

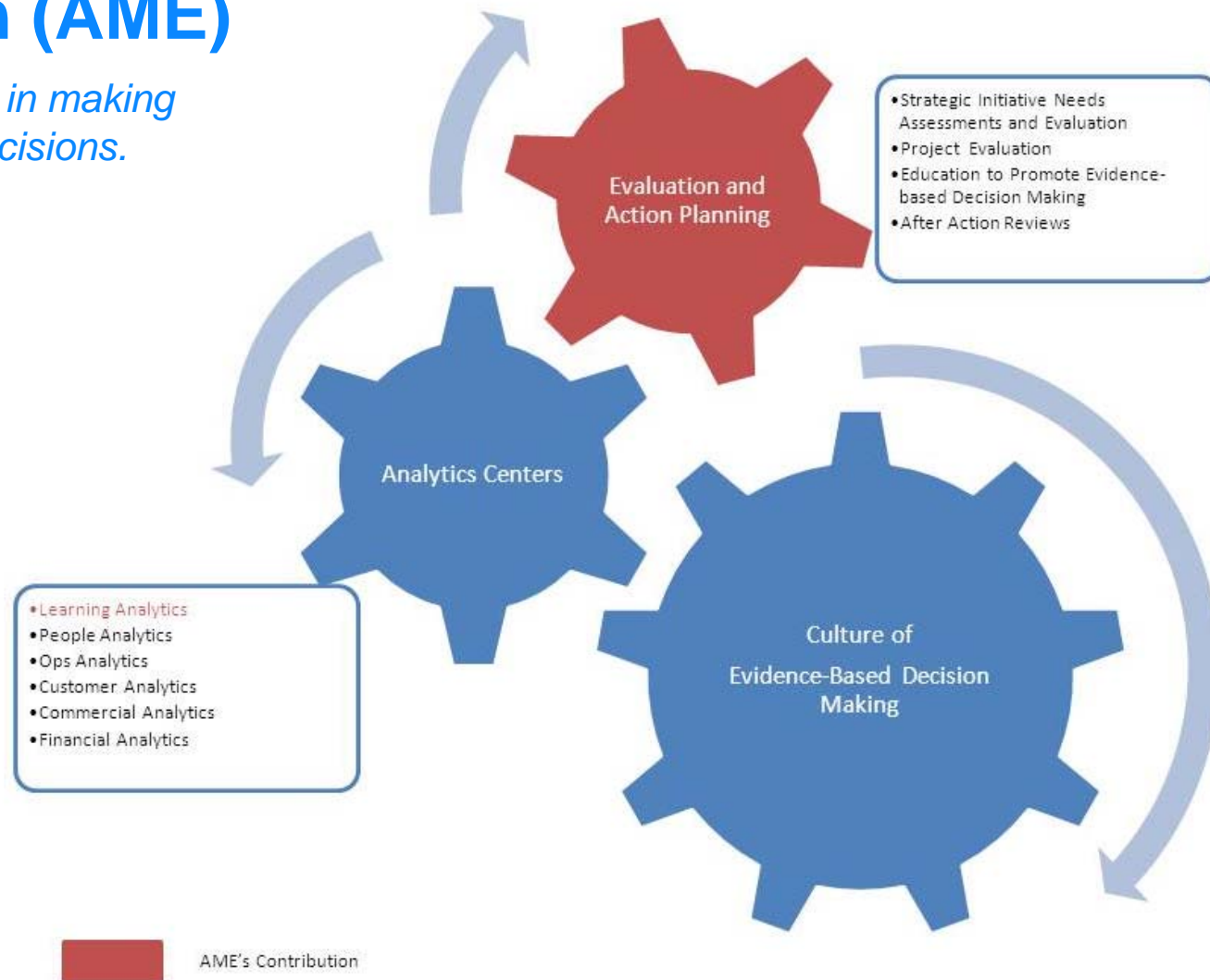
A large, stylized white lowercase 'jet' logo is positioned on the right side of a dark blue rectangular background. The letters are bold and modern, with the 'j' having a long, curved tail that extends downwards.

jetBlue®

How JetBlue Airways is Creating Internal
HPT Experts

Assessment, Measurement, & Evaluation (AME)

Supporting leaders in making evidence-based decisions.



Results-
focused

Takes a
systems view

Addresses
causes with
the **right**
solutions

What is an HPT expert?

