion, and creation of new positions. To develop an effective succession planning process to evaluate their present situation and decide the critical employees who will ultimately step into leadership and senior management positions.	The number of employees on the succession plan placed in key positions over each calendar year Overall turnover rates. Percent (%) of open positions filled from within by succession candidates vs. percent (%) filled from outside. Time to fill open positions; and Overall recruiting costs.	100% completion of report identifying staff retirees, date of retirement, key positions and potential successors 100% preparation of developmental plans for potential successors At least 60% of vacant positions filled from within by succession candidates vs. filled from outside. Filling of vacant positions with 3 months of vacancy arising

Intervention Development Plan

Based on the high-level considerations for organizational development, change and transformation, it is recommended to the Executive to engage the service of an independent consultant for the selected interventions. The consultant will partner with the Training Section of the Human Resources Department which will be the established Project Team to foster the desired change to pivot the organization into being productive and profitable. A Gantt Chart will be used as a project management tool to track the associated activities, events and milestones against time as detailed in the Action Plan and Recommendations. As detailed in the action plan timeline, the initiatives are due to commence development in August 2021. Several activities will be executed simultaneously to ensure implementation by 16 September 2021. The following organizational development intervention cycle has been used as the framework promoting a continuous cycle of improvement, where company will evaluate, plan, monitor, implement, and improve strategies. This proactive approach to change positions companies for big achievement, by leveraging change for renewal and embracing it at the core of company culture. The steps proposed in the intervention design and development are detailed in the Action Plan.
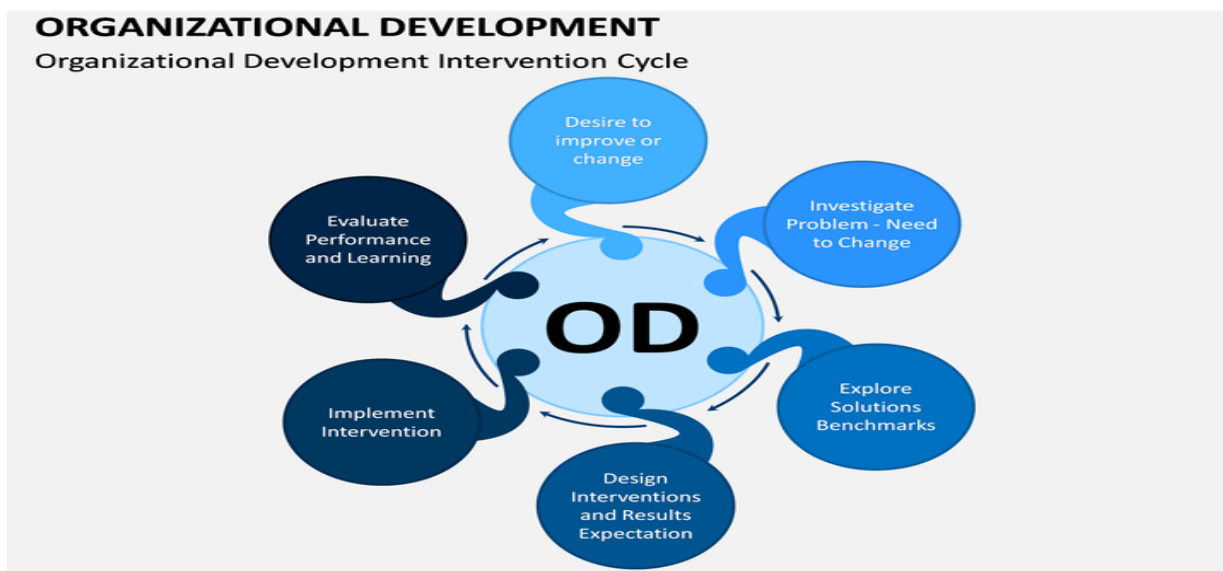
Communication Design Plan

The communication plan is paramount and is integrated into the intervention action plan. For the development of the communication plan, the following tasks have been considered and prioritized:

- Target audiences and determine the most appropriate communication channels.

