ISPI Presidential Initiative Task Force - Stage 1

Clarifying HPT

The Report to the Board

March 31, 2004

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Prepared for:

- ISPI Board of Directors 2003-2004

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Introduction

This is the Final Report of the ISPI Presidential Task Force chartered by the ISPI Board of Directors in 2003 to refine our definition and framework for Human Performance Technology (HPT). Although this is the Final Report of the Task Force to the Board, it does not represent the final word for this effort. Included in this report are plans for on-going refinements and reviews of the work that was begun by this Task Force.

Background

For over 42 years ISPI members have contributed their ideas and experience shaping Human Performance Technology. Improving Performance by focusing on result has been a corner stone of our organization.

In 1999, during our first Think Tank, we began the process of organizing and defining HPT. This process has continued.

In November 2003 and March 2004 another series of Think Tanks laid out a path to formulate the next generation of Performance Improvement.

The purpose of this document is to provide a blueprint by focusing on our systematic approach, analysis, design and communities. HPT can become the leverage organizations need to increase improved performance and focus on results.

HPT is the multiplier factor for Performance Improvement.

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. The Task Forces used the model proposed by Geary A. Rummler in his article published in October 1983 in the P&I Journal titled:

**"Technology Domains and NSPI:
A Proposed Framework for Organizing the Professional Content of NSPI"**

and as the "starting point" for its deliberations.

This Presidential Initiative Task Force is intended to complete Phase 4 of a four-phase effort currently underway to define HPT with enough clarity so that the society can better market both HPT and ISPI as the source for *all-things* HPT.

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.

The Task Force was formed by first assembling a Core Team at the 2003 Conference in April. The main task of the Core Team was to nominate and recruit the remaining members of the Task Force. The selection was intended to provide a suitable mix of *old guard*, *new guard*, and *rising stars*; *in-house*, *academics*, and *consultants*; and to get representation from the international community. The Core Team included:

❑ Roger Addison

❑ Rick Battaglia

❑ Richard Clark

❑ Roger Kaufman

❑ Geary Rummler

❑ Ray Svenson (Facilitator)

❑ John Swinney (Chair)

❑ Don Tosti

❑ Guy Wallace (Board Sponsor)

Task Force members were asked to commit to background reading, participation in two four-hour conference calls, and a three-day "Think Tank" meeting. Task Force members were asked to contribute their own time and expenses without reimbursement.

This Task Force ultimately included the following 21 participants of the 28 originally invited participants:

❑ Roger Addison

❑ John Amarant

❑ Rick Battaglia

❑ Carl Binder

❑ Dale Brethower

❑ Michael Cassidy

❑ Richard Clark

❑ Timm Esque

❑ Jeanne Farrington

❑ Ingrid Guerra

❑ Doug Leigh

❑ Karen Medsker

❑ Jim Pershing

❑ Geary Rummler

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❑ John Swinney (Chair)

❑ Don Tosti

❑ Guy Wallace (Board Sponsor)

❑ Charline Wells

❑ Klaus Wittkuhn

Process Overview

The Task Force process included the following steps:

1. Proposed process sent to the 28 invited Task Force members along with background material and reading references by John Swinney, Guy Wallace, and Ray Svenson.

2. Task Force members reviewed proposed process and background material.

3. The Task Force participated in a conference call on October 27, 2003 to refine the process and agree on the general categories to be included in the HPT framework.

4. 20 of the 28 invited participants met in Las Vegas on November 17-19 for a three-day "Think Tank" and developed the primary outputs for this report. The Task Force did not achieve all of its intended outputs.

5. Five subgroups refined the work from the Las Vegas meeting between November 20 and December 17, 2003.

   ❑ HPT Definition and Criteria
     - Carl Binder
     - Michael Cassidy
     - Richard Clark (Leader)
     - Jim Pershing
     - Klaus Wittkuhn

   ❑ Performance Systems Engineering Process
     - Roger Addison

- John Amarant
- Timm Esque (Leader)
- Jeanne Farrington

❑ Performance Analysis Framework
- Ingrid Guerra
- Marilyn Spatz
- John Swinney
- Don Tosti (Leader)

❑ Technology Domains
- Doug Leigh
- Karen Medsker
- Jim Pershing (Leader)
- Geary Rummler

❑ Governance Structure
- John Amarant
- Dale Brethower
- Guy Wallace (Leader)

6. Ray Svenson compiled the Final Report draft, reviewed it with John Swinney and Guy Wallace, and sent it to the Task Force members for review on December 22, 2003.

