

Determination of a European Standard for Key Performance Indicators (KPIs) in Vocational Training Models of Construction Industry (KPIsVTMCon PROJECT)

Project Code: 2014-1-TR01-KA202-012537

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YILDIZ TECHNICAL UNIVERSITY, Department of Civil Engineering



OUTLINE

- PARTNERS DESCRIPTION
- PROJECT AIM AND OBJECTIVES
- PERFORMANCE MEASUREMENT AND MANAGEMENT
- VOCATIONAL TRAINING CENTERS AND MODELS
- PROJECT SCHEDULE, BUDGET AND REPORTING



PROJECT INFO



- PROJECT NAME: Determination of a European Standard for Key Performance Indicators (KPIs) in Vocational Training Models of Construction Industry
- PROJECT CODE: 2014-1-TR01-KA202-012537
- PROJECT DURATION: 24 months
- PROJECT BUDGET: 254.000 Euros
- NO.OF PARTNERS: 7 (YTU, HKU, IZODER, BZB, TALENTBRÜCK, DLH, VSRC)
- COORDINATOR: YILDIZ TECHNICAL UNIVERSITY



PARTNERS



1. BILDUNGSZENTREN DES BAUGEWERBES, GERMANY
2. DE LAUWERSHORST DEVELOPMENT AND TRAINING BV, NETHERLANDS
3. HASAN KALYONCU UNIVERSITY, TURKEY
4. IZODER - ASSOCIATION FOR THERMAL INSULATION WATERPROOFING SOUND PREVENTION AND FIRE PROTECTING MATERIALS PRODUCERS TRADERS AND APPLIERS, TURKEY
5. VIESOJI ISTAIGA VILNIAUS STATYBININKU RENGIMO CENTRAS, LITHUANIA
6. TALENTBRÜCKE GMBH & CO. KG, GERMANY
7. YILDIZ TECHNICAL UNIVERSITY, TURKEY



KPIsVTMCon PROJECT - KICK OFF MEETING, 25th-26th NOVEMBER 2014, COLOGNE

YILDIZ TECHNICAL UNIVERSITY



- Yildiz Technical University is one of the seven government universities situated in Istanbul besides being the 3rd oldest university of Turkey with its history dating back to 1911.
- Yildiz Technical University has:
 - - 10 Faculties in Engineering, Social Science and Architecture
 - - 2 Graduate Institutes
 - - the Vocational School of Higher Education
 - - the Vocational School for National Palaces and Historical Buildings
 - - the Vocational School for Foreign Languages and
 - - more than 30,000 students.
- Yildiz Technical University is regarded as one of the best universities in the country and also it is regarded as one of the most-preferred world universities with its educational, research and cultural environment.

BILDUNGSZENTREN DES BAUGEWERBES



- The BZB are multifunctional facilities for the 48 building trade guilds in the administrative district of Dusseldorf. Members are 2.500 construction firms.
- Tasks are the initial vocational training for apprentices in the 15 occupations of construction as well as continuing training for higher professionals.
- Co-operation with German Labour Agency in the field of demand driven retraining of people. BZB run 4 branches and participate in numerous projects. These projects are of regional, national, European and international scope.
- On the European level BZB realize numerous exchange programmes for apprentices, trainers and VET-experts, mostly with partners in the European network RE.FORM.E.
- BZB are certified by DIN ISO EN 9001 and run a Technology Transfer Office. BZB execute various IT- and pilot-projects with innovative and trend-setting impact. BZB provide a lot of experience because BZB are actively involved in the EU projects for over 15 years.

