



# Aligning Learning with Working in the Workplace by Using KPI

Weijia Ran

[ranwj@hku.hk](mailto:ranwj@hku.hk)



# Outline

- Background
- Problem
- Goal
- Analysis
- Solution

# Background

- **Workplace Learning:** “the way in which individuals or group acquire, interpret, reorganize, change or assimilate a related cluster of information, skills and feelings in the workplace” (Marsick, 1987).
- **E-Learning:** “a wide set of applications and processes delivered by a variety of electronic media and allied to training and learning” (Beamish et al. ,2002).
  - a. Cost-effectiveness
  - b. Flexibility
- **IT Industry:** “has the highest demand for online education for the reason that there is a requirement for constant education of its workers” (Bachman,2000).

# Problem

- Learning is not aligned with Working:  
**Supply-based learning model** /Running the courses  
instead of  
**Demand-based learning model** /Serving user needs  
(Harris, 2005)

Organization



Specific business training objectives are neglected (Cross,2003).

Employee



A. Do not take a learner's specific business situational needs and existing skill level into account (Harris, 2005).  
B. Lack of self-motivation (Baldwin-Evans,2004).

Learning Content



A. Training catalogues by their very nature represent old school thinking instead of business goals (Harris, 2005).  
B. It takes too long and too much cost to build courses (Bersin,2005).

# Goal

- Design an E-learning environment to make learning align with corporate wide and business-unit working needs.

Find answer to the question:

How to align?

# Analysis





# Solution

- Integrating Key Performance Indicator (KPI) into E-learning Design.

