FIGURE 1-1

HUMAN PERFORMANCE TECHNOLOGY (HPT) MODEL

Performance Analysis (Need or Opportunity)

- Organizational Analysis (Vision, Mission, Values, Goals, & Strategies)
  - Environmental Analysis
    - Organizational Environment (Society, Stakeholders, & Competition)
    - Work Environment (Resources, Tools, Human Resources Policies)
    - Work (Work Flow, Procedure, Responsibilities, & Ergonomics)
    - Worker (Knowledge, Skill, Motivation, Expectations, & Capacity)

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- Desired Workforce Performance
  - Gap Analysis

- Actual State of Workforce Performance

Cause Analysis

- Lack of Environmental Support
  - Data, Information, and Feedback
  - Environment Support, Resources, and Tools
  - Consequences, Incentives, or Rewards

- Lack of Repertory of Behavior
  - Skills and Knowledge
  - Individual Capacity
  - Motivation and Expectations

Intervention Selection, Design, and Development

- Performance Support (Instructional and Noninstructional)
  - Job Analysis/Work Design
  - Personal Development
  - Human Resource Development
  - Organizational Communication
  - Organizational Design and Development
  - Financial Systems

Intervention Implementation and Change

- Change Management
  - Process Consulting
  - Employee Development
  - Communication, Networking, & Alliance Building

Evaluation

- Formative
  - Performance Analysis
  - Cause Analysis
  - Selection/Design of Interventions

- Summative
  - Immediate Reaction
  - Immediate Competence

- Confirmative
  - Continuing Competence (Job Transfer)
  - Continuing Effectiveness (Organizational Impact)
  - Return on Investment

Meta Evaluation/Validation

- Formative, Summative, Confirmative Processes
- Formative, Summative, Confirmative Products
- Lessons Learned