Human Performance Technology (HPT) and its benefits for Organization


Ever since, performance at workplace has been and continues to be the main focus of instructional designers as well as corporate managers. The need to improve and sustain high level of performance has become more urgent with increasing market demand and rapid growth of technology. Human Performance Technology (HPT) is the one of the current models that has been introduced in the field of instructional technology. HPT is defined as a means we use to achieve or improve performance (Reiser & Dempsey, 2007). The most common model of HPT is ISPI which took its name from International Society for Performance Improvement (ISPI). Today ISPI Model of HPT is widely used by many organizations in North America and Europe. According to Foundation of Performance Technology (cited by Reiser & Dempsey, 2007), this model is basically built on interrelated three phases. The first phase of performance analysis identifies the performance gap in relation to organization mission and goals. The second phase analyzes the causes of low performance by looking into the circumstances of employees and their work environment such as knowledge, skills, incentives, motives, and expectations as well as resources, support, and tools. The third phase of intervention, selection, and design involves reinstate necessary remedies to improve circumstances of the employees and the work environment.

One of the unique features of HPT of ISPI Model is that it links improvement of performance to motivation. Unlike Instructional Design System (ISD) for example, HTP does not mainly focuses on building skills and knowledge; instead it expands the focus to build motivation of employees and to create the required workplace support. For instance, IDS solution phase is implementation of instructional training program while HPT solution phase includes improvement of employee’s status by incentives, rewards, feedback, education, health, wellness as a way to improve their performance. Having said that we can draw a conclusion that the philosophy of HPT considers investment in human is an investment in performance. Indeed, an organization that employs HPT can get the best of its employees. A motivated employee is an asset to his/her organization. What makes an employee performs and produces is motivation and not instruction. Today, some organizations have introduced merit point system in their annual
appraisal as way to encourage improvement of performance. With merit point system the employee gets points which transfer into pay based on his/her performance during the year. Using on set of criteria in the job description, the employee can be rated as exceeding, excellent, good, or satisfactory. This evaluation will determine the amount of pay he/she gets.

Another breakthrough in the performance is that HPT provides is the introduction of Electronic Performance Support System (EPSS). An organization can put user friendly software in place as job aid for employees to do their job efficiently, quickly, and accurately. EPSS allows the organizations to store and organize data in a systematic easy accessible way. This has been known in the field of instructional technology as knowledge management (KM) (Reiser & Dempsey, 2007). Decades ago, offices and workplaces stacked with files and folders. An employee had to spend considerable amount of time to dig out a document from heap of papers. Today in no time, you can access your electronic data base and retrieve what you want while you are doing another task. Having EPSS not only facilitates performance, but also gives an employee opportunity for self-training or what has been known as informal or job-training. Employee can access the data base to learn about the organization mission, vision and goals or about their job description. They can try software to perform different tasks. Before I joined my current job at DLI, I had no idea how to record sound file or create video files. No one taught me. I just learned them by tying. Thanks to user friendly system.

The final thought is that HPT is considered cost effective solution. It’s a simple straightforward uncomplicated model. It’s all boil down in an effective intervention to address the causes of performance gap. Therefore introducing HPT does not need spending money to hire sophisticated instructional designers. According to Reiser & Dempsey (2007), human resource team in the organization can work as HTP group.

References:

- David Wile's HPT model. CUSMB, Ilearn, IST524 website.
- HPT model of ISPI CUSMB, Ilearn, IST524 website.
- Soo Young week 3 lecture CUSMB, Ilearn, IST524 website.