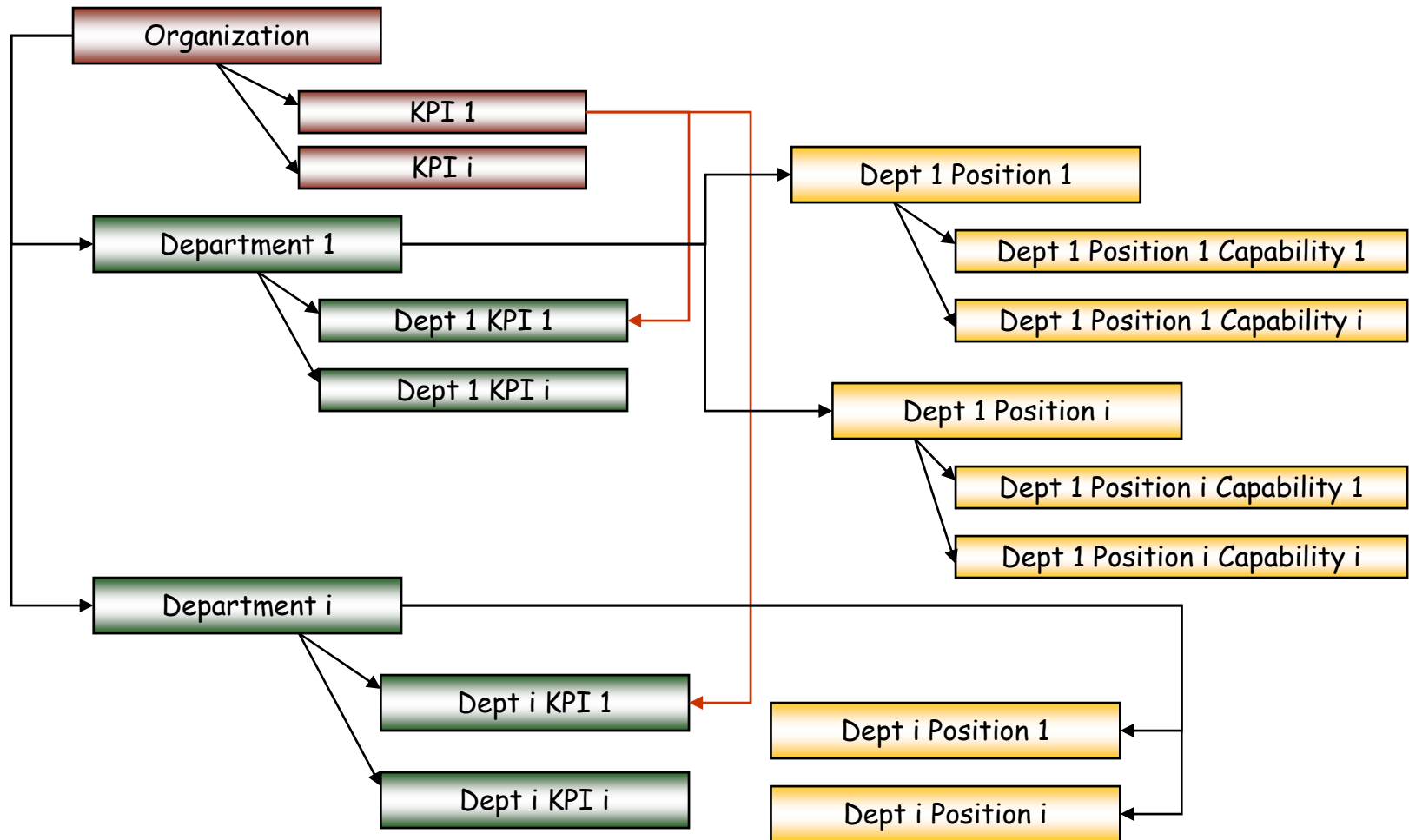
# The conception of KPI

- An approach to conduct performance measurement in organizations.
- Shows a clear picture for each individual in organization what is important and what they need to do.

(Slizyte & Bakanauskiene, 2007)



