



Presidential Initiative – Stage 1
Clarifying HPT

April 2004



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Prepared for:

- ISPI Board of Directors 2003–2004



Task Force Purpose

The purpose of the Presidential Initiative Task Force was to establish a framework to help clarify what HPT is and is not.

ISPI Board Direction and Establishment of the Task Force

- The Board authorized the formation of the Task Force as part of a four-phase Presidential Initiative led by Guy Wallace, the ISPI President.
 - *Phase 1* – Publish Geary Rummler’s October 1983 article on a Human Performance Technology Framework.
 - *Phase 2* – Publish a special issue of P&I with papers from 15 of 25 invited members responding to questions designed to clarify HPT.
 - *Phase 3* – Society-wide dialog conducted on the society’s web site.
 - *Phase 4* – Assemble a Task Force to take all the inputs from the first three phases and prepare a new definition and framework for HPT.

All outputs and articles from Stage 1 of this effort are available on the Society’s Web site.



Task Force Outputs

- **HPT Definition and Criteria**
- **A new HPT Framework**
 - **Performance Systems Engineering Approach**
 - **Performance Analysis/Design Systems Matrix**
 - **HPT Professional Communities and Special Interest Groups**
- **Recommended Governance Structure**
- **Implementation Plan**
- **Communications Plan**



HPT Definition and Criteria

Human Performance Technology – An integrated systems approach to improving human performance

Criteria to judge applications of HPT:

1. Is focused on valuable, measured results;
2. Considers the larger system context of people's performance;
3. Provides valid and reliable measures of the effectiveness of those applications
4. Clearly describes applications grounded in prior research or empirical evidence (or are not discouraged by either one) so that they may be replicated under the conditions and by the means for which they were recommended

Our definition of human performance is: *“those valued results produced by people working within a system.”*



HPT Definition and Criteria, continued

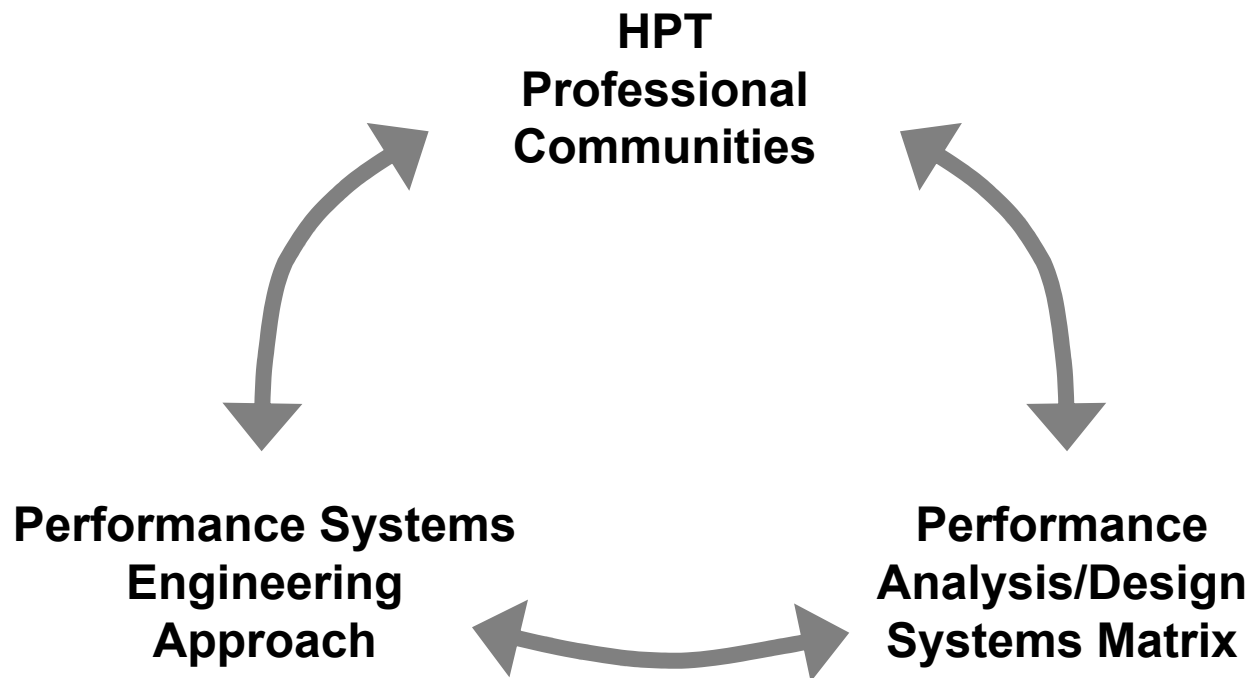
Assumptions:

- 1. A technology is a set of empirical and scientific principles and their application**
- 2. Human performance technology is the technology concerned with all variables which impact human performance**
- 3. All organizational processes and practices impact the production of valued results, whether positively or negatively and whether those results go measured or unmeasured, acknowledged or not. (Everything that an organization does affects what it accomplishes, whether or not the results are acknowledged or desirable.)**
- 4. The purpose of all organizations is the same: to create value for their stakeholders; this is accomplished by aligning all processes, practices, and resources to maximize the production of that value.**
- 5. We collaborate with and value the expertise of other disciplines; human performance technology becomes the integrator and multiplier.**



The HPT Framework

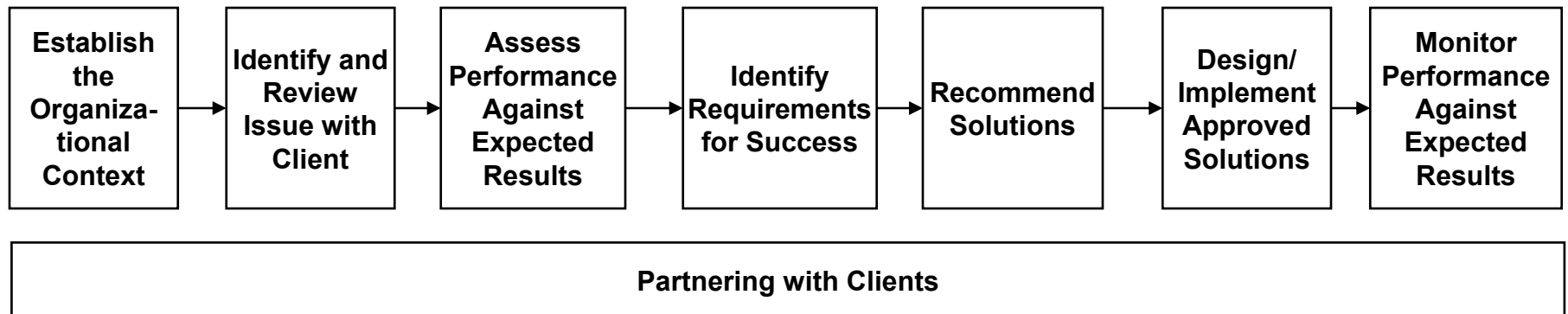
There are three components in the proposed HPT Framework:





The HPT Framework, continued

Performance Systems Engineering Approach





The HPT Framework, continued

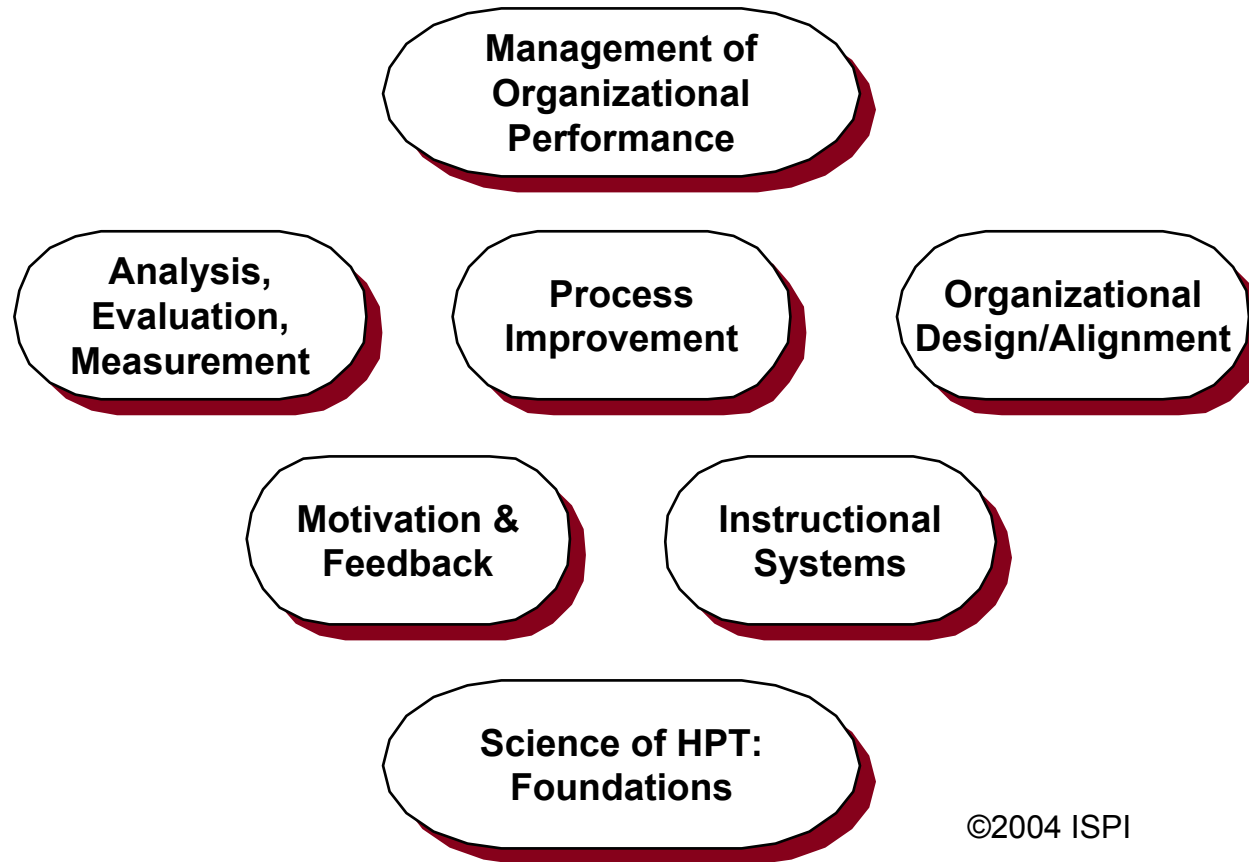
Performance Analysis/Design Systems Matrix