- Frame appropriate program messages and plan an appropriate mix of materials and activities for promoting them.

- Detail the roles and responsibilities of workgroup members for developing, implementing, and evaluating the communication program and for making recommendations for recruiting additional partners to reinforce specific program elements.

- Established master schedule of program timelines.

- Planned approach for conducting formative, process, and outcome program evaluation.

A variety of communication approaches shall be used to appraise and engage stakeholders of the organizational development changes occurring throughout the organization. In the communication approach:

- The CEO and senior managers and HR are ultimately responsible for setting the tone and establishing organizational culture. Key leaders should be coached on their role in ensuring effective companywide communication.

- Managers are responsible for daily communication with their employees and for relating to their peers and colleagues.

- All employees will have responsibility and opportunity to voice concerns and issues, provide feedback, and listen effectively.

Action Plan and Recommendations

The recommended interventions and action plan are framed within the concept that the strategic management process is based upon the mapping out continuous monitoring internal and external events required to be executed for delivery of plans for action and for the execution of the projects. The follow table summarized action plan for the proposed interventions.

No.	Interventions	Intervention Design Stage	Recommended Steps	Timeline	Location	Resources and Processes	Stakeholders
1	Performance Support Intervention: **Results-Based Management**	Development	▪ Set your change management team ▪ Develop senior-level leadership in RBM ▪ Build results frameworks with clearly defined ownership on the part of stakeholders at all levels, ▪ Develop user-friendly RBM information systems for reporting and accountability. ▪ Pilot test with a department to assess cohesiveness ▪ Communication with all internal stakeholders in the organization	01 Aug 21 – 15 Sept 21 **1.5 months**	Trinidad and Tobago office sites	Change Management Team to support Departments with Strategic and Operational Planning process and documentation for the attainment of Results Based Management IT support required for systems development Access to computer and office equipment	Executive, Departmental Managers
		Implementation	▪ Departments to go live with established and approved RBM Framework	16 Sept 21			
		Evaluation	▪ Utilization of results information for learning and managing, as well as for reporting and accountability; ▪ Measuring Business/ Change readiness, Adherence to Project Plan and Performance improvements,	01-07 Nov 21			
2	Job Design Intervention: **Employ systems/ design methodology for restructuring**	Development	▪ Change management team to effectively communicate your restructure plan ▪ Perform a skills assessment and formulate talent development programmes ▪ Conduct Role suitability analysis ▪ Communication with all internal stakeholders in the organization	01 Aug 21 – 15 Sept 21 1.5 months	Trinidad and Tobago office sites	Change Management Team to support Departments with restructuring Human Resources Department to assist with updating org chants and job descriptions Access to computer and office equipment	Executive, Departmental Managers & all other members of staff
		Implementation	▪ Departments to go live with established and approved Departmental Structure	16 Sept 21			
		Evaluation	▪ Measuring Business/ Change readiness, Adherence to Project Plan and Performance improvements,	01-07 Nov 21			
3	Performance Support Intervention: **Implement a Performance Management System**	Development	▪ Flexible goal setting that allows for format and timing to be tailored to the work; alignment to organizational goals by linking up instead of cascading down; ▪ Review and revise the performance evaluation process and establish framework ▪ Identify people, systems and processes to be impacted ▪ Train relevant staff	01 Aug 21 – 15 Sept 21 1.5 months	Trinidad and Tobago office sites	Change Management Team to support Departments roll out the Performance Management Framework to staff Access to computer and office equipment	Executive, Departmental Managers & all other members of staff
		Implementation	▪ Departments to go live with established and approved	16 Sept 21			
		Evaluation	▪ Monitor and evaluate change against business targets and key result areas , ▪ Appraisal completion rates	01-07 Nov 21			