7. The Task Force reviewed and commented on the draft Final Report in a conference call on January 5, 2004.

8. The report was revised and sent to the ISPI Board on January 9, 2004.

9. The ISPI Board reviewed the draft and discussed the initiative in their January board meeting (January 16-18, 2004) and chartered a second Task Force to complete the work and add an Implementation Plan. This second Task Force included a subgroup from the first Task Force and some new members to add a new perspective. Of the 12 invited attendees, the following 10 members participated:

❑ Roger Addison

❑ Jeanne Farrington

❑ Ruhe Hao

❑ Doug Leigh

❑ Margo Murray

❑ Jim Pershing

❑ Charline Wells

❑ Ray Svenson (Chair/Facilitator)

❑ Don Tosti (Board Sponsor)

❑ Guy Wallace (Board Sponsor)

10. The draft Final Report was sent to all 900 CPTs after the January Board meeting for their comments as input to the next step. 12 CPT's provided comments, which were distributed and considered by the second Task Force.

11. The second Task Force met in Oakland, California, on March 13-15, 2004. This report is the result of their efforts.

Note: In addition to the Task Force members listed on the cover of this report, the following individuals also participated in this effort contributing their talents, time and funds:

❑ Erika Gilmore
❑ Mark Lauer
❑ Pam Vunovich

Task Force Outputs

The Task Force outputs created in Las Vegas and Oakland include:

❑ 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*

*When stated this way, intuition and respected practice are permitted and encouraged (provided they meet the first three criteria) without scientific evidence provided that there is no research evidence that it may not work under the conditions or by the means where it is being recommended.
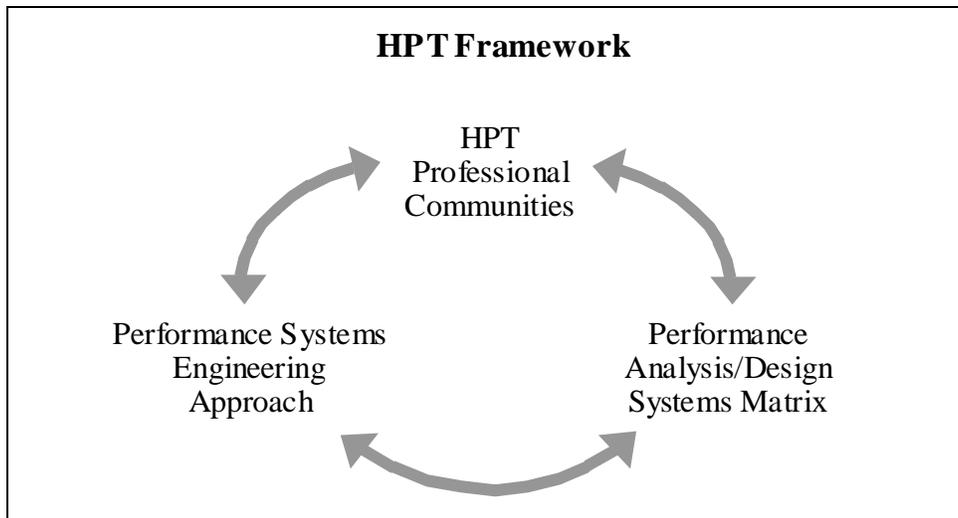
Our definition of human performance is: "*those valued results produced by people working within a system.*"

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:

HPT Framework

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                        HPT
                    Professional
                    Communities

   Performance Systems                    Performance
      Engineering                       Analysis/Design
       Approach                         Systems Matrix
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Performance Systems Engineering Approach

| Establish the Organizational Context | → | Identify and Review Issue with Client | → | Assess Performance Against Expected Results | → | Identify Requirements for Success | → | Recommend Solutions | → | Design/ Implement Approved Solutions | → | Monitor Performance Against Expected Results |

Performance Analysis/Design Systems Matrix

	Receiving System	Outcomes	Process	Input	Feedback	Conditions
Organizational System						
Operational System			Analysis Variables and Key Analysis Questions			
Performer System						

HPT Professional Communities

- Management of Organizational Performance
- Motivation, Incentives, and Feedback
- Instructional Systems
- Science of HPT: Foundations
- Analysis, Evaluation, Measurement
- Process Improvement
- Organizational Design/Alignment

The next three sections of this report provide more detail on each of these three components.