İZODER Association of Thermal Insulation, Waterproofing, Sound Insulation and Fireproofing Material Producers, Suppliers and Installers



- IZODER, Association of Thermal Insulation, Waterproofing, Sound Insulation and Fireproofing Material Producers, Suppliers and Installers was founded in June 1993. Today, IZODER gathers 221 members including manufacturers, wholesalers and installers. Since the year 2004, has been executing public awareness campaign on energy efficient buildings and insulation, which will last till year 2014. With more than 200 company members including manufacturers, suppliers and applicers of insulation materials, IZODER is conducting important studies on subjects such as nationwide energy saving, life safety and building safety. IZODER Insulation Education and Consultation Center, which was established in the year 2005, provides special training programs for private companies and governmental institutions. IZODER had founded TEBAR Certification Research and Development Co. in 2007 to provide evaluation of conformity services for insulation products under the scope of Construction Products Directive for thermal insulation and waterproofing industries. TEBAR had been accredited as notified testing laboratory in 2009.
- The recently established VOC-TEST Center is an accredited test center in accordance with the standard ISO-17024 (Conformity assessment - General requirement for bodies operating certification of persons) is the first center in Turkey approved by the state authority. The test center carries out measurement and evaluation procedures in four insulation occupation covered by IZODER and successful candidates are certified as eligible to work as insulation workers in construction industry. In 2009 IZODER had developed a loaning method together with a Turkish bank aiming to provide low interest loans to end users who need to have thermal insulation in their buildings. More than 3500 buildings had utilised this financial system with more than 80,000,000.- EUROS of loan within last three years.
- "İzolasyon Dünyası" (World of Insulation) magazine published by IZODER in every two months and web site since its establishment date. IZODER Insulation Education and Consultation Center (IZODER Yalıtım Eğitim ve Danışma Merkezi - İYEDAM), which was established in the year 2005, provides special training programs for private companies and organizations with request.

TALENTBRÜCKE GmbH & Co. KG



- The Talentbrücke GmbH & Co. KG is a privately held company that develops systems and processes to support the efforts of individuals from talent to profession/occupation. The activities are determined to bring together students, job starters and individuals in change with companies –all in a perfect fit. Our work is always competency based and we use standardized methods for the assessment of skills and the development of talent profiles/job descriptions.

DE LAUWERSHORST (DLH) DEVELOPMENT AND TRAINING BV



- De Louwershorst (DLH) Development and training BV is a schooling company in the Netherlands specialized in vocational training and lifetime learning programmes.
- DLH works together with VET companies in the construction sector.
- She has a close relation with Infra workers union "HZC" in developing and organizing schooling and training for its members.
- DLH has a network of SME companies in the construction industry "AFN" (National Contractors Federation for Small and middle sized companies) .

VILNIUS BUILDERS TRAINING CENTRE (VSRC)



- VšĮ Vilniaus statybininkų rengimo centras/Vilnius Builders Training Centre (VSRC) is a vocational institution providing vocational education and training for young people (from 15 years of age) and adults (retraining courses). The Centre was founded in 1946 and is one of the main providers of quality vocational education and training in Lithuania.
- The Centre offers a diverse range of courses and excellent facilities in the main area of Building and Construction. Areas of study include: Brickwork, Joinery and Carpentry, Decoration/Finishing, Furniture making, Landscaping, Restoration/ Refurbishment, Real estate services. The Centre is a leading institution at national level in the continuing training system of the building sector. Its main expertise is the methodological expertise in life- long learning, development of qualifications and training schemes.
- The total number of students studying at the Centre is 1100, and the number of teaching staff is 90. The training is performed in the workshops and laboratories equipped with up-to-date machinery and tools. All staff at the Centre have gained valuable, first hand experience working in their chosen fields. VSRC has established close networking links with employers and local industry, Vilnius College, Vilnius Gediminas Technical University, which ensure that the courses prepare students for the careers they intend to pursue. The Centre is certified with ISO EN 9001 since 2013.
- Since 1999 the Centre has been actively involved in different national and European projects and has developed close cooperation with a number of European VET institutions.