# KPI, Organizational Structure & Job System

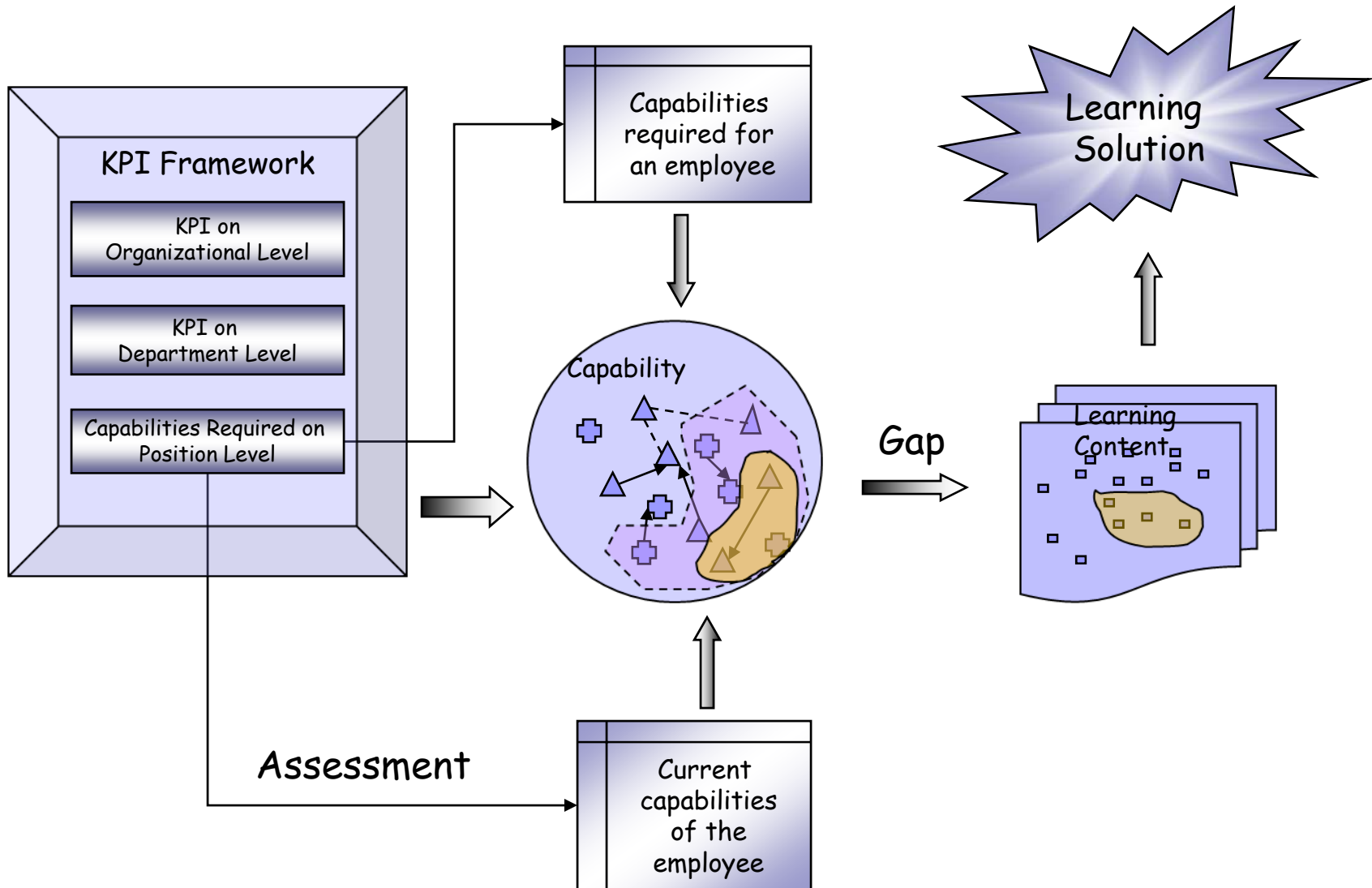




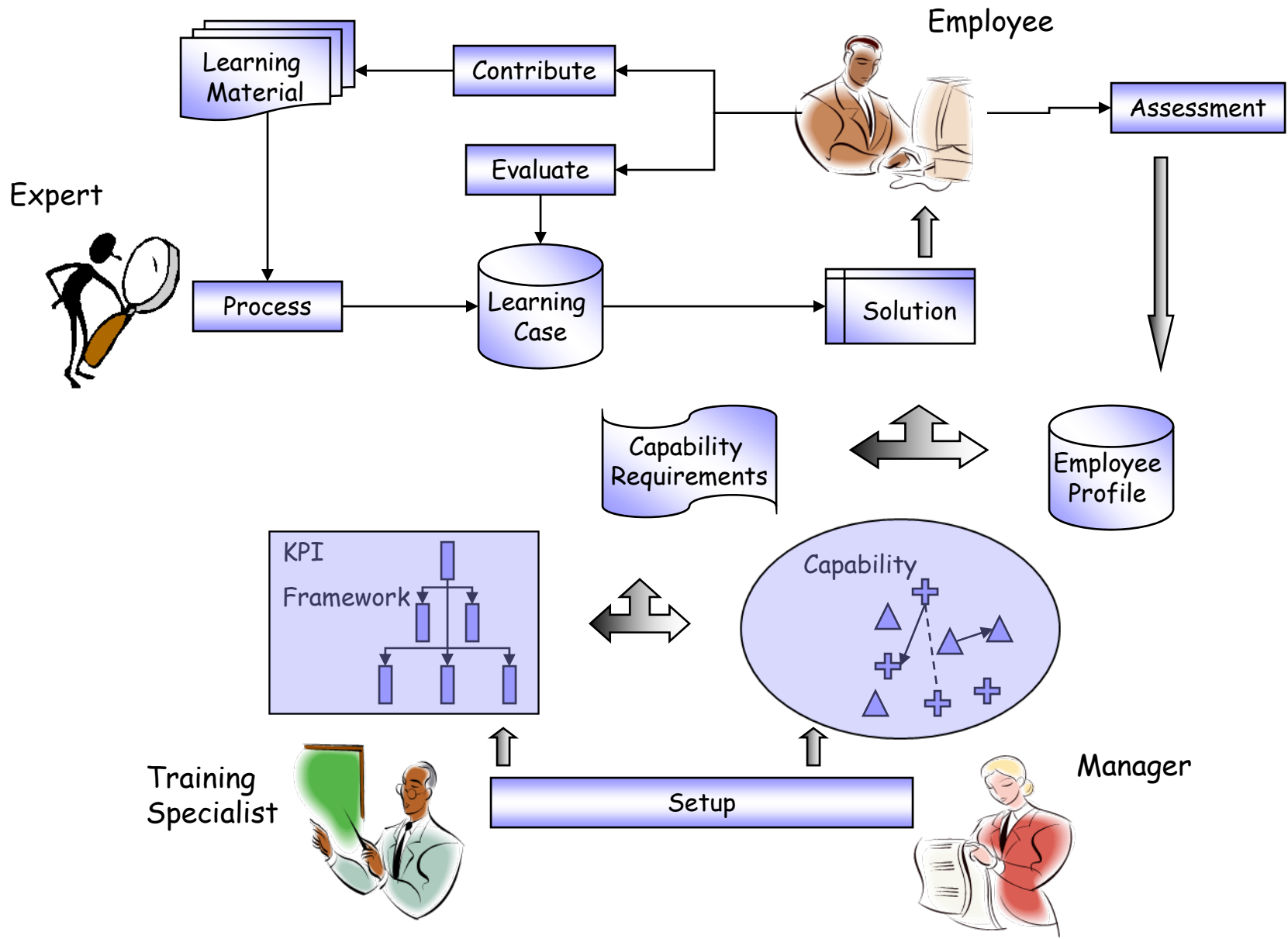
# Reasons for using KPI

- A. Organization perspective: bridges the gap between an organization's objectives and its employees' targets;
- B. Employee perspective: reflect employees' objectives in working context;
- C. Learning content perspective: can be used as an index system to organize and manage learning content to facilitate learning for working purpose;
- D. Social perspective: can be used as a systemized scheme to direct knowledge sharing and utilization process.