Performance Systems Engineering Approach

NOTE: This approach needs to cover both proactive and reactive situations.

	Step	Description of Step	Result
Ongoing relationship with clients and participating in the business as a partner	1. Identify and Review Issue (problem/ opportunity) with Client	❑ Proactively identify or reactively review clients' perspective on a potential issue and identify how addressing the issue would increase stakeholder value ❑ Agree on evidence the client will accept that the goal has been met	❑ Clarification of the real organizational issue ❑ Clients determination of whether or not it is worthwhile to pursue
	2. Assess Performance Against Expected Results	❑ Assess performance against expected results (through existing or new measures and/or ongoing monitors)	❑ *To be completed at a later date by the HPT Advisory Council*
	3. Identify Requirements for Success	❑ Identify relevant factors of successful performance at appropriate system levels (barriers/requirements)	❑ *To be completed at a later date by the HPT Advisory Council*
	4. Recommend Solutions	❑ Narrow down to most relevant factors of successful performance ❑ Identify alternative solutions applying human performance technology criteria ❑ Evaluate alternative solutions/ approaches to address the most relevant factors (Assumptions, cost, benefits, risks) ❑ Communicate recommendations in terms of client perspective (from step 1)	❑ *To be completed at a later date by the HPT Advisory Council*
	5. Design/Implement Approved Solutions	❑ Develop implementation plan in conjunction with the client ❑ Design/develop solutions (tools/guidance/etc.) to support approved approach and plan by applying valid human performance technology ❑ Support implementation per plan	❑ *To be completed at a later date by the HPT Advisory Council*
	6. Monitor Performance Against Expected Results	❑ Assess performance against expected results (Is there an issue now? What are the lessons learned?) ❑ Recommend next steps	❑ *To be completed at a later date by the HPT Advisory Council*

NOTE: The Performance Systems Engineering Approach is not linear even though it appears so in this depiction.

Performance Analysis/Design Systems Matrix

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

The purpose of the matrix then, is to provide a means of considering all the thousands of variables that can affect such performance.

Some ground rules regarding the framework should be:

1. *Inclusive* – It should apply to all kinds of organizations regardless of their type or size.

2. *Comprehensive* – It should provide a means of classifying every possible variable.

3. *Systemic* – It should reflect a systems view and be capable of aiding in a systemic analysis of interdependencies.

4. *Parsimonious* – It should list a set of variables only once. This should be done in the area for which that set of variables has the greatest impact. For example, raw materials most impact the process at the operational level. It should therefore be listed there even though some factors of the "raw materials" may also impact the individual.

Systems Component Definitions

Component	Definition	Examples
Receiving System	The system stakeholder that receives or is directly affected by the output.	
Outcomes	The accomplishment – what is produced or created by a process, including products and services as well as positive or negative changes in the environment or situation.	
Process	The sequence of activities in the value chain that produces the desired outcomes and results	
Input	What initiates or directs an action or process including such things as customer requests, stakeholder demands, information, etc.	
Feedback	Information about the quantity or quality of outcomes that is "fed back" to a performer, operational unit, or organization and that can be used by the appropriate system to make adjustments that will improve the output or results.	

Component	Definition	Examples
Conditions	The contextual surroundings or environment within which performance occurs, including resources, raw materials, tools, equipment, information/ guidance, and support – it includes the physical, business, and social environment. What we are seeking is a convenient way to classify all the variables that affect performance and this is one possible way to label these "given" support elements as conditions.	Financial resources, Human resources, Physical resources, Information

Listed below are some notes regarding these above components and definitions.

❑ **Process** – The organizational level focuses on those processes concerned with the governance of the organization.

The operational level includes all the process in the value chain as well as those involved in maintaining that process. The variables here take in to account the specific activities and tasks, their sequence and flow, etc. We also often look for *broken* connections and misalignments, e.g., bottlenecks, disconnects, and so on.

Task elements and their characteristics are part of the process definition.

The performer level is focused on the actions of the individual. It therefore seems best to put the performer in the process box. The variables to be considered are those *internal* to the performer and that are relevant to his/her execution of the task. These include:

- Skill/knowledge
- Motivation
- Other variables, e.g., confidence, preferences, styles, etc.