HASAN KALYONCU UNIVERSITY



- In view of the importance of education and scientific research in a globalising world, Hasan Kalyoncu University was founded as a result of the vision, efforts, resources and spiritual backing of a foundation which believes in the abilities of young people. We trust that our university will find its place with you in the scientific and research world, as a learning-based response to the cultural and social transformation sweeping our world.
- Our objective is not only to be a university that possesses international brand value, but also to make vital contributions to our people and country. Though universities are said to have similar features, the solutions that a university offers, as well as its approach to students, can differ markedly. Therefore, we have adopted a new university model; one creating an environment of free inquiry, and fostering the innovative and enterprising spirits of the students by broadening their horizons.
- Furthermore, as Hasan Kalyoncu University, in accordance with our vision, we accept diversity as our prosperity. We provide our students with an environment where they are free to do research, interrogate, and find solutions to the existing matters in collaboration with all of our students and faculty. We have a mission of graduating our students with an enthusiasm and knowledge to compete successfully in this world. This is one of the reasons why Gaziantep was selected to found our university.
- As a city on the historical Silk Road, Gaziantep already presents the opportunities for industrialization and trade. We value international and intercultural education among our students and faculty. Therefore, we aim to promote exchange partnership with universities worldwide. We know that participating in an international arena with a variety of activities such as EU and UN Programs will be an invaluable experience not only for our students but also for our staff. We are already a member of International Association of Universities and have been awarded the Erasmus University Charter by European Union Education Commission. However, we do not want to limit ourselves within Europe and therefore, spread across the globe. Besides, we are ready to train the future generations for a world where boundaries do no longer exist and competition is high. We wish to achieve internationalization by assisting our faculty in partnering with other universities in working collaboratively by sharing ideas and working together to transform our education system into an international one by fulfilling the requirements of European Credit Transfer System and European Higher Education Area.

PROJECT INFO



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PROJECT AIM

- In this project, it is aimed to determine EU wide key performance indicators (KPIs) of vocational training in order to design a conceptual performance measurement system.
- Vocational training is one of the significant components of project success in construction industry
- Increasing the success of construction practices with well trained workers will increase the productivity on site and decrease the cost of rework.



PROJECT AIM

- The determination of European wide KPIs other than national or organization based indicators helps to improve projects success, companies success, industrial success and macro-economical success of the member countries of EU accordingly and homogeneously.
- KPIs and the performance measurement system which is aimed to be determined and designed at the end of this project will be implemented and used in all vocational training centers of EU countries to increase their success in a way to reach overall success in construction industry in Europe.



PERFORMANCE MEASUREMENT



- In a time of globalization and increasingly competitive environment, measuring performance in construction industry has become critical to business success.
- Performance measurement aligns organizational resources, activities and processes to the major objectives of the organization.
- It focuses on the long-term goals and cultivates a long-term strategic view of the organization and therefore produces meaningful measures.

PERFORMANCE MEASUREMENT

- It is useful in benchmarking, or setting standards for comparison with best practices in other organizations, provides consistent basis for comparison during internal change efforts and indicates results during improvement efforts.
- It is obvious that performance measurement alerts companies during negative performance and leverage opportunities. However, it also increases company-wide understanding of corporate vision and strategy. Stronger communication is provided through the measurement processes.



PERFORMANCE MEASUREMENT



- Moreover, information overload is avoided since only the most important measures are considered.
- The issues related to the long-term targets and strategic objectives are underlined. Improved organizational alignment and employee performance and actions according to the identified strategy is a common result of a successfully implemented performance management system.
- The competencies needed and available in the company are determined and accordingly and a continuous change management and strategic planning is provided.

PERFORMANCE MEASUREMENT

- In Performance Management literature it is assumed that the performance of a significant component has a direct effect on the performance of the outer level.
- In construction industry value chain, the success of the projects effect company performances and the success of the companies effect industrial performance whereby the industrial success effect macro economical factors.
- All parameters regarding this approach can be considered as the potential critical success factors on the performance.

VOCATIONAL
TRAINING
CENTERS

PRODUCTIVITY
ON
CONSTRUCTION
SITE

PROJECT
PERFORMANCE

COMPANY
PERFORMANCE

INDUSTRIAL
PERFORMANCE

MACRO
ECONOMY

VOCATIONAL TRAINING CENTRES AND MODELS

- **THE FIRST INNOVATIVE WAY** in this project different than the previous studies and projects handled in literature,
- "Vocational Training Centers and Models" regarded as one of the **MAIN DRIVERS OF PRODUCTIVITY** on construction site
- Its effects on **DECREASE OF REWORK** will be investigated.