No.	Interventions	Intervention Design Stage	Steps/ Process	Timeline	Location	Resources and Processes	Stakeholders
4	Learning Intervention: **Strategic Foresight and Scenario-Based Planning**	Development	Design and develop course to buildup knowledge/capacity to conceptualize reality and events using a systematic approach to analyze developments and decision-making processes in the light of global change to: Establish strategic foresight as an institutional / operational capability; Identify, analyse and monitor weak signals and other change indicators; Apply a range of foresight techniques to explore risk / crisis scenarios; Apply a broad range of scenario-based models and frameworks; Identify, analyse and monitor those trends that are likely to impact work; Define contingency and action plans in preparation for an uncertain future; Think critically and creatively about future challenges to one's organisation	1 Session weekly during 01-31 Aug 21	Trinidad and Tobago office sites	Change Management Team to support Departments	Executive, Departmental Managers, Supervisors/ Team Leads
		Implementation	Departmental Heads, Supervisors and Team Leads to implement learning on the job upon completion of training	01 Sept 21			
		Evaluation	Measuring Business/ Change readiness, Adherence to Project Plan and Performance improvements using Formative and Summative Evaluation	01-07 Nov 21			
5	Organisational Growth Intervention**: Institutional Capacity Strengthening Programme focused on Leadership Development, Coaching, Mentoring and Teambuilding**	Development	Review comprehensive gap analysis on existing institutional capacity Develop training modules on Leadership Development, Coaching/ Mentoring & Teambuilding based on performance analysis	1 Session weekly during 01-31 Aug 21	Trinidad and Tobago office sites	Change Management Team to support Departments	Executive, Departmental Managers & all other members of staff
		Implementation	Conduct capacity building activities	01 Sept 21			
		Evaluation	Assess and measure the application of learning to the job, Measuring Business/ Change readiness, Adherence to Project Plan and Performance improvements using Formative and Summative Evaluation	01-07 Nov 21			
6.	Talent Management: **Succession Planning**	Development	Develop an effective succession planning process to evaluate their present situation and decide the critical employees who will ultimately step into leadership and senior management positions. Identify key position, review requirements, analyse gaps, formulate a plan	Two-year succession plan with effect from 01 Sept 21	Trinidad and Tobago office sites	Change Management Team to support Departments and HR	Executive, Departmental Managers & all other members of staff
		Implementation	Implement succession plan	01 Sept 21			
		Evaluation	The number of employees on the succession plan placed in key positions over each calendar year	Ongoing			