❑ **Input** – Inputs are those things that initiate or direct the subsequent action. This would include such things as the strategic plan, customer requests, work schedules, assignments, etc.

❑ **Conditions** – these are the accepted givens within the social and physical environment (tools, resources, equipment, etc.)

Our goal is to define the variable classes in a way that best suits the requirements of HPT and performance consultants.

Our definitions are not inconsistent with those of general systems theory. But that is not a constraint. We are free to provide our own unique definitions for them.

We must recognize that any approach we use is, to a certain extent, arbitrary. Our goal is to provide a definition that is both useful and one that will feel comfortable to most practitioners.

The General Performance Analysis/Design Systems Matrix

NOTE: The matrix presented here is a simplified one. There are literally thousands of variables that can be included in this classification matrix. These are examples. (Note: We need to develop criteria for inclusion in a cell.)

	Receiving System	**Outcomes**	**Process**	**Input**	**Feedback**	**Conditions**
Organizational System	❑ Shareholders, owners • Financial return • Growth ❑ Employees • Job satisfaction • Benefits • Pay ❑ Customers • Functionality • Fair price • Satisfaction ❑ Others • Suppliers • Government agencies • Unions • Society • Media • Communities • Banks • Financial institutions	❑ Financial performance ❑ Marketplace performance	❑ Admin. Systems characteristics ❑ Inform. Systems characteristics	❑ Strategic plan ❑ Mission/ vision ❑ Values	❑ Financial indicators ❑ Sales indicators	❑ Organization environment/ structure ❑ Stakeholder requirements
Operational System		❑ Products/ services ❑ Quality standards met ❑ Rework and waste	❑ Process characteristics • Methods/ flow ❑ Task characteristics • Actions • Decisions	❑ Demands/ schedules ❑ Workload ❑ Priorities	❑ Operational measures ❑ Operational reviews	❑ Physical environment ❑ Equipment/ tools ❑ Availability of • Materials • Resources
Performers System		❑ Work products • Tangibles • Intangibles ❑ Work standards met	❑ Performer characteristics • Skills • Motivation • Capability • Preference	❑ Directions ❑ Expectations ❑ Assignments ❑ Roles and responsibilities	❑ Incentives/ consequences ❑ Performance appraisals • Formal • Informal	❑ Cultural environment/ practices ❑ Policies, regulations, business values ❑ Leadership and management practices

Sample Probes for a Performance Systems Analysis

NOTE: These questions must be reviewed for consistency with the HPT criteria listed on page 6.

Conditions

Performance Systems Factor	Questions
ORGANIZATIONAL	Assures the organization is structured in a way that contributes to effective and efficient performance of the work.
Structure	❑ Are organizational functions set up to produce clear outcomes that are useful to other units or the organization as a whole? ❑ Do people typically know what other functional groups do and how it is related to their own work or that of the organization? ❑ Is decisions authority allocated at the "right" level and the "right" function?
Reporting Relationships	❑ Do people who do similar or closely related work typically report to the same manager or management group? ❑ Do managers in the organization have a reasonable span of control?
OPERATIONAL	Assures the work environment is set up to make it as easy as possible to work efficiently and effectively.
Resource availability	❑ Are equipment, tools and information readily accessible when and where they are needed? ❑ Are support services easily accessed when needed? ❑ Are supplies and raw materials readily accessible when needed?
Physical Environment	❑ Are space, light, and temperature adequate to work effectively? ❑ Is the environment free of physical obstacles that get in the way of doing the work?
PERFORMER	Assures people throughout the organization typically behave in a way that supports effective performance.
Leadership Practices	❑ Do organizational leaders typically. . . • Provide people with clear direction about goals? • Create a compelling vision about purposes and what the future could be like?
Cultural Practices Relationship	❑ Do people accept and even encourage information, opinions, and ideas from people who are below them in the organizational hierarchy? ❑ Do people readily provide relevant information, ideas and opinions of people who are above and below them in the organizational hierarchy? ❑ Do organizational peers or colleagues typically. . . • Share relevant information with each other as well as encourage/ accept suggestions and feedback from each other? • Treat each other with respect?
Business Values	❑ Has the organization defined and communicated its business values to people within the organization – and to suppliers and customers well? ❑ Are the values compatible with the organization's strategy and goals?