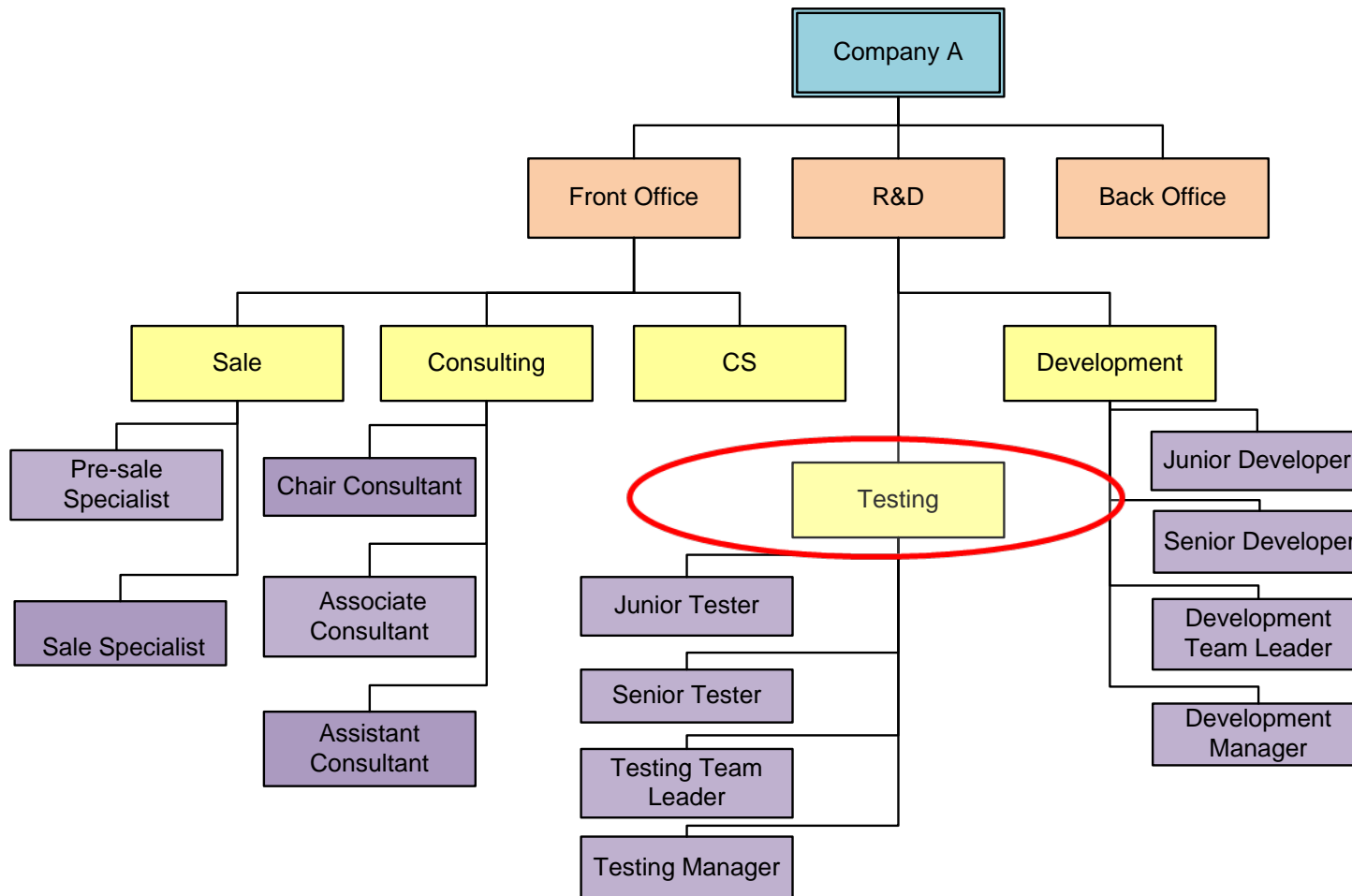
# Conceptual Model



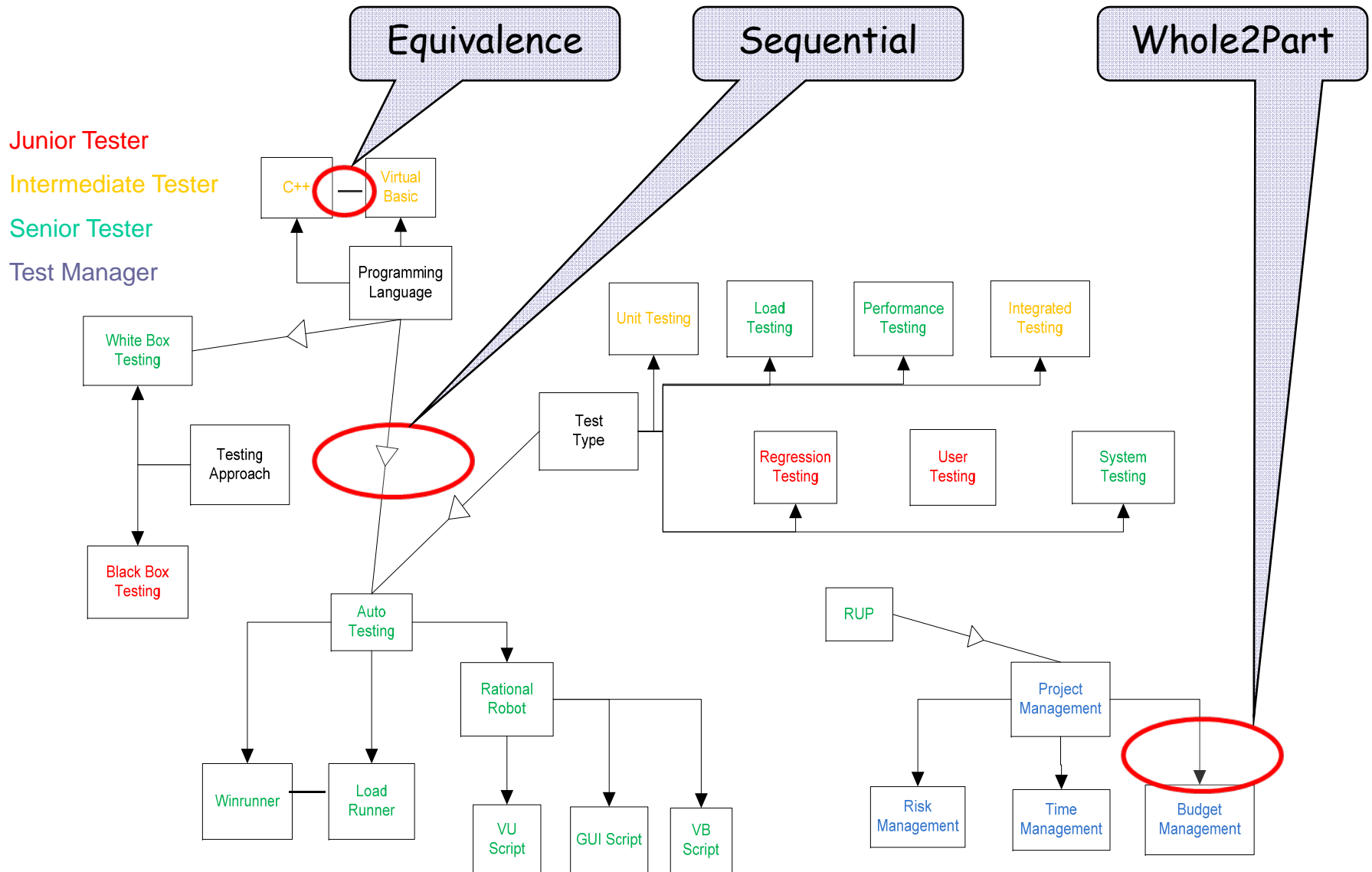
# System Outline



