HUMAN PERFORMANCE TECHNOLOGY (HPT) MODEL

Performance Analysis (Need or Opportunity)

Organizational Analysis (Vision, Mission, Values, Goals, & Strategies)

Desired Workforce Performance

Gap Analysis

Actual State of Workforce Performance

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)

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