

Human Performance Technology 101



Doug Craft, Performance Analyst
Performance Technology Center, FC-Tptc
Yorktown, VA
August 2011

©2003 Sunbird Photos by Don Boyd
#US030904



What Does the Performance Technology Center do?

- **We** – analyze performance problems and design performance solutions.
- **We** – help people do their jobs better.
- **We** – leverage technology to improve Coast Guard performance

What does a Performance Analyst do?

"I Solve Problems"

-Winston Wolf, Pulp Fiction

Objectives

- Why is Human Performance Technology (HPT) important to the Coast Guard?
- What are some of the key aspects of HPT?
- Example of how HPT is practiced at the Performance Technology Center

Why is Human Performance Technology (HPT) important to the Coast Guard?

(Q): Study asked 21,000 learning professionals what was their most significant challenge?

(A): Aligning training to business initiatives and goals.

(Q): Why is this so difficult?

(A): Because training is not performance.



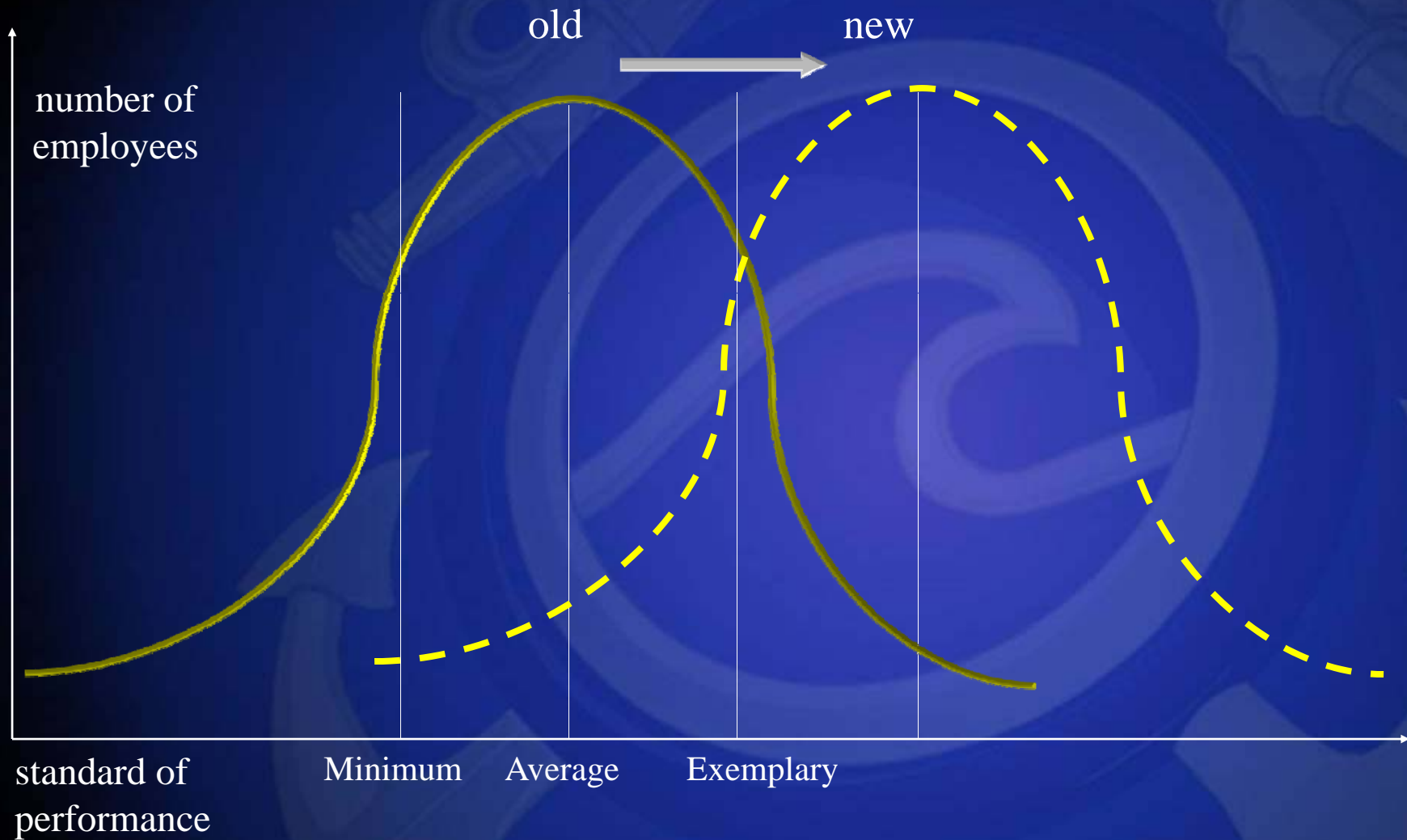


Training does not always = performance

Why HPT and the Coast Guard...

- CG supports initiative and innovation
 - “...one of the keys to the success of the Coast Guard's rescue mission was the ability of the men and women at all levels to act independently.”
-ADM Thad Allen
- limited resources
 - CG can't throw money and people at every problem
 - Forced to work smarter not just harder. HPT provides road map to work smarter.

Raise the Overall Performance



Integration of Human Performance Technology

Definition:

- According to the International Society for Performance Improvement (ISPI), HPT is "a set of methods and processes for **solving problems—or realizing opportunities** related to the performance of people, and organizations.

A Little Exercise

Think back to your current or last job and write down the biggest thing that kept you from doing your job.