Evaluation Framework

The Combs and Falletta Targeted Evaluation Process (TEP) model was selected for this project because it focuses on discovering whether the interventions implemented achieved their desired and actual goals. The purpose of this evaluation is to indicate the effectiveness of the interventions outlined for decisions to be made on whether to continue efforts, expand or abort the initiatives. TEP provides a framework containing six steps that outline the evaluation process using formative, summative and confirmative tools that measure the interventions. Additionally, the instruments, planning and methodology used to activate evaluation are also showcased.
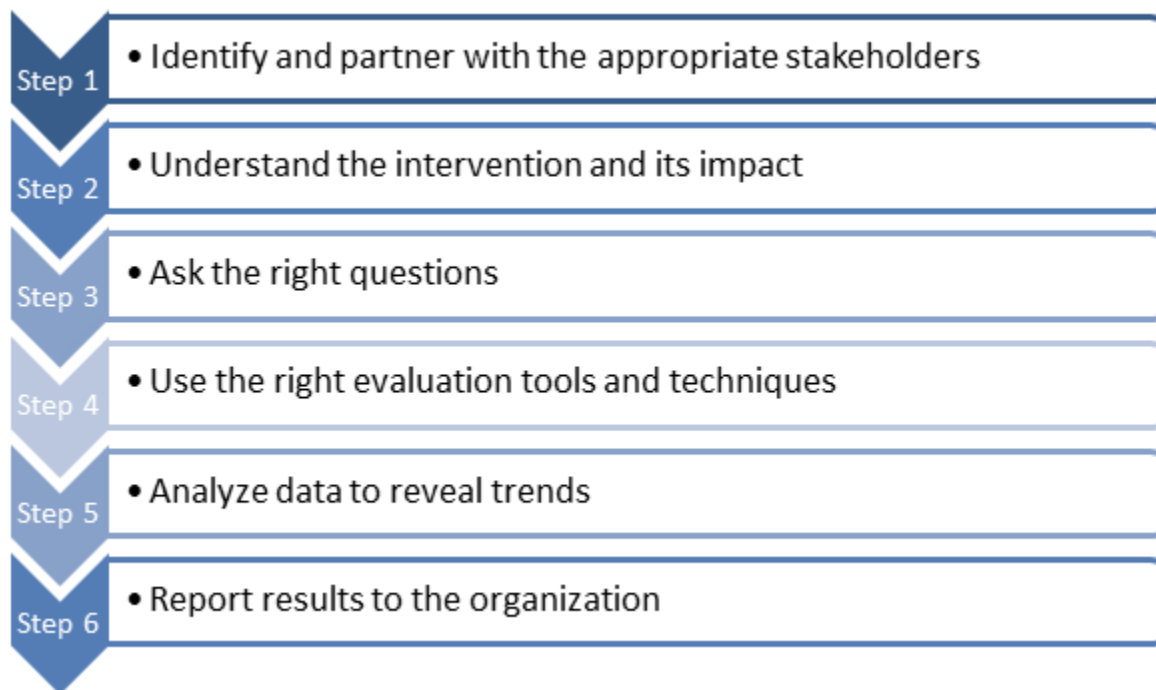
Step 1 • Identify and partner with the appropriate stakeholders

Step 2 • Understand the intervention and its impact

Step 3 • Ask the right questions

Step 4 • Use the right evaluation tools and techniques

Step 5 • Analyze data to reveal trends

Step 6 • Report results to the organization

Figure 3. Combs and Falletta Targeted Evaluation Process Model.

Step 1: Identify and Partner with the Appropriate Stakeholders

Systemic Performance Solutions will make a concerted effort to build relationships with stakeholders of this human performance project. Partnering with stakeholders seeks to secure commitment, involvement and support of the evaluation; identify what information is needed; communicate evaluation progress; increase ownership of the results; and ensure that recommendations are used (Combs & Falletta, 2000).

The main stakeholders of this project include the Human Resources Department, Information Technology Department and Information Records Department which forms part of the Corporate Services Division at the level of Employee, Supervisor, Departmental Manager and Divisional Manager. Each has different information needs with respect to evaluation of interventions to be success and results driven. The Executive is concerned with the impact of the interventions at the airport, whether operations/activities at the institution run smoothly within departments as well as whether staff and customers are satisfied presenting minimal complaints, and the effect on the image and reputation of the airport in the long term. The Departmental Manager is concerned with the performance of the departmental teams, whether the work processes are efficient and structures to timely meet targets with little to no ambiguity. The departmental teams and Human resources have interests in whether the teams are adequately staffed, equipped with necessary skills and resources, fairly compensated, motivated and recognized for their hard work. Clients and customers are concerned about whether they receive services offered and rendered in a consistent, timely and reliable manner.

Step 2: Understand the Interventions and Their Impact

Evaluation at this step will focus on the purpose, goals and objectives, size and scope of the interventions in the aforementioned table in Figure 3. Motivation, additional staffing, implementation of specific job descriptions and coaching will provide staff in respective departments on the roadmap towards results-based management. This evaluation will shed some light on whether the chosen interventions were effective interventions for improving the

problems at Signature Airport Management Company. The evaluation will measure the achievement of the goals and objectives of the interventions and investigate the usefulness of the methods and resources used.