VOCATIONAL TRAINING CENTRES AND MODELS

- **SECONDLY**, this study is going to be the first since it is going to be analyzed with **EUROPEAN WIDE DATA**
- aiming to develop a performance measurement system with **EUROPEAN UNION WIDE KEY PERFORMANCE INDICATORS.**

VOCATIONAL TRAINING CENTRES AND MODELS

- **THIRDLY**, since it is going to have the potential to COLLECT DATA FROM SO MANY DIFFERENT COUNTRIES AND PARTNERS it will have the opportunity to be analyzed with an innovative way of analyzing statistical data called "**STRUCTURAL EQUATION MODELING**" as well as "**FUZZY LOGIC**" methods which requires so many meetings with participators from different perspectives in order to collect data.

VOCATIONAL TRAINING CENTRES AND MODELS

- After all, with the collection of relevant data and application of analyzing methods efficiently, the output model that is aimed to be developed at the end of project will have the potential to **MEASURE THE PERFORMANCE OF VOCATIONAL TRAINING CENTERS.**

PROJECT MAIN TASKS

- **INTELLECTUAL OUTPUTS**
- **MULTIPLIER EVENTS**
- **LEARNING/TEACHING/TRAINING
ACTIVITIES**
- **TRANSNATIONAL MEETINGS**

WBS	PROJECT TASKS	TASK LEADER	TASK PARTNERS	START	END
INTELLECTUAL OUTPUTS					
O1.	Establishing of Theoretical Background for KPIs:				
O1.A1	Literature Review of Performance Management in Construction Industry	YTU	HKU	01.09.2014	30.11.2014
O1.A2	Literature Review of Performance Management and KPIs in Vocational Training	HKU	YTU	01.09.2014	30.11.2014
O1.A3	Listing of the Potential KPIs for vocational training	YTU	HKU	01.12.2014	15.01.2015
O2	Execution of a pilot study with the partners for the predetermined KPIs				
O2.A1	Investigation and revision of KPIs	İZODER	BZB, Talentbrück,VSRC,DLH	15.01.2015	15.03.2015
O3	Preparation of a Questionnaire survey for the KPIs				
O3.A1	Consolidation of the revisions of predetermined KPIs by the partners	HKU	YTU	16.03.2015	16.04.2015
O3.A2	Preparation of a detailed questionnaire survey for the KPIs	YTU	ALL	17.04.2015	17.05.2015
O4	Data Collection				
O4.A1	Data collection using questionnaire survey	BZB	ALL	18.05.2015	18.08.2015
O4.A2	Data collection with a partners workshop	BZB	ALL	19.09.2015	31.10.2015
O5	Analysis of Data				
O5.A1	Determination of KPIs with fuzzy logic methods and structural equation modeling	YTU	HKU	01.11.2015	01.03.2016
O5.A2	Design of the Performance Measurement System (PMS)	YTU	HKU	01.12.2015	01.04.2016
O5.A3	Comparison and Discussion of the results.	YTU	HKU	01.03.2016	01.04.2016
O6	Pilot implementations				
O6.A1	Pilot Implementations	TALENTBRÜCKE	BZB, İzoder,VSRC,DLH	02.04.2016	02.06.2016
O6.A2	Revision of the KPIs and PMS according to the results of the pilot implementations	YTU	HKU	03.06.2016	30.06.2016
O7	Dissemination Activities				
O7.A1	Dissemination Activities	VSRC	ALL	01.07.2016	31.08.2016