Input

Performance Systems Factor	Questions
ORGANIZATIONAL	Is the organization's strategy clear and appropriately responsive to the demands of the business, the competitive environment, and stakeholder needs?
Mission, vision, strategic direction	❑ Does the organization have… • A clear mission statement of what the organization is in business to accomplish? • A vision of the desired future and why it matters?
External demands	❑ Does the organization have a clear picture of its competition? Who they are and how they are positioned in the marketplace? ❑ Are the organization's mission/vision and strategy responsive to the competition? ❑ Does the organization have a clear vision of its responsibilities to society and is it responsive to those requirements?
OPERATIONAL	Are the demands placed on the process clearly defined and managed so that work can proceed efficiently and effectively?
Requirements (time, quality, cost)	❑ Are the requirements for successful completion of the work clearly understood? ❑ Do requirements match the organization's strategy and customer needs?
Workload Predictability	❑ Is the workload sufficiently predictable so that people can respond to it successfully – or are plans in place for dealing with the unpredictable changes in the workload?
PERFORMER	Do managers provide clear direction that support the organization's mission/vision and strategy and desired business results?
Priorities	❑ Do priorities match the mission/vision and strategy? ❑ Are they clearly communicated – and followed?
Purposes	❑ Are purposes communicated? ❑ Do people understand how their work contributes to larger organizational goals and purposes?
Objectives	❑ Are unit objectives derived from the organization's strategy? ❑ Are objectives clearly communicated to those who are expected to accomplish them?
Assignment	❑ Are work assignments clearly communicated? ❑ Do people know what they are expected to do and deliver?

PROCESS

Performance Systems Factor	Questions
ORGANIZATIONAL	Do administrative systems and policies support performing the work of the organization effectively and efficiently?
Administrative systems: flexibility, links, centralization	❑ Are administrative systems flexible enough so that people can effectively respond to the variety of work situations they encounter? ❑ Are systems linked so that controls and guidelines in one area of the organization are compatible with those in other areas? ❑ Are systems decentralized enough to allow for local solutions?
Information systems: timely, accurate, relevant	❑ Do information systems provide people with the information they need when they need it? ❑ Is the information accurate and reliable?
OPERATIONAL	Do work methods support effective performance? Are the requirements appropriate and are the met?
Process Design	❑ Are process goals clear? ❑ Is the process understood and executed properly? ❑ Are relevant functions in place? Are they free of redundancies and unnecessary work? ❑ Is there clear and appropriate flow of inputs and outputs through out the process?
Roles and Responsibilities	❑ Are roles and responsibilities clear? ❑ Are responsibilities compatible? Free of conflicts? ❑ Are process interfaces managed?
Task Definition	❑ Are tasks defined and documented as needed? ❑ Is documentation clear, useful, and up-to-date?
PERFORMER	Do people have the capability to efficiently and effectively perform their work?
Skills/knowledge	❑ Do they know how to perform successfully? ❑ Do they have the skills to perform successfully?
Initiative	❑ Are people encouraged to take initiative to improve their performance – or to adapt it to changing situations and demands whenever feasible? ❑ Do people clearly know when it is appropriate to take initiative and when it is not?
Selection	❑ Do selection/hiring criteria match job requirements? ❑ Are people selected for positions based on both their capability to perform and their interest in the kind of work being performed?

Output

| Performance Systems Factor	Questions
ORGANIZATIONAL	Are expected business results defined and linked to organizational strategy? Measured and monitored?
Business Plan Data	❑ Do business plans reflect strategic input? ❑ Are they compatible across functions?
Marketplace Indicators	❑ Are relevant measures in place to track key aspects of the organization's performance in the marketplace? ❑ Is information about marketplace performance made available to those who need/can use it?
OPERATIONAL	Are expectations for product/service performance defined and linked to the organizational strategy? Measured and monitored?
Product Data	❑ Is relevant information about product/service quality gathered? ❑ Is it accurate, reliable, and timely? ❑ Is it made available to those who need and can use it?
Product Mix	❑ Are product mix guidelines or expectations established and information about the actual mix gathered? ❑ Is the information made available to those who need/can use it?
PERFORMER	Are there appropriate consequences for effective performance, e.g., information, rewards, recognition?
Performer Data	❑ Are those standards linked to company strategy and goals? ❑ Made available to people who need/can use it?
Feedback Appropriateness	❑ Are feedback sources reliable? ❑ Is feedback timely, constructive, and useful? ❑ Is it being used to actually improve performance?
Rewards and Recognition	❑ Are rewards and recognition provided for performance? ❑ Are they clearly linked to performance that meets or exceeds standards? ❑ What are the consequences for people taking initiative and/or assuming accountably?

