Human Performance Technology (HPT) Model

Performance Analysis
- Operational Analysis (Vision, Mission, Values, Goals & Strategies)
- Desired Workforce Performance

Environment Analysis
- Organizational Environment (Stakeholders & Competition)
- Work Environment (Resources, Tools, Human Resources, Policies)
- Work (Work Flow, Procedures, 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, and Rewards
- Lack of Repertory of Behavior
  - Skills and Knowledge
  - Individual Capacity
  - Motivation and Expectations

Intervention Selection and Design
- Performance Support (Instructional and Non-instructional)
- Job Analysis / Work Design
- Personal Development
- Human Resources Development
- Organizational Communications
- Organizational Design and Development
- Financial Systems

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

Intervention Implementation and Change
- Change Management
- Process Consulting
- Employee Development
- Communication, Networking, and Alliance Building


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