



## What Is Human Performance Technology? Part 2 of 2

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**Learning Objective:** Students shall be able to define Human Performance Technology and describe how the ADDIE process can be used in closing performance gaps.

We left our last discussion with the Analysis of Human Performance. So, what now does Design have to do with performance improvement?

**Design:** Design is about identifying the key attributes of a solution to the opportunity and gaps identified in the Analysis phase of ADDIE. The output of the Design phase describes the features, attributes, and elements of a solution and the resources required to make it happen. The Design phase will identify learning objectives, assessment instruments, exercises, content, subject matter analysis, lesson planning, and media selection.

That's straightforward. Figure out the things that will close the performance gaps, and get it all recorded. What about the Development phase?

**Development:** Development is about the creation of some or all of the elements of the solution. It can be done by an individual or a team, in-house or contracted out. The output is a product, process, system, or technology. Examples include training, performance support tools, a new or re-engineered process, the redesign of a workspace, or a change in compensation or benefits. (Remember, HPT works for any part of your organization.) In this phase, the project is reviewed and revised according to the feedback received.

This is starting to come together well. We've determined the need, where the gaps exist, what the performance entails, how to close the gaps, and now have begun to produce our solution. What's next? Of course, getting the solution to where it is needed.

**Implementation:** Implementation is about getting the solution where it is needed and managing the change required for sustaining it. The outputs are changes in or adoption of the behaviors that should produce the anticipated results or benefits. This phase is about helping people learn new behaviors or use new interventions to enhance or change performance.

Got it! Deploy the solution and manage the change. Now, finally, comes the most generally neglected piece of the performance puzzle, Evaluation.

**Evaluation:** Evaluation is about measuring the efficiency and effectiveness of what was done, how it was done, and the degree to which the solution produced the desired results. We do this so that the cost incurred and the benefits gained can be compared. The benefits gained should always be about how well Joe or Jane performs in their job. Additionally, this phase is about identifying and acting on opportunities throughout the process to identify measures and capture data that will further identify needs, adoption, and results. While evaluation is the final phase of the ADDIE process, it is one that is continual throughout the process. A thorough evaluation will produce data that will be a continual source of performance improvement.

There we have it. Human Performance Technology has always been and always will be about people, and how well they do what they do every day. When we start looking at the whole picture and not just the knowledge piece, it's easy to gain a better understanding of how our organizations actually accomplish work. We must always remember that knowledge is a wonderful thing, and we need to gain as much of it as we possibly can. However, until we get it from the gray matter to the fingertips, it remains only knowledge and not performance.



Evaluation is a key piece of the ADDIE process. Just as instructors are evaluated on their performance during class, we must remember to also evaluate ourselves and our coworkers to ensure efficiency and effectiveness.

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