Receiving System/Receiver

Performance Systems Factor	Questions
OWNERS	To what extent is the organization creating value for owners? To what extent is it using owner feedback to continue to create or increase value?
Financial Return	❑ Do owners receive what they see as an adequate return on their investment? ❑ Are expectations about financial return monitored and used to look for ways to adapt as appropriate?
Satisfaction with company performance reputation	❑ How satisfied are owners with the company's performance and reputation? ❑ Are expectations about company performance/reputation monitored and used to look for ways to adapt as appropriate?
CUSTOMERS	To what extent is the organization creating value for customers? To what extent is it using customer feedback to continue to create or increase value?
Product/Service Functionality	❑ To what extent do products/services function as customers want or need them to? ❑ Are expectations about products/service function monitored and used to look for ways to adapt as appropriate?
Price, Effort, Recovery	❑ To what extent do customers consider the price and effort associated with products and services reasonable in relating to the value they receive? ❑ To what extent are customers pleased with the company's recovery efforts when they have problems or complaints? ❑ Are expectations about price, effort, and recovery monitored and used to look for ways to adapt as appropriate?
EMPLOYEES	To what extent is the organization creating value for employee? To what extent is it using employee feedback to continue to create or increase value?
Money, Benefit	❑ Do employees receive what they see as adequate money and benefits for their performance? ❑ Are expectations about money and benefits monitored and used to look for ways to adapt as appropriate?
Security	❑ Are employees satisfied with job security? ❑ Are expectations about job security monitored and used to look for ways to adapt as appropriate?
Job Satisfaction	❑ How satisfied are employees with their work, including the work itself, the environment, and the value they create? ❑ Are expectations about job satisfaction monitored and used to look for ways to adapt as appropriate?

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.

As a starting point, the Task Force recommends the following seven HPT Professional Communities. Other HPT Professional Communities may be defined as the need arises.
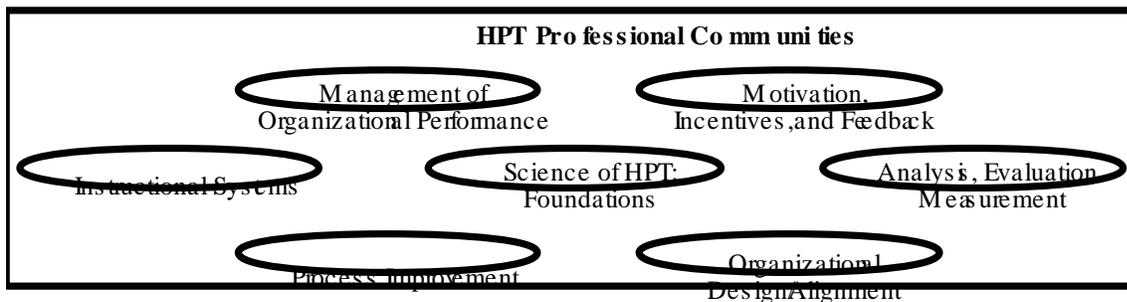
Establishing policies, criteria and the processes for creating or changing Professional Communities and SIGs will be the work of the HPT Advisory Council and will require ISPI Board approval.

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

HPT Professional Community Descriptions

Community	Science of HPT: Foundations
Overall Description	The intellectual pursuit of basic principles and conditions of applications that impact human performance.
Example Content/ Application	❑ Behavior analysis ❑ Educational research ❑ Learning theory ❑ Systems theory ❑ Motivation ❑ Cognitive science ❑ Etc.
Example Participants	❑ Researchers ❑ Professors ❑ Graduate Students
Example Partner Organizations	❑ APA - American Psychological Association

Community	Motivation, Incentives & Feedback
Overall Description	The examination of data about performance and providing the most effective way of delivering that information to modify the form of behavior or to increase or decrease the likelihood of the performance.
Example Content/ Application	❑ Corrective feedback ❑ Incentives and motivation ❑ Coaching ❑ Performance management ❑ Mentoring ❑ Performance appraisal ❑ Etc.
Example Participants	❑ Coaches ❑ Mentors ❑ Performance Consultants
Example Partner Organizations	❑ Forum for People Performance Management and Measurement

