



System Audit & KPI Project

The Public Authority of Manpower
State of Kuwait



PAM KPI System

Implementation Final Report

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Brief Project Description

The Public Authority of Manpower (PAM) is partnering with the United Nations Development Program (UNDP), the International Organization for Migration (IOM), and the International Labor Organization (ILO) within the context of UNDP Country Program Document (CPD) for 2015 – 2018.

The Joint Program will support the achievement of national strategic objectives of economic growth for the state of Kuwait, supporting human and social development, and improving demographic policies to support development and effective government administration.

PAM plans to improve the labor conditions and management system by analyzing the demographic imbalance, making sound decisions based on enhanced reporting mechanisms and upgrading its services quality for all economic and social actors.

This Joint Program aims to support PAM in its efforts to develop its internal capacity in reporting on its own performance, on labor movement and on its compliance with international labor standards.

Executive Summary

The purpose of this document is report the successful implementation of the KPI System introduced in the blueprint document, which was submitted on September 18th 2016.

The introductory part of this report includes an overview of the project scope and the completion of the scope elements. The KPI System Development activities have been successfully completed, except the IT programming activities which were outside the project scope. Those IT programming activities are being carried out by EQUATE and along with the UNDP Database Developer with some involvement from PAM IT Department. Eventually, the KPI system will be launched on PAM website.

Some minor modifications, to the KPI blueprint, were necessary to make the system operational, effective and easy to use in the day-to-day decision making process of PAM's leadership on all levels. Those modifications are discussed in the second part of this report.

The Graphical User Interfaces' (GUI) design is an essential and crucial part of the KPI system. Thus, the dashboard design is illustrated and explained in the third part of this report. In addition, this part also includes examples of how to use those dashboards in the decision making process.

Since this project is just the starting point in establishing the performance management paradigm within PAM, the fourth part of this report includes recommendation for the system evolution and the future upgrades.

PART 1 – Overall Project Status

As shown in the table below, all project activities are completed, while the IT works are in progress.

Scope	Status
Phase 1: Building a Conceptual Design	
Conduct a KPI readiness Assessment	Complete
Identifying possible performance measures	Complete
Identify Measurable Process Exceptions	Complete
KPI Selection	Complete
Conduct a survey to validate KPI selection	Complete
Build a comparative schemes for similar divisions	Complete
Build the dashboard Theme	Complete
Phase 2: Develop the PAM KPI System Blueprint	
Articulate the KPI measuring formulae	Complete
Identify the KPI data sources	Complete
Determine the measurement and reporting frequencies	Complete
Document the KPI Datasheets	Complete
Build the graphical design of the dashboards	Complete
Identify the access levels of the dashboard screens	Complete
Articulate suggested KPIs for other core functions	Complete
Compile the Blueprint Document and Submit to UNDP	Complete
Phase 3: KPI System Implementation (Recruitment Sector)	
Identify the Database Fields required for measurements	Complete
Create separate database tables as a KPI repository	Complete
Build KPI System Graphical Interface	Complete
Submit The Final Report	Complete
Phase 4: KPI System IT Works	
Complete the IT Work	In-Progress
Fix found bugs	Pending
Soft launch the KPI system	Pending
Get feedback from stakeholders	Pending
Update the system if necessary	Pending
Launch the KPI system	Pending
Conduct Train-The-Trainer Session	Pending

PART 2 – Blueprint Updates

The KPI system did not include two of the KPI's mentioned in the blueprint:

1. The Unregulated Exceptions
2. Cost of Poor Quality

The KPI of Unregulated Exceptions has been cancelled because the IT department has already created a new system to “regulate” such exceptions. Thus, those unregulated exceptions are now included within the “Regulated Exceptions” KPI.

The Cost of Poor Quality is an aggregated measure transaction updates and cancellations multiplied by their associated costs. It has been put on hold for the time being for two reasons: 1) to keep the dashboards as simple as possible in the initial stage, and 2) to avoid any controversy during this stage regarding such a measure. This KPI can be introduced when the performance measures become stable with predictable trends.