MULTIPLIER EVENTS

LEARNING/TEAC HING/TRAINING ACTIVITIES

TRANSNATIONAL MEETINGS

WBS	PROJECT TASKS	TASK LEADER	TASK PARTNERS	START	END
MULTIPLIER EVENTS					
E1-B1	BZB Workshop for determining KPIs in VET	BZB	TALENTBRÜCKE	15.01.2015	15.03.2015
E1-B2	Izoder Workshop for determining KPIs in VET	İZODER	YTU, HKU	15.01.2015	15.03.2015
E1-B3	DLH Workshop for determining KPIs in VET	DLH	YTU	15.01.2015	15.03.2015
E1-B4	VSRC Workshop for determining KPIs in VET	VSRC	YTU	15.01.2015	15.03.2015
LEARNING/TEACHING/TRAINING ACTIVITIES					
C1	PMS and KPIs in VET Training Seminar	YTU	NA	01.08.2016	31.08.2016
C2	PMS and KPIs in VET Training Seminar	BZB	NA	01.08.2016	31.08.2016
C3	PMS and KPIs in VET Training Seminar	IZODER	NA	01.08.2016	31.08.2016
C4	PMS and KPIs in VET Training Seminar	TALENTBRÜCKE	NA	01.08.2016	31.08.2016
C5	PMS and KPIs in VET Training Seminar	DLH	NA	01.08.2016	31.08.2016
C6	PMS and KPIs in VET Training Seminar	VSRC	NA	01.08.2016	31.08.2016
C7	PMS and KPIs in VET Training Seminar	HKÜ	NA	01.08.2016	31.08.2016
TRANSNATIONAL MEETINGS					
M1	Transnational Meeting-1	TALENTBRÜCKE	ALL	25.11.2014	26.11.2014
M2	Transnational Meeting-2	NETHERLANDS	ALL	May-15	
M3	Transnational Meeting-3	LITHUANIA	ALL	Nov-15	
M4	Transnational Meeting-4	BZB	ALL	Apr-16	
M5	Transnational Meeting-5	YTU	ALL	Sep-16	

YTU PROJECT TASKS

INTELLECTUAL OUTPUTS					
O1. Establishing of Theoretical Background for KPIs:					
O1.A1	Literature Review of Performance Management in Construction Industry	YTU	HKU	01.09.2014	30.11.2014
O1.A2	Literature Review of Performance Management and KPIs in Vocational Training	HKU	YTU	01.09.2014	30.11.2014
O1.A3	Listing of the Potential KPIs for vocational training	YTU	HKU	01.12.2014	15.01.2015
O3 Preparation of a Questionnaire survey for the KPIs					
O3.A1	Consolidation of the revisions of predetermined KPIs by the partners	HKU	YTU	16.03.2015	16.04.2015
O3.A2	Preparation of a detailed questionnaire survey for the KPIs	YTU	ALL	17.04.2015	17.05.2015
O4 Data Collection					
O4.A1	Data collection using questionnaire survey	BZB	ALL	18.05.2015	18.08.2015
O4.A2	Data collection with a partners workshop	BZB	ALL	19.09.2015	31.10.2015
O5 Analysis of Data					
O5.A1	Determination of KPIs with fuzzy logic methods and structural equation modeling	YTU	HKU	01.11.2015	01.03.2016
O5.A2	Design of the Performance Measurement System (PMS)	YTU	HKU	01.12.2015	01.04.2016
O5.A3	Comparison and Discussion of the results.	YTU	HKU	01.03.2016	01.04.2016
O6 Pilot implementations					
O6.A2	Revision of the KPIs and PMS according to the results of the pilot implementations	YTU	HKU	03.06.2016	30.06.2016
O7 Dissemination Activities					
O7.A1	Dissemination Activities	VSRC	ALL	01.07.2016	31.08.2016