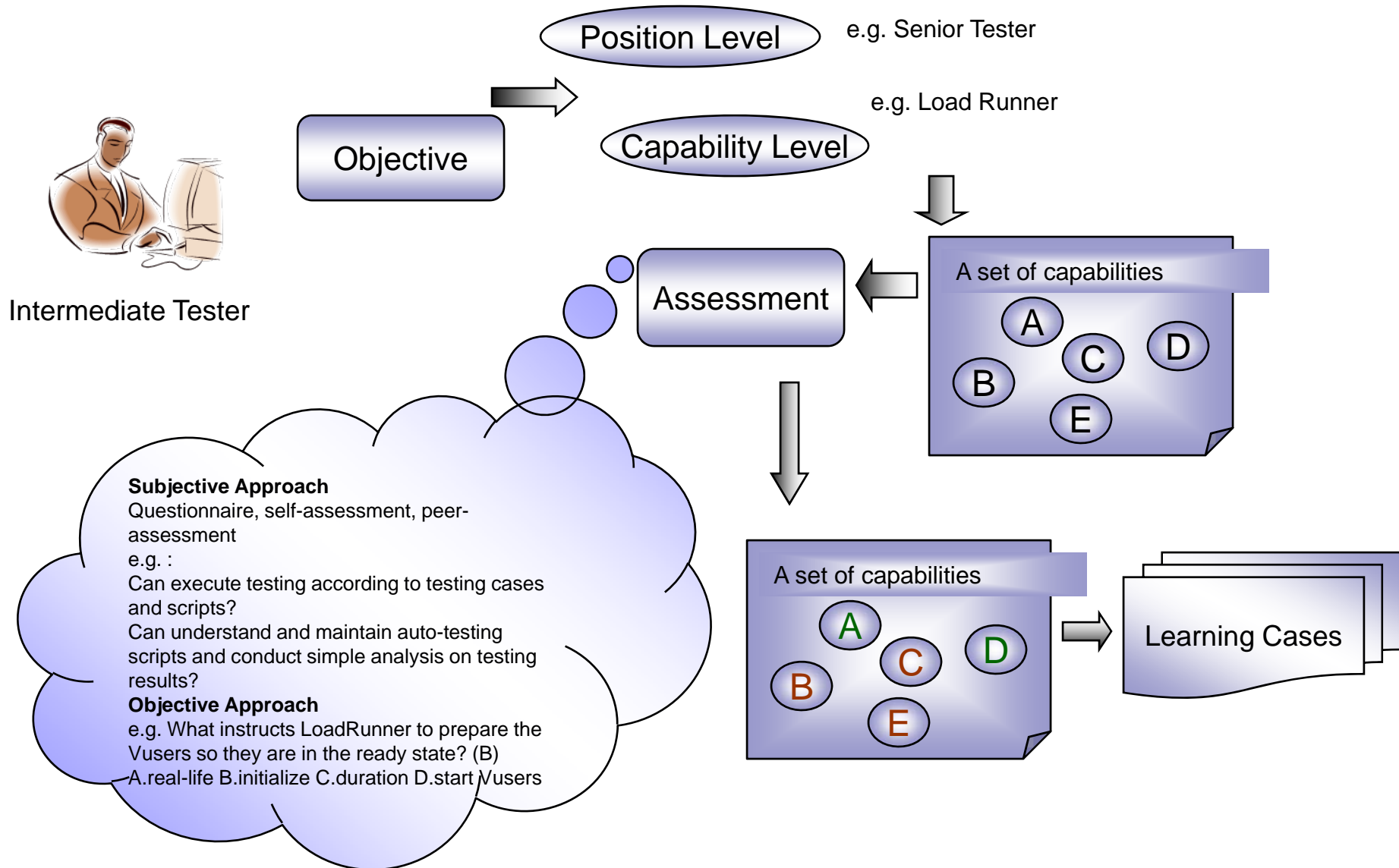
# Example -- Organizational Structure



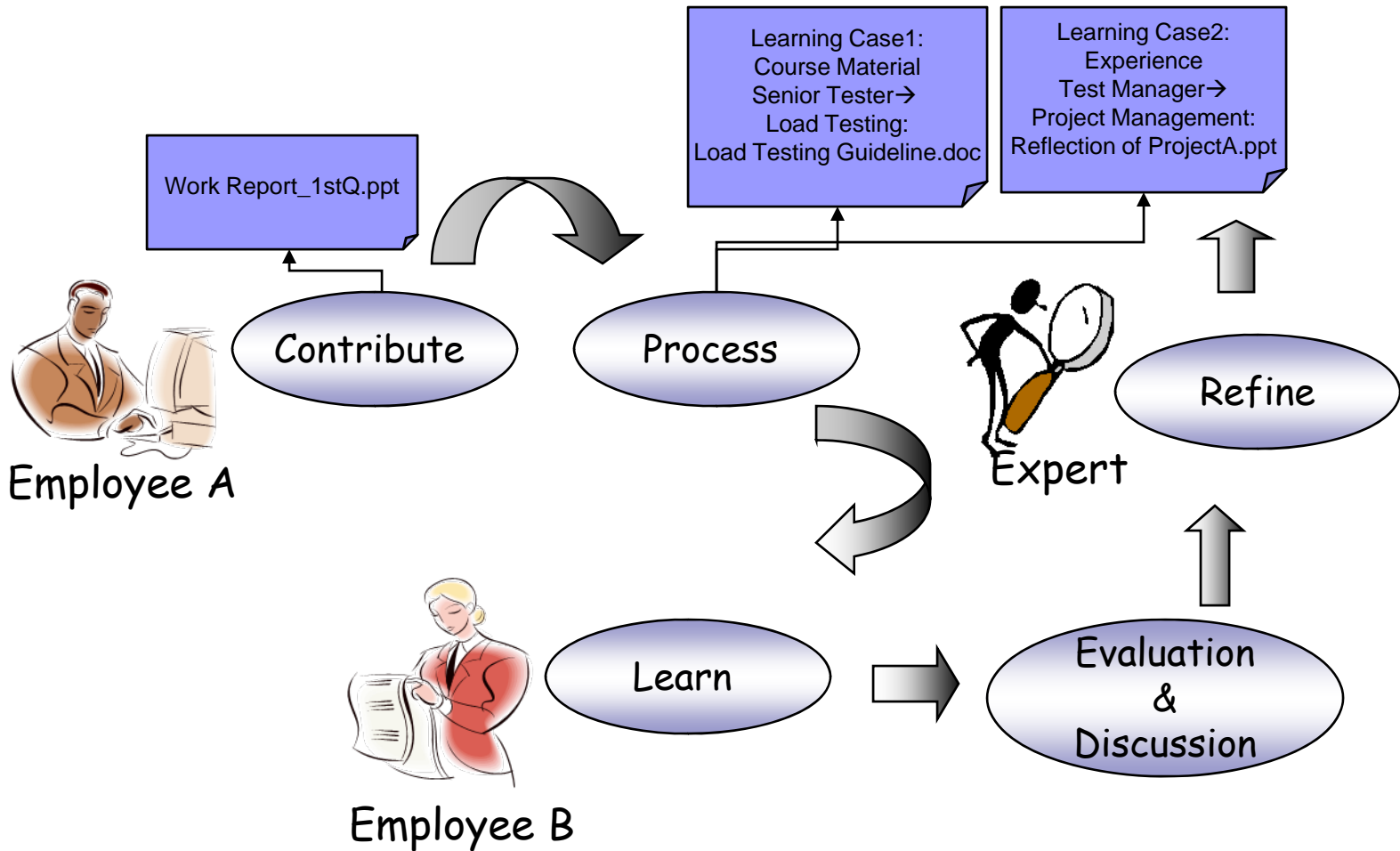
