Chapter 10
EX-ANTE and EX-POST Model
Applied to the Portuguese Air Force Flying Regime

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ABSTRACT
In order to be able to plan, execute, and control its activities to achieve the desired results, it is essential that organizations tie together the academic knowledge and the operational experience by utilizing proven scientific theories in the organization executables. There are several theories about how to frame the models of corporate governance according to different perspectives; there are advantages and disadvantages in the adoption of each of them. The more or less complete dimension when related to the scope of each model is also an important aspect in its use and disclosure. The EX-ANTE and EX-POST model proposes a set of concepts that allow for the co-existence of mechanisms of access control and registration and validation, being the governance of the system based on four architectures: strategic, business, applications and technology. The model that the Portuguese Air Force uses for the definition of its annual flying hours regime includes five well-defined phases that may improve the level of coverage if the listed security mechanisms, control and audit, recommended in the Model EX-ANTE and EX-POST, are considered.

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INTRODUCTION

The indicators that support strategic decisions are essential for the current organizations to monitor the strategy outlined for the attainment of the organizational goals.

To fulfill its mission, the Portuguese Air Force (PoAF) identifies each year the number of flying hours needed to be accomplished by the various Air Units by establishing the Flying Regime (FR). This is an annual essential tool for the optimal management of the air activity in the medium and short terms.

The Flying Regime Calculation and Monitoring Model (FRCMM), aligned with the doctrinal framework, objectives and methodology (to be included in the development of the Annual FR planning), defines the authority, responsibilities and coordination instructions covering the PoAF areas directly related to the planning, programming, execution, control and monitoring of the FR.

The inclusion of the EX-ANTE and EX-POST mechanisms, a model proposed by the Center for Organizational Design and Engineering (CODE), reinforces the FRCMM, making it safer and also more flexible and dynamic, allowing for a better adaptation of the Air Force to the current days.

To describe the use of the EX-ANTE and EX-POST Model on the FRCMM, this article is divided in four paragraphs: paragraph one, introduces the subject and defines the domain; paragraph two presents the concepts and describes the EX-ANTE and EX-POST Model; paragraph three states how the integration between the two Models was made; paragraph four presents the conclusion.

THE EX-ANTE & EX-POST MODEL

In the current scenario, the concepts of flexibility and adaptability are directly applied to the organizations that need to monitor the changes in the environment in which they operate.

In this context, it is stated that “the search for flexibility can be considered as the main driving force behind the management of business processes, both at the organizational level, where the strategy of business processes is investigated, and at the operational level, where the work-flow of the people and the system are important concepts for the definition of the business processes.” (Weske, 2007).

For organizations to be aware of what is happening in their surrounding environment, and even within their own organization, they need technology to enable them to know how their actions are leading to compliance with the strategy.

“A successful organization identifies new technologies, introduces them quickly and sells them next. An organization that does not have this behavior will be absorbed by a competitor. Thus, top managers require their employees to develop and implement an enterprise architecture that ensures a superior position over its competitors.” (Chorafas, 2007).

The indicators appear due to the emergence of information systems, databases and data warehousing, the use of which has established themselves as essential for the survival of businesses and organizations in a context of competitiveness, as they now deal with an amount of complex data without precedents. Working the amount and complexity of information in a useful way is a challenge. One can then conclude that “providing quality information adds value as it helps managers to make better decisions, contributing to a consequent improvement of the business performance.” (Neves, 2007).

It can be argued that “well designed performance indicators help the organization to spend more time on important activities that are relevant for its performance and less time on activities that are not so relevant.” (Rasmussen et al, 2009).

It is through the indicators the “information systems provide that we are aware of what is
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