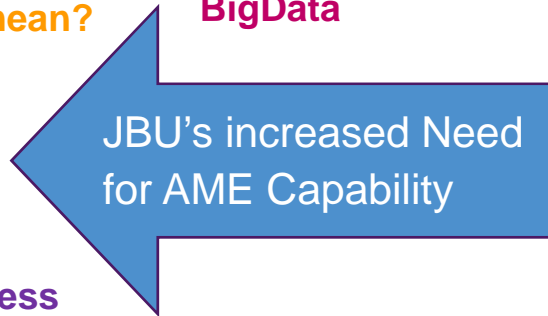
Solution neutral

Makes
evidence-based
decisions

Adds value

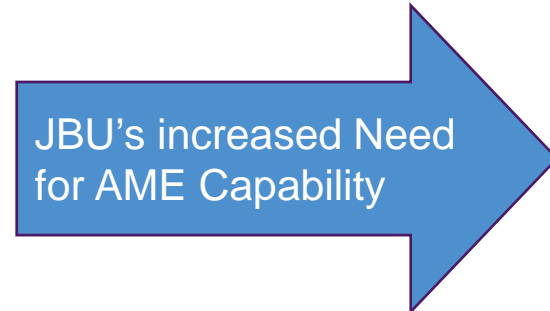
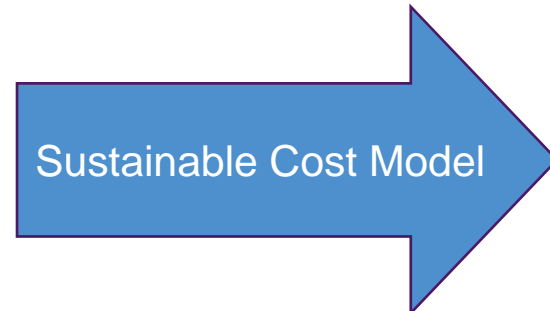
What do these
results mean?

BigData

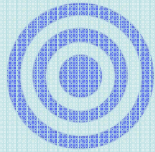


Business
Intelligence

Evidence-Based Decision-
Making



Essentials for Evidence-Based Action



Assessment
Measurement
Evaluation

Continue

Use Data to Improve Performance

Analyze, Interpret, & Communicate Data

Collect Data

Plan for Data Collection

Manage Stakeholder Involvement

Intro

- Developing themes
- Conducting effective data review sessions
- Developing actionable data visualizations

- Identifying research questions/decisions
- Identifying measures
- Choosing methodologies
- Developing tools

- Defining the gap between current & desired results
- Determining root causes
- Selecting appropriate solutions
- Evaluating solutions

- Administering data collection tools for maximum participation

- Identifying & involving stakeholders
- Defining expectations
- Defining roles & responsibilities
- Managing risk

- *Order-Taker to Collaborative Consultant* (working with the internal customer to identify root causes, and to define and evaluate proposed solutions)
- *Partisan to Integrator* (bringing together diverse viewpoints and data from various groups; making appropriate trade-offs to solve complex problems)
- *Tactician to Strategist* (understanding the big picture; perceiving important patterns in complex environments; anticipating and influencing the reactions of key stakeholders)



- Identifying and Involving Stakeholders
- Project Management
- Planning for Data Collection
- Selecting Data Collection Methods
- Maximizing Impact through Alignment
- Performance Analysis
- Root Cause Analysis and Solution Selection
- Measurement and Testing Best Practices
- Impact (Levels 3-5) Evaluation
- Making Data Actionable
- Data Visualization Best Practices
- Conducting Effective Data Review Sessions

Welcome



Collaborate

AME Participant Name	Location	Facilitator Name	Mentor Name	Project	Project Phase
Caldwell, Matt	SSC	Amy	Kate	CRM Project	Planning data collection
Ferricks, Christina	OSC	Lynn	Aleli	Planning and staffing for Recurrent training to increase efficiency	Planning data collection
Fujarski, Ken	OSC	Jason	Carrie	AO Initial Training	Planning data collection
Gonzalez, Hernan	OSC	Lynn	Aleli	CS34 Improvement	Planning data collection
Grim, Julia	OSC	Amy	Kate	AQP	Planning data collection
Horsley, Jesse	SSC	Amy	Kate		None
Kasle, Jeremy	FSC	Jason	Carrie	Attrition Trends	Planning data collection
Lim, Peng	SSC	Amy	Kate	Cust. Support Team Supervisor Performance Analysis	Planning data collection
Richardson, Alisha	SSC	Jason	Carrie	Coaching Opportunities	Planning data collection
Stein, Ethan	FSC	Lynn	Aleli	Information/Revision notice acknowledgement rates	None
Wesley, Heather	SSC	Lynn	Aleli	Efficient Process Redesign	Planning data collection