1-Slide HPT



Performance Influences

Environmental Influences

Information

Resources

Incentives

Selection
Assignment

85%

Knowledge

Skills

Motivation

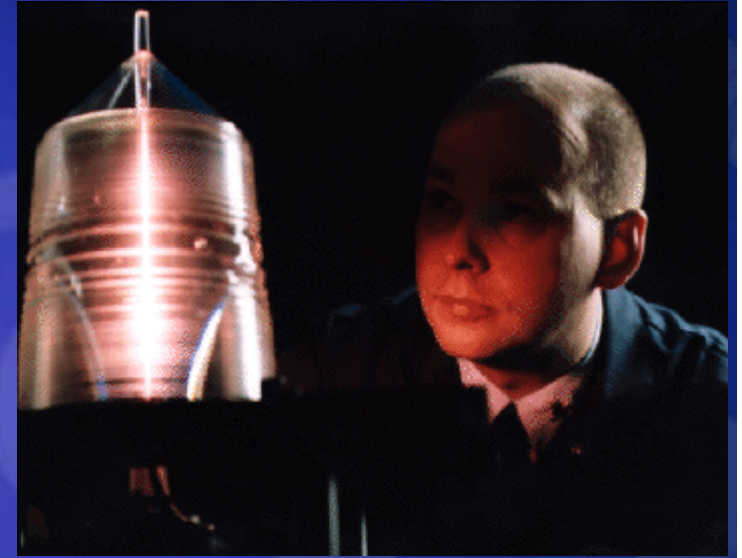
Capacity

15%

Individual Influences

Four Tenets of HPT

1. Begin with the end in mind
2. Systematic analysis starting with identifying the optimal state
3. Many factors influence performance
4. HPT is data driven



#1 Begin With the End in Mind

Everything we do must be business driven

- Designed to align with organizational goals
- Resist temptation to prescribe before diagnosing
- Focus on desired end state and then work backwards to identify what must happen
- All solutions must provide ROI.

#2 Systematic Analysis Starts with the Optimal/Desired State

What should be accomplished to meet individual, unit and organizational goals?

Performance Analysis: Optimal (should be)
- Actual (are)

Performance Gap

Treat root cause vs. a symptom of the problem.

Evaluate the results through metrics.



#3 Many Factors Influence Performance

- Impact can be positive or negative
- Training does not – performance
- Yet most commonly relied upon solution, yet only appropriate for 10-15% of performance problems.
Why??
- Everything we do must be targeted at an organizational goal...otherwise don't do it.

#3 Many Factors Influence Performance (cont.)

- Pieces interact
- Whole > sum of parts
- Output > sum of inputs
- Change one part and it affects the entire system



#4 HPT is Data-Driven

- Solutions are based on disciplined, systematic data collection and analysis
- Little room for anecdotes
- Opinions are like
*@\$&\$...everybody has one.
- *It's a huge mistake to theorize before one has data. Inevitably, one begins to twist facts to suit theories, instead of theories to suit facts."*

Sherlock Holmes



Example

- Cold Water / Ice Diving Training Requirements Analysis (TRA)

Cold Water Ice Diving TRA

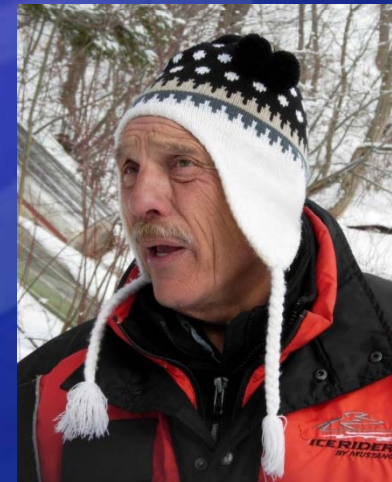
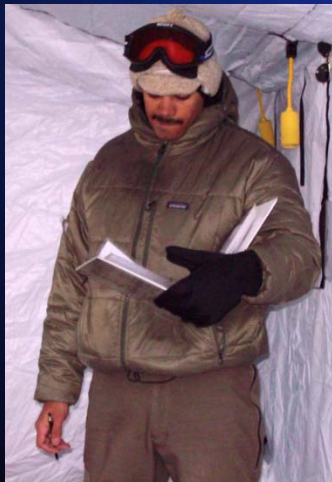
- August 2006 Class “A” Mishap - USCGC HEALY
- Chief of Staff Final Decision Letter mandates Cold Water/Ice Diving Training



1. Begin with the end in mind



2. Systematic analysis starting with identifying the optimal state



3. Many factors influence performance



4. HPT is data driven



Review

- Begin with the end in mind
- HPT is systematic
- Many factors influence performance: the work, the worker and the workplace
- Data, Data, Data!!!!
- Training is not always the answer!!!



11 Annual Coast Guard HPT Workshop

14 - 16 September 2011
Williamsburg, VA

<http://uscghpt.org/>



ELEVENTH ANNUAL U.S. COAST GUARD
HUMAN PERFORMANCE
TECHNOLOGY WORKSHOP
SEPTEMBER 14 - 16, 2011



Armed Forces Chapter International Society for Performance Improvement

<http://www.afc-ispil.org/>



**International Society for
Performance Improvement**

WHERE KNOWLEDGE BECOMES KNOW-HOW



Armed Forces Chapter

Performance Technology Enlisted Master's Degree Program

- Bachelor's Degree in any field
- E-7 and above
- GRE within past five years
- Need not be tour complete



Questions?

Contact Information

Doug Craft, USCG
Performance Analyst, USCG Performance
Technology Center
757 856 2012
Douglas. M. Craft@uscg.mil