	Receiving System	Outcome	Process	Input	Feedback	Conditions
Organizational System						
Operational System						
Performer System						

**Analysis Variable
and
Key Analysis Questions**



ISPI's HPT Professional Communities



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HPT Professional Communities

HPT Professional Communities are groupings of practitioners around content and applications that meet the following criteria:

- 1. There is an organized body of knowledge and practice.**
- 2. The needs of a significant number of ISPI members or potential members are met.**



Uses of HPT Professional Communities

The uses for HPT Professional Communities will include

- 1. Locating your “homeroom,” having a safe harbor, to share and hang out**
- 2. Organizing the content; conference tracks, journal articles, etc.**
- 3. Creating communities of people**
- 4. Classifying interventions**
- 5. Driving technological development**
- 6. Inclusive toolbox**
- 7. Sharing interventions that work**
- 8. Identifying contacts and resources**
- 9. Providing guidance regarding elements to include in programs for PIJ, Chapters, Universities, etc.**
- 10. Increasing membership and retention; decrease turnover**
- 11. Providing professional development opportunities for our members, consulting and facilitation experiences, research and materials**
- 12. Recognizing local heroes**
- 13. Providing logical places for other societies such as OD or Quality to hook in**

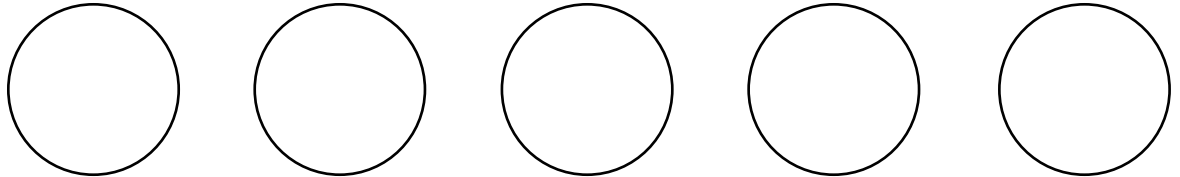


Governance System

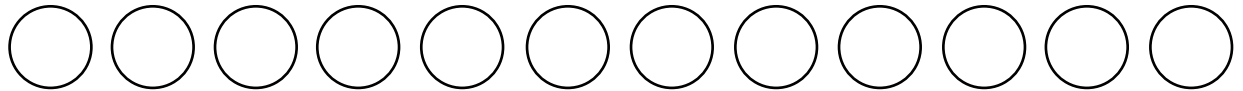
ISPI Board of Directors

HPT Advisory Council

**HPT Professional Community
Councils**



**HPT Special Interest
Group Councils**





HPT Governance System

The proposed HPT Governance System is an organization of people, roles, and responsibilities for the purposes of

- **Creating and maintaining a framework of HPT Professional Communities for HPT *technologies* and *research areas* and also for HPT Special Interest Groups (SIGs), to further HPT research, applications development, and the communications with and the education and training of practitioners and their key stakeholders**
- **Determining whether or not interventions meet criteria – be the *stewards* of subsets of technology – looking at content in publications, etc. – trying to advance, push, move the technology**
- **Recommending actions and budgets to the ISPI Board of Directors (BoD) to charter and fund additional task forces and committees consistent with the HPT Governance System’s charter for implementation of their recommendations. Those additional task forces and committees are to**
- **Sustain and nurture the technology and each subset of technology**
- **Have two focuses: What is “state-of-the-art” and “what are the new developments”**
- **Sustaining and nurturing the overall set of HPT technologies and each subset of the technologies.**



Stage 2 Implementation Plan

- **Communication to the Society, Committees, etc.**
- **Setting up the Governance Structure**
- **Implications for ISPI Board Processes and Agendas**
- **Award System Implications**
- **Implications for Staff and Committees**