Part 3 – KPI Dashboards

In this part of the report, the dashboards of PAM's KPI systems are illustrated and explained along with some examples of how they can be used to have some insights that will help in making decisions on multiple levels.

There are three types of Dashboards in the KPI system:

Main Dashboards: Provide aggregated KPI summary

Operating Discipline Dashboards: Provide details on Operating Discipline indicators and distribution of activities among employees.

Transactional Specific Dashboards: Provide details on the transaction indicators and the transactional specific KPIs.

Each of the previous dashboard types appear on two levels:

Overall PAM Level Dashboards: Which aggregate and compare the relevant indicators on the division levels.

Division Specific Dashboards: Which include the indicators relevant a specific division.

3.1 Generic Dashboard Design

The purpose of this section is to illustrate the function of all the dashboard system components.

3.1.1 Ribbons

There are two ribbons that appear on the top of each dashboard:

Navigation Ribbon

The purpose of the navigation ribbon is to allow the user to view the dashboards of the various sectors and the subsequent divisions. The navigation ribbon is illustrated below.



Control Ribbon

The purpose of the control ribbon is allow the user to view the specific KPI dashboards, whether they are main, operational discipline, or transactional specific. In addition, it also allows the user to select the specific time frames of the data views: daily, monthly, quarterly, annually, or through a customized period between 2 specific dates. The control ribbon is illustrated blow.



3.1.2 KPI Display Boxes

The purpose of the KPI boxes is to highlight the selected KPI on the different levels. Those boxes are also grouped according to the KPI grouping articulated in the KPI blueprint. The following is an example of grouped KPI boxes.



3.1.3 Distribution Tables

The purpose of the distribution tables is to illustrate the variation of specific indicators with respect to one of the following three scenarios:

- 1) **Indicator variation among individual employees.** This appears only on the division level.

الرسم البياني	الاجمالي	القاء	اعتماد	تعديل البيانات	ادخال البيانات	التحضير	المسمى الوظيفي	اسم الموظف	رقم
	26	1	6	2	18	✓	مسمى وظيفي 1	اسم الموظف 1	1
	0	0	0	0	0	✓	مسمى وظيفي 1	اسم الموظف 1	2
	0	0	0	0	0	✗	مسمى وظيفي 1	اسم الموظف 1	3
	32	0	1	6	25	✓	مسمى وظيفي 1	اسم الموظف 1	4
	76	6	64	0	12	✓	مسمى وظيفي 1	اسم الموظف 1	5
	0	0	0	0	0	✗	مسمى وظيفي 1	اسم الموظف 1	6
	0	0	0	0	0	✗	مسمى وظيفي 1	اسم الموظف 1	7
	0	0	0	0	0	✗	مسمى وظيفي 1	اسم الموظف 1	8
	0	0	0	0	0	✗	مسمى وظيفي 1	اسم الموظف 1	9
	62	0	7	0	55	✓	مسمى وظيفي 1	اسم الموظف 1	10
	34	0	30	0	4	✓	مسمى وظيفي 1	اسم الموظف 1	11
	25	0	12	0	13	✓	مسمى وظيفي 1	اسم الموظف 1	12
	255	7	120	8	127		الاعداد الكلية		

- 2) **Indicator variations among transactions.** This appears only on the division level.

الاستشارات	الرسم البياني للديناميكي الكلي لكل معاملة بالنسبة الى الاعمالي الكلي للمعاملات	الالكتروني	الاجمالي الورقي	القاء	تعديل البيانات	اعتماد	ادخال البيانات	نوع المعاملة
20		162	245	5	46	240	250	تصدير تصحيح عمل
0		144	210	2	12	210	212	تصدير اذن عمل اول مرة
60		550	480	0	4	400	480	تحديث اذن عمل
58		0	536	32	23	443	568	تحويل اذن عمل
0		12	112	0	2	98	112	القاء اذن عمل
138		888	1583	39	86	1391	1622	الاعداد الاجمالية

- 3) **Indicator variation among divisions.** This appears only on the overall PAM level.

