# Human Performance Technology (HPT) Model

## Performance Analysis

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

**Desired Workforce Performance**

**Gap**

**Actual State of Workforce Performance**

**Environmental 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**

## Intervention Implementation and Change

**Change Management Process Consulting Employee Development Communication, Networking, and Alliance Building**

## Evaluation

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

**Summative**
- Immediate Reaction
- Immediate Competence

**Confirmation**
- 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