# Example -- Capability Ontology



# Example - Formation of the learning solution

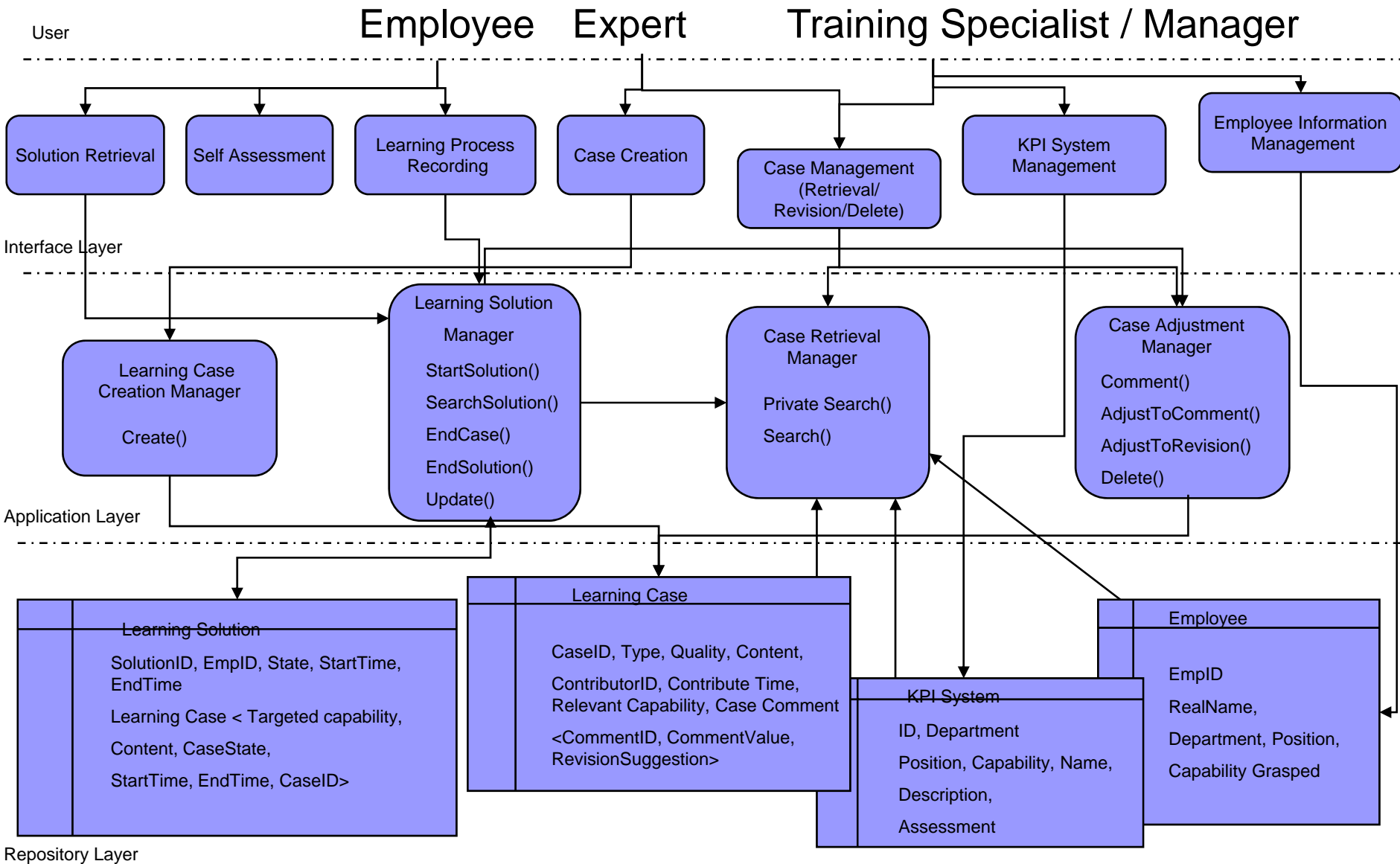


# Example - Learning Content Management Cycle





# System Architecture





Evaluation and Improvement

To be continued...

Thank You!