HKU PROJECT TASKS

INTELLECTUAL OUTPUTS					
O1. Establishing of Theoretical Background for KPIs:					
O1.A1	Literature Review of Performance Management in Construction Industry	YTU	HKU	01.09.2014	30.11.2014
O1.A2	Literature Review of Performance Management and KPIs in Vocational Training	HKU	YTU	01.09.2014	30.11.2014
O1.A3	Listing of the Potential KPIs for vocational training	YTU	HKU	01.12.2014	15.01.2015
O3 Preparation of a Questionnaire survey for the KPIs					
O3.A1	Consolidation of the revisions of predetermined KPIs by the partners	HKU	YTU	16.03.2015	16.04.2015
O3.A2	Preparation of a detailed questionnaire survey for the KPIs	YTU	ALL	17.04.2015	17.05.2015
O4 Data Collection					
O4.A1	Data collection using questionnaire survey	BZB	ALL	18.05.2015	18.08.2015
O4.A2	Data collection with a partners workshop	BZB	ALL	19.09.2015	31.10.2015
O5 Analysis of Data					
O5.A1	Determination of KPIs with fuzzy logic methods and structural equation modeling	YTU	HKU	01.11.2015	01.03.2016
O5.A2	Design of the Performance Measurement System (PMS)	YTU	HKU	01.12.2015	01.04.2016
O5.A3	Comparison and Discussion of the results.	YTU	HKU	01.03.2016	01.04.2016
O6 Pilot implementations					
O6.A2	Revision of the KPIs and PMS according to the results of the pilot implementations	YTU	HKU	03.06.2016	30.06.2016
O7 Dissemination Activities					
O7.A1	Dissemination Activities	VSRC	ALL	01.07.2016	31.08.2016

BZB PROJECT TASKS

INTELLECTUAL OUTPUTS					
O2	Execution of a pilot study with the partners for the predetermined KPIs				
O2.A1	Investigation and revision of KPIs	İZODER	BZB, Talentbrück ,VSRC,DLH	15.01.2015	15.03.2015
O3	Preparation of a Questionnaire survey for the KPIs				
O3.A2	Preparation of a detailed questionnaire survey for the KPIs	YTU	ALL	17.04.2015	17.05.2015
O4	Data Collection				
O4.A1	Data collection using questionnaire survey	BZB	ALL	18.05.2015	18.08.2015
O4.A2	Data collection with a partners workshop	BZB	ALL	19.09.2015	31.10.2015
O6	Pilot implementations				
O6.A1	Pilot Implementations	TALENTBR ÜCKE	BZB, İzoder,VSR C,DLH	02.04.2016	02.06.2016
O7	Dissemination Activities				
O7.A1	Dissemination Activities	VSRC	ALL	01.07.2016	31.08.2016

İZODER PROJECT TASKS

INTELLECTUAL OUTPUTS					
O2	Execution of a pilot study with the partners for the predetermined KPIs				
O2.A1	Investigation and revision of KPIs	İZODER	BZB, Talentbrück ,VSRC,DLH	15.01.2015	15.03.2015
O3	Preparation of a Questionnaire survey for the KPIs				
O3.A2	Preparation of a detailed questionnaire survey for the KPIs	YTU	ALL	17.04.2015	17.05.2015
O4	Data Collection				
O4.A1	Data collection using questionnaire survey	BZB	ALL	18.05.2015	18.08.2015
O4.A2	Data collection with a partners workshop	BZB	ALL	19.09.2015	31.10.2015
O6	Pilot implementations				
O6.A1	Pilot Implementations	TALENTBR ÜCKE	BZB, İzoder,VSR C,DLH	02.04.2016	02.06.2016
O7	Dissemination Activities				
O7.A1	Dissemination Activities	VSRC	ALL	01.07.2016	31.08.2016

TALENTBRÜCK K PROJECT TASKS

INTELLECTUAL OUTPUTS					
O2	Execution of a pilot study with the partners for the predetermined KPIs				
O2.A1	Investigation and revision of KPIs	İZODER	BZB, Talentbrück ,VSRC,DLH	15.01.2015	15.03.2015
O3	Preparation of a Questionnaire survey for the KPIs				
O3.A2	Preparation of a detailed questionnaire survey for the KPIs	YTU	ALL	17.04.2015	17.05.2015
O4	Data Collection				
O4.A1	Data collection using questionnaire survey	BZB	ALL	18.05.2015	18.08.2015
O4.A2	Data collection with a partners workshop	BZB	ALL	19.09.2015	31.10.2015
O6	Pilot implementations				
O6.A1	Pilot Implementations	TALENTBR ÜCKE	BZB, İZoder,VSRC, C,DLH	02.04.2016	02.06.2016
O7	Dissemination Activities				
O7.A1	Dissemination Activities	VSRC	ALL	01.07.2016	31.08.2016

