Introduction to Human Performance Technology (HPT)

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Program Chair, ISPI Potomac Chapter
What we will cover....

- Human Performance Technology (HPT) Definition/Scope
- Human Performance Technology (HPT) History
- HPT Process and Models
- Differences between HPT, Organizational Development (OD), Instructional Systems Design (ISD), and Six Sigma
- HPT Practitioner roles
- Can HPT be applied in the federal government?
- Q & A
Dave Rudd, CPT

- Program Chair, ISPI Potomac Chapter
- Certified Performance Technologist (CPT)
- Certified Return on Investment Professional (CRP)
- BA - Business Administration
- MEd - Adult Education and Development
- MEd - Training and Performance Improvement
- EDd - Performance Improvement Leadership - May 2020
- Director, Training & Development - DOJ OIG
Common Assumptions about Employee Performance

Training is the only means of achieving improved performance.

Feedback is only needed during mid and end-of year review.

It’s the employee not the Supervisor or organization that’s the issue.
What are your thoughts?

“If you pit a good performer against a bad system, the system will win almost every time.”
- Geary Rummler

“Are we spending too much time and energy trying to fix good people and too little time fixing broken systems?”
- August Aquilla
HPT: Definition and Scope
HPT: Definition and Scope

Performance Improvement (PI)

Human Performance Improvement (HPI)

Human Performance Technology (HPT)
Key Terms

• **Performance Improvement** - process of making performance better (outcome)
  • Measured by comparing baseline performance to desired outcomes
• **Human Performance Technology** - process, tools & technology to accomplish the improvement
• **Performance Improvement Interventions** - process, methods, and/or plans implemented to improve performance

Van Tiem, Moseley, and Dessinger (2012)
HPT: Definition

Human Performance Technology is a systematic approach to improving productivity and competences...it’s a process of selection, analysis, design, development, implementation, and evaluation of programs to most cost-effectively influence human behavior and accomplishment....applied to individuals, small groups, and large organizations.

ISPI, 2012
HPT: Definition and Scope

HPT is...

- “Systematic - according to a plan
- Systemic - throughout the whole system
- Grounded in scientifically derived theories and the best empirical evidence available
- Open to all means, methods, and media
- Focused on achievements that human performers and the system values”

Stolovitch & Keeps, 1992
HPT Simplified

Chevalier (2007)
HPT: Four Principles - RSVP

1. Focusing on **Results**
   - HPT begins by looking at the desired results and then works back to determine what behaviors can produce that result.

2. Taking a **Systems** View
   - systems consist of interdependent components

Tosti (2010)
HPT: Four Principles - RSVP

3. Creating **Value** for the individual or organization
   - HPT’s value may be in facilitating the achievement of the organization's **strategic goals** and enhancing stakeholder value.

4. Establishing **Partnerships** with clients and other professionals
   - An open exchange of relevant information is required for partnering to work.

Tosti (2010)
HPT: Leading Contributors

Thomas Gilbert
Established conceptual framework for HPT
Developed “Behavioral Engineering Model”
*Human Competence: Engineering Worthy Performance*

Joe Harless
Coined Front End Analysis (FEA)
Rigorous diagnostic framework applied prior to addressing solutions

Geary Rummler
Three Levels of Organizational Performance
Organization, Process and Individual Performer
Developed Anatomy of Performance (AOP)
HPT History
1960’s
Thomas Gilbert and Joe Harless recognized that training is but one factor that affects human performance

Robert Mager’s book “Preparing objectives for programmed instruction” new approach to instructional design

Source: Judy Hale, PhD, CPT
Evolution Milestones

1970’s
Harless book *An Ounce of Analysis (Is Worth a Pound of Objectives)* - Front End Analysis


National Society for Programmed Instruction (NSPI) was established

Source: Judy Hale, PhD, CPT
1980’s
Trainers started referring to their work as Performance Improvement

Robert Mager book *Analyzing Performance Problems*
- “before you can arrive at a true (performance) solution...you must first determine the kind of problem you have”

NSPI became the National Society for Performance and Instruction

Source: Judy Hale, PhD, CPT
1990’s
More complex solutions were developed to support and improve performance

Rummler’s book *Anatomy of Performance: Managing the White Spaces*

NSPI became ISPI - International Society for Performance Improvement

First Handbook for Performance improvement published

Source: Judy Hale, PhD, CPT
Evolution Milestones

2000 - present
HPT increasingly applies more sophisticated measures: Time to and cost of proficiency

Business & Societal Impact - contributions to and effect on the organization’s competitiveness & contributions to and effect on social and environmental issues

Assesses how jobs are designed and workplace variables affect performance

Certified Performance Technologist (CPT) and HPT Standards introduced

Source: Judy Hale, PhD, CPT
HPT Process & Models
Steps in the HPT Process

1. Identify business requirements
2. Specify desired performance
3. Specify current performance
4. Define performance gap(s)
5. Identify causes of performance gap(s)
6. Identify potential interventions
7. Select performance interventions
8. Develop performance interventions
9. Implement performance interventions
10. Monitor and maintain performance interventions