الرسم البياني للديناميكي	الالكتروني	الاجمالي الورقي	القاء	التحويل	التحديث	اذن اول مرة	تصدير العمل	الدارة
								ادارة عمل محافظة العاصمة
								ادارة عمل محافظة دولي
								ادارة عمل محافظة مبارك الكبير
								ادارة عمل محافظة النجدي
								ادارة عمل محافظة الجهراء
								ادارة عمل محافظة الفروانية
								ادارة المشاريع والمقود الحكومية
								الاعداد الاجمالية

3.2 Main Dashboards

There are 2 types of “Main Dashboards”: PAM Level Main Dashboard and Division Specific Main Dashboards. Those dashboard types are illustrated below in the following subsections.

3.2.1 PAM Level Main Dashboard



This dashboard helps PAM top leadership to understand the comparative performance summary of all Governorate Labor Division. In addition, this dashboard contains the top level information, which helps the top leadership to drill down the necessary details pertaining to specific problem areas.

In addition, it helps division directors to understand their position with respect to others in order to start making improvements to their operations.

In a nut shell, this dashboard provides a platform for the different divisions to compete on performance metrics.

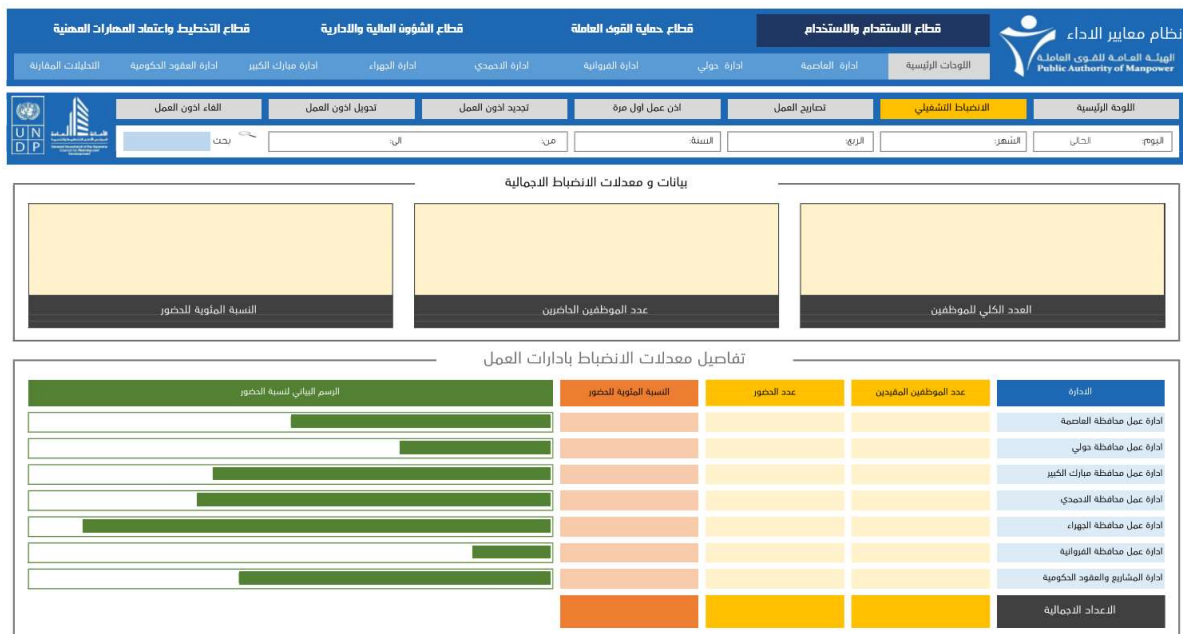
3.2.2 Division Level Main Dashboard



This dashboard helps the division leaders to understand the overall performance of their divisions on the transactional level and to take the decisions related to re-allocating resources in order to enhance productivity and quality.