Step 3: Ask the Right Questions

Asking the right questions brings clarity to the performance issues established in this document. In the TEP model targeted evaluation questions are used as opposed to broad questions. Targeted questions are specific, focused and measurable. They are useful because they produce detailed information instead of a closed ended response. The following are the targeted evaluation questions crafted for evaluation of the interventions implemented in this project:

1. Did the performance intervention package solve, eliminate, or reduce the original performance improvement opportunity, problem, or gap?

2. What immediate or short-term changes in knowledge, skills, and/or attitude occur?

To what degree do the changes occur?

3. Are the intervention and/or resulting changes applied on the job by the performers

and/or accepted by other stakeholders?

4. To what extent was information of the reward and incentive programme available to all members of the departmental teams?

5. How quickly were rewards and incentives distributed and available to the departmental teams?

6. How readily did the members of the team accept the reward and incentive programme?

7. To what extent has performance improve as a result of the rewards and incentives programme?

8. To what extent has team performance improved as a result of additional staffing/ improved staffing measures?

9. How adequate are the respective departments' job descriptions?

Step 4: Use the Right Evaluation Tools and Techniques

The evaluation tools selected are based on the targeted evaluation questions listed in Step 3 and include interviews, surveys and performance appraisals. Agreement on the selection of the best suited tools was sought from stakeholders to foster buy-in.
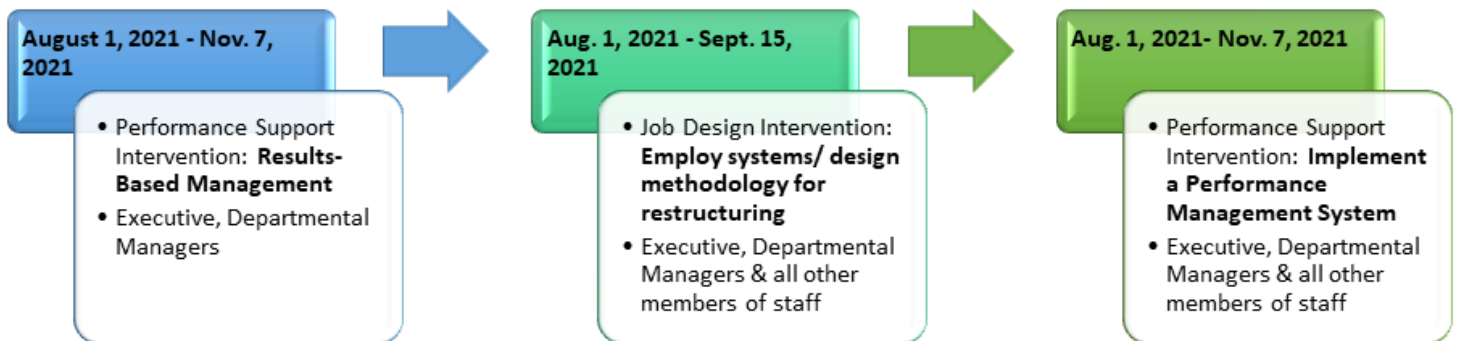
August 1, 2021 - Nov. 7, 2021	Aug. 1, 2021 - Sept. 15, 2021	Aug. 1, 2021- Nov. 7, 2021
• Performance Support Intervention: **Results-Based Management** • Executive, Departmental Managers	• Job Design Intervention: **Employ systems/ design methodology for restructuring** • Executive, Departmental Managers & all other members of staff	• Performance Support Intervention: **Implement a Performance Management System** • Executive, Departmental Managers & all other members of staff

Fig Evaluation Timeline

Interviews: An interview is based on a one-on-one design where the flow of one individual's thoughts and ideas lead to a conversation to allow questions asked to be clarified and confirmed. This useful tool aids in the collection of data on the impact of the interventions and the process of the (related performance issue) inclusive of job descriptions, electronic processing systems etc. as well as the knowledge, skills and attitude of team members. The interviews with team members will serve as formative evaluation as data collected will be used to diagnose any persisting issues with efficiency and accuracy in the preparation and distribution of timetables. These interviews will be conducted (online using Zoom or Google Meet) at the beginning of the month of August 2021.