VSRC PROJECT TASKS

INTELLECTUAL OUTPUTS					
O2	Execution of a pilot study with the partners for the predetermined KPIs				
O2.A1	Investigation and revision of KPIs	İZODER	BZB, Talentbrück ,VSRC,DLH	15.01.2015	15.03.2015
O3	Preparation of a Questionnaire survey for the KPIs				
O3.A2	Preparation of a detailed questionnaire survey for the KPIs	YTU	ALL	17.04.2015	17.05.2015
O4	Data Collection				
O4.A1	Data collection using questionnaire survey	BZB	ALL	18.05.2015	18.08.2015
O4.A2	Data collection with a partners workshop	BZB	ALL	19.09.2015	31.10.2015
O6	Pilot implementations				
O6.A1	Pilot Implementations	TALENTBR ÜCKE	BZB, İzoder,VSR C,DLH	02.04.2016	02.06.2016
O7	Dissemination Activities				
O7.A1	Dissemination Activities	VSRC	ALL	01.07.2016	31.08.2016

DLH PROJECT TASKS

INTELLECTUAL OUTPUTS					
O2	Execution of a pilot study with the partners for the predetermined KPIs				
O2.A1	Investigation and revision of KPIs	İZODER	BZB, Talentbrück ,VSRC,DLH	15.01.2015	15.03.2015
O3	Preparation of a Questionnaire survey for the KPIs				
O3.A2	Preparation of a detailed questionnaire survey for the KPIs	YTU	ALL	17.04.2015	17.05.2015
O4	Data Collection				
O4.A1	Data collection using questionnaire survey	BZB	ALL	18.05.2015	18.08.2015
O4.A2	Data collection with a partners workshop	BZB	ALL	19.09.2015	31.10.2015
O6	Pilot implementations				
O6.A1	Pilot Implementations	TALENTBR ÜCKE	BZB, İzoder,VSR C,DLH	02.04.2016	02.06.2016
O7	Dissemination Activities				
O7.A1	Dissemination Activities	VSRC	ALL	01.07.2016	31.08.2016

PROJECT
TASK
O1-A1

- PROJECT TASK CODE: O1-A1
- PROJECT TASK NAME: Literature Review of Performance Management in Construction Industry
- TASK LEADER: YTU
- TASK PARTNER: HKÜ
- START: 01.09.2014
- END: 30.11.2014
- **COMPLETE%: 100%** 
- Report will be shared via e-mail

WHAT IS NEXT?

- O1-A2 AND O1-A3 WILL BE PREPARED
- TASK LEADER: HKU
- PARTNERS: YTU
- END: 15.01.2015

- COMPLETE%: 20%

WHAT IS NEXT?

WORKSHOPS

O2-INVESTIGATION AND REVISION OF KPIs

TASK LEADER: İZODER

TASK PARTNERS: ALL

START: 16.01.2015

END: 15.03.2015

MULTIPLIER EVENTS					
E1-B1	BZB Workshop for determining KPIs in VET	BZB	TALENTBRÜCKE	15.01.2015	15.03.2015
E1-B2	Izoder Workshop for determining KPIs in VET	İZODER	YTU, HKU	15.01.2015	15.03.2015
E1-B3	DLH Workshop for determining KPIs in VET	DLH	YTU	15.01.2015	15.03.2015
E1-B4	VSRC Workshop for determining KPIs in VET	VSRC	YTU	15.01.2015	15.03.2015

PARTICIPATION OF INDUSTRY PROFESSIONALS

KPIsVTMCon PROJECT - KICK OFF MEETING, 25th-26th NOVEMBER 2014, COLOGNE

SCHEDULE, BUDGET DETAILS AND REPORTING



- ALL TASKS, SCHEDULE AND FINANCIAL INFO ASSOCIATED WITH THE PARTNERS HAVE BEEN SENT VIA E-MAIL.
- **REPORTING DEADLINES: END OF MAIN PROJECT TASKS, FIRST YEARLY REPORT TO THE NATIONAL AGENCY AND THE TRANSNATIONAL MEETINGS**