3.3 Operating Discipline Dashboard

3.3.1 PAM Level Operating Discipline Dashboard



This dashboard helps the top executives understand the resource distribution and the operating discipline levels among the different divisions. Combined with the

transactional dashboards, they also help in taking the appropriate decisions for resource allocation and identifying the areas that would require further human resource development.

3.3.2 Division Level Operating Discipline Dashboard



This is a combined attendance and transactional productivity and quality for each employee. This helps the supervisors take the required corrective actions.

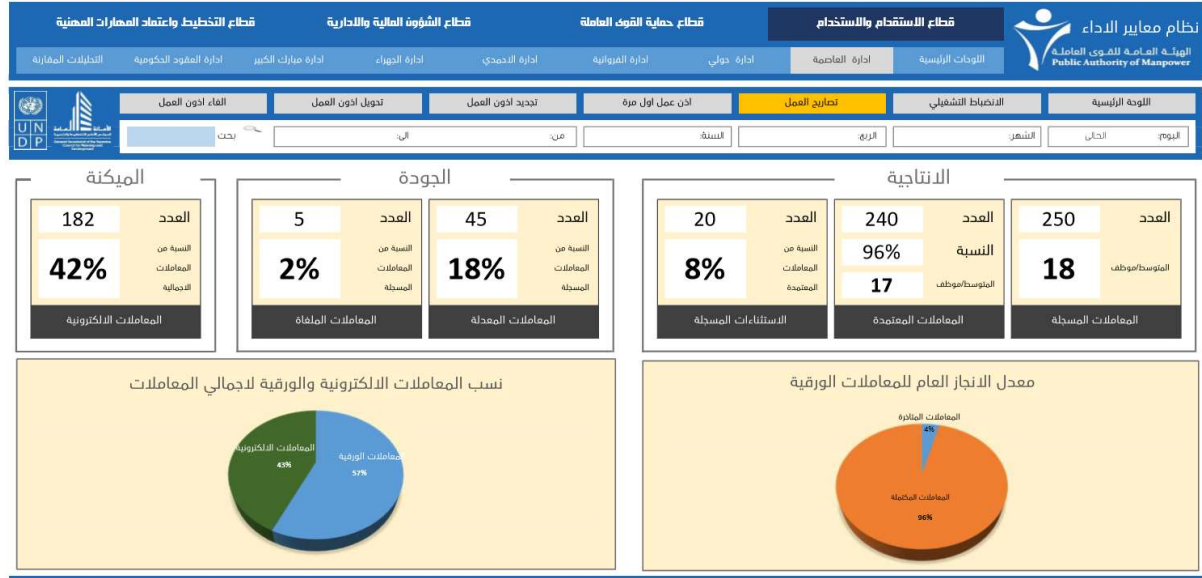
3.4 Process-Specific Dashboards

3.4.1 PAM Level Process-Specific Dashboard



This dashboard compares the transactional-specific performance for all governorate divisions. It helps the top executives understand the overall demands across the country.

3.4.2 Division Level Process-Specific Dashboard



This dashboard helps supervisors and the division leaders understand the specific performance criteria of each transaction type from productivity and quality perspective.

PART 4 - Recommendations

1. Conducting an evaluation of the system 3 months after the launch to prepare for the next upgrade.
2. Start implementing the KPI's of the other core divisions, one after another. Each of those divisions to follow the same strategy articulated in the KPI blueprint. Also, to be evaluated 3 months after the launch.
3. As part of proper governance practices, PAM leadership should determine the acceptable performance levels for the relevant KPI's. This can take place when PAM is on process maturity level 2.
4. When PAM has a well-articulated strategy map, the selected KPI's should be aligned with such a strategy.

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