Stolovitch, H. D. & Keeps, E. J
85% of issues caused by environment

15% of issues caused by individual

Chevalier’s Updated Behavior Engineering Model

Used to determine causes of performance gap

Chevalier (2007)
Comparing HPT to Other Methodologies
<table>
<thead>
<tr>
<th>Area of expertise</th>
<th>Human Performance Technology (HPT)</th>
<th>Organizational Development (OD)</th>
<th>Instructional Systems Design (ISD)</th>
<th>Six Sigma</th>
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</thead>
<tbody>
<tr>
<td><strong>Scope</strong></td>
<td>Addresses any situation affecting human performance - individual, group or organizational</td>
<td>Addresses situation affecting organizational performance and health</td>
<td>Addresses knowledge, skills or attitude gaps at the individual level</td>
<td>Addresses business profitability, drive out waste, reduce quality costs, improve effectiveness &amp; efficiency</td>
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<tr>
<td><strong>Focus</strong></td>
<td>Identifying and closing performance gaps</td>
<td>Facilitating change to improve an organization’s health and culture</td>
<td>Crafting and implementing appropriate learning strategies for individuals or groups</td>
<td>Decisions based on numbers and statistics</td>
</tr>
<tr>
<td><strong>Area of expertise</strong></td>
<td>- Performance Assessment - Learning &amp; non-learning intervention selection - Evaluation</td>
<td>- Engagement - Strategy - Change - Culture</td>
<td>- Learner assessment - Instructional design, development, implementation, and evaluation</td>
<td>- DMAIC (Define, Measure, Analyze, Improve, and Control) for improving existing processes</td>
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HPT Practitioner Roles
Consultant
- Guiding and managing the clients in the initial steps
- Communicating project vision
- Providing guidance and counsel as required
- Interpreting client needs to designers and developers and vice-versa

Analyst
- Defining business needs and desired human performance in specific terms
- Characterizing (through analysis) the gap and the gap factors
- Identifying the most cost-effective and efficient performer improvement interventions
- Writing analysis reports that communicate clearly to stakeholders

Selector-Designer-Developer-Implementer
- Selecting interventions along with rationale
- Designing/Developing interventions
- Partnering with clients to implement interventions
- Acting as “General Contractor” managing complete project

Project Manager
- Setting target dates and managing timelines
- Identifying and selecting resources
- Obtaining client approvals and support
- Mediating, facilitating, consulting, verifying & approving
- Negotiating changes in scope with development teams and clients
- Ensuring successful implementation

HPT Practitioner Roles

Facilitator
- Finding resources
- Explaining to client or development team their tasks when requirements are not clear
- Facilitating meetings

Monitor/Evaluator
- Periodically contact client & work teams to verify degree of satisfaction
- Providing information, support, and expertise
- Determine data to collect to evaluate interventions
- Identifying the impact of an intervention on individual or organizational effectiveness

ISPI Ten Standards

- Focus on results or outcomes
- Take a systemic view
- Add value
- Work in partnership with clients and stakeholders
- Determine need or opportunity
- Determine cause
- Design solutions including implementation and evaluation
- Ensure solutions' conformity and feasibility
- Implement solutions
- Evaluate results and impact

ISPI (2017)
Implementing HPT in Government Agencies
Do you have....

- Organizational goals?
- Employees who must meet those organizational goals?
- Employees not performing at the expected level?

HPT can be implemented in your organization!
Implementation Steps

Education

• International Society for Performance Improvement (ISPI)
  • Membership includes knowledge center, ISPI Collaboration, Publications
  • ISPI Conferences
  • Self-Study Course - Performance Improvement
  • Workshops
• Local ISPI Chapters
• Universities
  • Capella, Boise State, West Florida State, Indiana
• Books
  • *Fundamentals of Performance Improvement: Optimizing Results through People, Process & Organizations* - Van Tiem, Mosely, Dessinger
Implementation Steps

Organizational Awareness

• Office of Management & Budget Memo 17-22
  “Comprehensive Plan for Reforming the Federal
  Government and Reducing the Federal Workforce”
  • “Maximize employee performance”

• Brief senior leaders on HPT benefits

• Train leaders on Improving Workplace Performance
  • A Manager’s Guide to Improving Workplace Performance by Roger Chevalier
Implementation Steps

Partnering

- Performance Improvement Studies
  - ISPI Potomac Members - consultants
  - Certified Performance Technologists (CPT)
  - Government Performance Improvement Community of Practice??
ISPI – Potomac Chapter
ISPI – Potomac Programming

September 2017
Organizational Agility
Dr. Shelley Kirkpatrick

October 2017
Leveraging the Basics to Design High Performing Work Systems
Dr. Paul Elliott

November 2017
Organizational, Environmental & Performance Analysis Webinar
Dave Rudd, CPT
Membership Levels

- **Season Ticket** - $200
  - One-year membership PLUS all monthly events
- **Corporate** - $200
  - One-year membership for up to five employees
- **Full Member** - $50.00
  - One-year membership and reduced price to monthly events & access to job announcements
- **Half Member** - $25.00
  - Full-time students, retired or unemployed one-year membership and reduced price to monthly events & access to job announcements
ISPI Potomac Officers

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Recommended Books

“Fundamentals of Performance Improvement: Optimizing Results Through People, Process & Organizations” by Darlene Van Tiem, James Moseley & Joan Dessinger

“A Manager’s Guide to Improving Workplace Performance” by Roger Chevalier
Recommended Books

“Performance Architecture: The Art and Science of Improving Organizations” by Roger Addison, Carol Haig, Lynn Kearny

“Training Ain’t Performance” by Harold Stolovitch & Erica Keeps
Questions?
References


