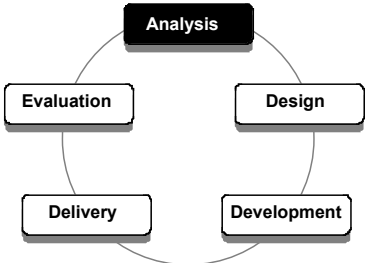
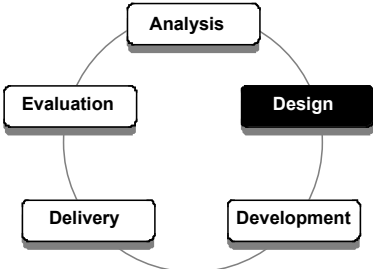


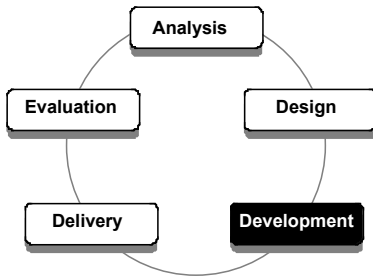
The Design Cycle

At PPS International Limited we design and implement human resource interventions such as staffing tools, training programs, job aids, feedback processes, reward and recognition programs, and team building sessions. Our philosophy is simple: we believe that the goal of every human resources intervention should be to improve the performance of an organization.

To ensure our clients select, create, and implement the most effective intervention possible to achieve business results, we use a systematic, proven, and “real world” design cycle. This design cycle has five phases, each with a specific purpose.

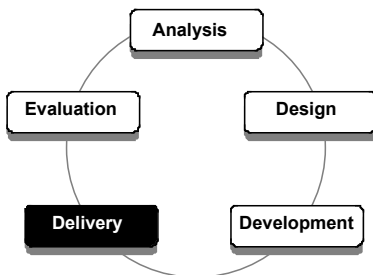
Phase	What is it?	How is it done?
 <p>The diagram shows a circular flow of five phases: Analysis (top, highlighted in black), Design (right), Development (bottom-right), Delivery (bottom-left), and Evaluation (left). Arrows connect the phases in a clockwise cycle.</p>	<p>Analysis can include examining organizational culture, existing systems, employee skill and motivation levels, management practices, project constraints such as budget, time, and learning environment. The results of the analysis are critical to implementing a realistic and results-oriented program or process.</p>	<p>Analysis can take the form of corporate literature reviews, employee and management interviews, assessments, surveys, and multi-rater reviews. In a redesign of a program or process, we focus on what is currently working (to maintain these areas) and what isn't (to upgrade these areas.) Up to eighty percent of design time can be spent in this phase.</p>
 <p>The diagram shows a circular flow of five phases: Analysis (top), Design (right, highlighted in black), Development (bottom-right), Delivery (bottom-left), and Evaluation (left). Arrows connect the phases in a clockwise cycle.</p>	<p>Design of solutions can include completing task analyses, outlining content, defining objectives, selecting learning applications, and planning delivery methods.</p>	<p>Design is most often completed using data and information gathered through analysis. A solution is created that fits the parameters of the client and the problem. Most importantly, it fits with other initiatives currently in place at the company.</p>

Phase**What is it?****How is it done?**



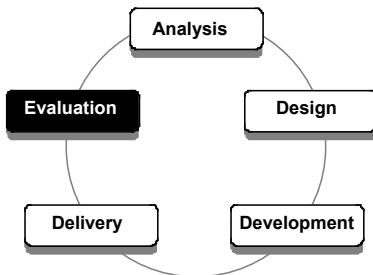
Development includes compiling, writing, editing, laying out, and producing any materials or tools necessary to implement the final performance solution—usually a program or process.

Development takes into account the end-user or audience, the client, and the project parameters. The developed material can be as simple as a memo, training program workbook, or job aid. It can be as complex as a video or self-paced CD-ROM and accompanying job aids.



Delivery is the implementation of previously designed and developed performance solutions.

Delivery includes rollout of ongoing assessments, implementation of newly designed processes and procedures, communication of new standards, individual coaching, and training of end-users or trainers.



Evaluation is an often avoided and reluctantly completed step in design. Essentially, evaluation occurs after delivery of the solution; its only goal is to ensure that the chosen and implemented actions met their intended objections. The level of evaluation is always planned for in analysis.

Evaluation can be completed through re-surveying and assessing the target audience, reviewing program evaluations or pre- and post-tests, conducting interviews, observing employees' behavior on the job, and debriefing pilot sessions.

While most of our clients contract with us to complete the entire design cycle (the most efficient and effective way to guarantee results), we also work with clients on limited phases of the cycle. We encourage clients to use our expertise in planning projects—often we can help a client determine how best to use internal resources to support the design cycle.