Surveys/Questionnaires: Surveys /Questionnaires allow the collection of data from a large amount of persons with relative ease, making it an appropriate tool to question the sample complement about the organizational structure, processes and procedures, work relationships and policies. Surveys /Questionnaires will be used as part of the summative evaluation process, as data collected will be used to measure immediate changes in the

timeliness and accuracy of timetables distributed to faculty and students. These surveys questionnaires will be administered online at the end of the intervention action plan.

Step 5: Analyze Data to Reveal Trends

This step in the evaluation process will involve the collection of evaluation data and the statistical analysis of that data. It will be gathered from multiple sources such as performance appraisals, surveys and interviews and will take place at different intervals. The data gathered can be analyzed manually or automatically with the use of computer software such as Statistical Package for the Social Sciences (SPSS) which will require minimal coding to generate results. Systemic Performance Solutions will use these results to answer the evaluation questions listed in Step 3.

Step 6: Report Results to the Organization

Reporting evaluation results is seen as one of the most crucial steps of TEP. It involves answering the targeted evaluation questions, providing evidence of value and effectiveness of the interventions and documenting the lessons learned in the organization. At this step evidence will be provided on any improvement of the airport's operational systems and business processes. The results will be presented to the Executive and respective interdepartmental stakeholders for perusal so that suggestions and recommendations can be developed to make improvements over time.

Reflections

Refection: Ayana Francis

The group had discussions on the assignment via WhatsApp calls and Google Meet which aided with the collaboration of the team. The team truly worked together to produce a well-structured project that we are proud of. Through the combined knowledge, skill and ability of each team member to manage time and resources to ensure completion of this assignment. Each group member was able to constructively critique various segments of the assignment which provided insight and clarification of the performance problem the group was aiming to address. The roles allowed for review and reiteration of the performance improvement process. Our resilience and hard work proved fruitful and made our assignment a success.

Critical to the assignment was the intervention design, development and framework. This project gave me a clear view of the process involved in identifying performance gaps and conducting comprehensive analysis for a suitable intervention. From this course, I learnt that analyzing human performance and performance improvement techniques will aid and improve my practice as a human resource professional/performance consultant through the adoption of a holistic total systems approach to performance problems as opposed to illogical interventions which do not transcend enrichment and value to address the issues. It is prudent to synergize the actions and interventions of talent management, selection, training, benefits, incentives, organizational structure/ processes intertwine to affect overall optimal performance.

One major takeaway about Human Performance Technology is the awareness of systems and design thinking philosophy which allows me to better understand the interconnected nature of the work environment whilst conjuring innovative ways to address the challenges at hand.

Reflection: Malissa Bovell

My group assignment and knowledge of this course would have been impossible if I did not have a copy of the required text, Fundamentals of performance improvement: Optimizing results through people, process, and organizations written by Darlene Van Tiem, James L. Moseley, Joan C. Dessinger. In an effort to familiarize myself with the necessary material I used Balabolka software to convert the main areas of focus into audio files for ease of access. The information was equally overwhelming and intriguing . My group shared the synopsis of the individual assignments with each other via WhatsApp, Whats App Web and Google Docs. This proved to have been an excellent activity as we proposed reasons and justifications for using the respective interventions in our projects before a consensus was met. This in fact was much of the analytical aspects of HPI. I must confess to being a bit biased on my choice of project. Ayana and Terecere are not in the educational sector and for this reason I was eager to complete our group project in either of their related fields. Our group Systemic Performance Solutions went the extra mile to complete each task according to scheduled deadlines. We communicated at least four times per week and shared ideas to get the best result for the group project. I am now able to see clearly on an organizational perspective that as a future Instructional Designer, there are several ways to address performance issues within an organization. Training is important, but there are other procedures and strategies for solving problems and realizing opportunities related to performance of people in an organization. One notable takeaway about Human Performance Technology observed by myself and my teammates was is the awareness of systems and design thinking philosophies.

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