Community	Analysis, Evaluation, Measurement
Overall Description	The process of assessment, decision, and action relevant to the maintenance and adaptation of the system.
Example Content/ Application	❑ Human factors analysis ❑ Balanced scorecard and dashboard ❑ Needs assessment ❑ Statistical process controls ❑ Performance measurement ❑ Evaluation ❑ ROI ❑ Benchmarking ❑ Etc.
Example Participants	❑ Analysts ❑ Psychometricians ❑ Evaluation Specialists
Example Partner Organizations	❑ APA - American Psychological Association ❑ ABA – Association for Behavior Analysis

Community	Instructional Systems
Overall Description	Determining when learning should occur and the best way to achieve learning through manipulation of display, response demand, and instructional management.
Example Content/ Application	❑ Instructional systems design ❑ Knowledge management ❑ Job aids ❑ Performance support systems ❑ e-learning ❑ Expert systems ❑ Etc.
Example Participants	❑ Instructional Designers ❑ Information/Job Aid Designers ❑ Instructors/Facilitators ❑ Training Managers
Example Partner Organizations	❑ ASTD – American Society for Training & Development ❑ ISA – Instructional Systems Association

Community	Process Improvement
Overall Description	Increasing the efficiency and/or effectiveness of the sequence of activities in the value chain that produces outcomes and results.
Example Content/ Application	❑ Statistical process improvement ❑ Business process re-engineering ❑ Six sigma ❑ Operations research ❑ Lean ❑ Etc.
Example Participants	❑ Performance Consultants ❑ Quality staff ❑ Six Sigma green and master blackbelts
Example Partner Organizations	❑ ASQ – American Society for Quality ❑ APQC - American Productivity & Quality Center

Community	Organizational Design/Alignment
Overall Description	To examine the allocation of decision-making authority, business processes, values, business practices, and conduct of people in the organization and their performance to ensure they are aligned to produce the desired results.
Example Content/ Application	❑ Culture change ❑ Collaboration and team building ❑ Organization design ❑ Company values and practices ❑ Strategic planning ❑ Etc.
Example Participants	❑ Performance Consultants ❑ OD Practitioners ❑ Change Managers
Example Partner Organizations	❑ OD Network

Community	Management of Organizational Performance
Overall Description	To impact organizational results by looking at the whole system to determine where the major sources of variance are and then addressing them with appropriate organizational change processes and techniques.
Example Content/ Application	❑ Change management ❑ Management and leadership practices ❑ Administrative systems ❑ Program and project management ❑ Succession management ❑ Etc.
Example Participants	❑ Training Directors and Managers ❑ Line Managers ❑ Performance Consultants
Example Partner Organizations	❑ Human Resources Planning Society ❑ The Conference Board

HPT Governance System

NOTE: This rough draft is intended as input to the ISPI Board and a future Task Force chartered with completing this effort (to design and implement an HPT Governance System).

Purpose

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

❑ Deciding and disseminating 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

  • Decide whether or not interventions meet the established criteria – be the stewards of the subsets of the technology – looking at content in publications, etc. – trying to advance, push, move the technology

  • 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.

Proposed HPT Governance System Charter

The HPT Governance System will further the achievement of ISPI's mission, vision, and value proposition of ISPI. This system is chartered to:

❑ Organize the diverse, professional content of HPT and create learning and networking groups into "Professional Communities" and "Special Interest Groups – SIGs"

  • HPT Professional Communities would be permanent communities that might be "resourced" at a higher level than SIGs

  • HPT Special Interest Groups that might be organized around specific opportunities/problems, industries, and geographies, etc. when there are enough ISPI members to warrant their establishment and other criteria TBD. These might operate and be resourced differently than the Professional Communities.

❑ Organize and build the infrastructure to enable the members to form "networks/ communities of practice or interest" reflecting the HPT Professional Communities and SIGs, to enable their further development of both HPT core capabilities and those unique capability needs of the community members of an HPT Professional Community or SIG.

❑ Empower the representatives of each community to evolve and continuously improve the state-of-the-art of their HPT Community and affect the professional content of ISPI's forums and publications.

❑ Empower the HPT Advisory Council to more directly oversee the HPT Governance System on behalf of the ISPI Board of Directors and the members.