Learn & Share

Week Start-End	Name	Description
Focus Area : 1 - Managing Stakeholders and Projects (3)		
Oct 24-28	Week 01 - Kickoff	Meet other AME Certification participants and learn about the goals and specifics of the program.
Oct 31-Nov 4	Week 02 - Identifying and Involving Stakeholders	Learn how to identify and involve all relevant stakeholders for your data collection project.
Nov 7-11	Week 03 - Project Management	Learn the nuts and bolts of project management, including project planning, budgeting, team-building, execution, and risk analysis. Covers useful tools and techniques such as GANTT and PERT charts, Work Breakdown Structure, and variance analysis.
Focus Area : 2 - Conducting Data Collection (3)		
Nov 14-18	Week 04 - Planning for Data Collection	Learn the components of an effective data collection plan to ensure that your data collection time and effort produces the desired outcomes.
Nov 28-Dec 2	Week 05 - Preparation Week for Data Collection Methods	Complete this webquest activity to prepare for next week's data collection methods webinar.
Dec 5-9	Week 06 - Selecting Data Collection Methods	Learn when and how to create effective data collection tools.
Focus Area : 3 - Using Data to Define and Address Needs (4)		
Dec 12-16	Week 07 - Defining the Need	During this day-long workshop in FSC, learn how to maximize project impact through alignment.
Dec 19-23	Week 08 - Analyzing the Need - Performance Analysis	Learn a simple process for discovering and analyzing performance improvement needs so that effective solutions can be selected.
Jan 2-6	Week 09 - Selecting the Solution	Learn how to determine the causes of performance gaps/opportunities and select the most appropriate solution(s).
Jan 9-13	Week 10 - Gaining Support for the Solution	Learn how to develop a business case that will help gain the support you need for implementation of your selected solution(s).
Focus Area : 4 - Using Data to Evaluate (3)		
Jan 16-20	Week 11 - Types of Learning Evaluation	This workshop focuses on the use of the Business Alignment Form to align project requests with JetBlue's strategic goals and increase collaboration to facilitate

	and usec
Practice Deliverable Example	https://sites.jetblue.com/sites/jbu/coe/Document%20Library30/1/AME%20Certification/Identifying%20and%20Involving%20Stakeholders/CompletedCom
Past Group Examples	<ul style="list-style-type: none"> • Customer Insight: https://sites.jetblue.com/sites/jbu/coe/Document%20Library30/1/AME%20Certification/Identifying%20and%20Involving%20Stakeholders/Communicating Results Job Aid critiqued.doc • JBU Evaluating CoA Liaisons: https://sites.jetblue.com/sites/jbu/coe/Document%20Library30/1/AME%20Certification/Identifying%20and%20Involving%20Stakeholders/Communicating Results Job Aid %20Nik%2011-15-2010 critiqued.doc • JBU Portal Redesign: https://sites.jetblue.com/sites/jbu/coe/Document%20Library30/1/AME%20Certification/Identifying%20and%20Involving%20Stakeholders/Communicating Results Practice LJones critique.docx • JBU CoA Evaluation Strategy: https://sites.jetblue.com/sites/jbu/coe/Document%20Library30/1/AME%20Certification/Identifying%20and%20Involving%20Comm Pla DeliverableExample Critiqued11-18-2010.doc
What did you learn?	<ul style="list-style-type: none"> • Alisha: I learned how to separate stakeholders by level of involvement and I'm looking forward to using the process of determining level of stake and power • Christina: I learned how to complete a communication plan template. I also found it helpful to use before/during and end of project to guide me in mapping plan. I found discussion on perceived value of stakeholders very relevant to my current project and applied this to my template. • Ethan: • Heather: I really like knowing that Stakeholders can come into a project on different levels depending on their power and stake. I also like being reminded stakeholder and even ask them how they would like to get their communication about the project. • Hernan: The importance of identifying stakeholders early on and defining their roles is possibly the key to jump starting the project on the right foot. • Jeremy: • Jesse: • Ken: We need to start thinking about and identifying stake holders early in a project. A relatively simple project involves more stake holders than on work • Loni: I liked seeing the formal process for identifying stakeholders. Often we feel like we have identified all stakeholders but later on in the project realize will be helpful in really determining that we captured all stakeholders. • Matt: I learned an effective way of brainstorming and identifying the stakeholders of a project. It can be very easy to forget a particular stakeholder, but by listing of the different stakeholders it makes it easier to remember all those who have interest in the project. • Julia: I have two key stakeholders. One is the manager of dispatch, and the other owns the dispatch manual. Both of these individuals are also my Subject with much needed information in order to develop the AQP training program I am working on. Typically I contact my stakeholders (SMEs) to extract information past week was to also ask them what they hope to get out of it. In other words, what can I give to them? I have followed up with both of these individuals via order to discuss what their expectations are. • Peng: I learned the definition of a stakeholder. This makes identifying stakeholders a lot easier!

1. Manage Stakeholder Involvement
2. Plan for Data Collection
3. Collect Data
4. Analyze, Interpret , and Communicate Data
5. Use Data to Improve Performance
6. Contribute to Your JetBlue Department
7. Display RSVP+¹

¹ Haig, C., & Addison, R. (2008, May). *TrendSpotters: Pershing Performance Analysis Improvement Process*. Retrieved on November 1, 2010, from <http://performanceexpress.org/0805/#trend>

¹Addison, R., Haig, C., & Kearny, L. (2009). *Performance architecture: The art and science of improving organizations*. New York: Pfeiffer.

I think this is an excellent program that is helping close some important capability and knowledge gaps –
Manager of Participants

I learned to keep the end in mind when creating the data collection plan. The end being credible, reliable data in which stakeholders can trust and use to make decisions with confidence
– *Participant*

I'm very impressed with the ideas of how presented data can influence change...
– *Participant*

- Re-certification Requirements
 - Serve as a mentor
 - Create and share case studies
- AME Certification Linked-In Group

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THANK YOU

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