Structure and Linkages

The governance structure and reporting/communicating linkages are shown in the model below.
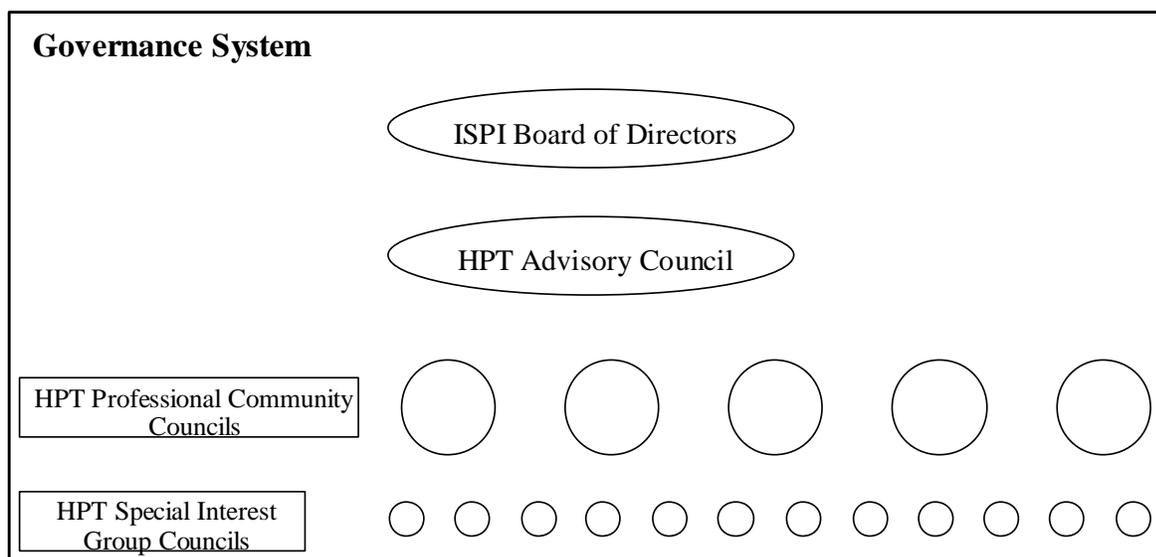
The HPT Advisory Council

The HPT Advisory Council will be a permanent panel and composed of representatives from each of the HPT Community Councils, other ISPI members/representatives of the Board, and a chairperson/facilitator. This council:

❑ Does not establish policy, but makes recommendations to the elected BoD regarding policy

❑ Maintains the HPT definition and criteria (reviewing and recommending updates to the board)

❑ Makes recommendations on the mix of Communities and SIGs

❏ Meets face-to-face at/in conjunction with the annual Spring Conference and via conference calls and other "e" technologies at other times during the year

❏ Members are Community Representatives and are selected by each HPT Community Council, as approved by the ISPI Board of Directors (BoD)

❏ Has rotating three-year membership (except for the first two years).

HPT Professional Community Councils

Each HPT Professional Community Council:

❏ Will be a permanent panel composed of ISPI members who are elected by members of that Community for three-year terms

❏ Will define the state-of-the-art of the practices and applications for that HPT Community

❏ Will provide staffing and criteria for the Awards of Excellence Committee's processes for reviewing/evaluating submissions for presentations and awards, applying the definition and criteria for HPT in their community. The criteria will be tailored to the community in order to implement the criteria for identifying HPT applications

❏ Will provide staffing and criteria for the Conference Committee's evaluation processes for the community(s) related sessions

❏ Will manage peer-review processes for technology/research continuous improvement/ evolution

❏ May create special forums and publications (in concert with ISPI staff and consistent with other ISPI standards and requirements).

HPT Special Interest Group Councils

NOTE: Criteria are needed from the HPT Advisory Council/Board for establishing and disbanding a Special Interest Group.

❏ SIGs and their Councils come and go with need and interest levels. Self-selecting groups around common topics of interest (e.g., Military applications, Research areas, specific opportunity/problem classes, etc.).

❏ Would be offered "standard/turnkey" ISPI web templates and other resources for planning and communications purposes (within established limits of cost and effort -TBD).

❏ The Society will enable the networking of these SIGs at conferences and via electronic means, but will not resource these to the same levels as it might for some or all of the HPT Professional Communities.

❏ A SIG might be able to grow and apply to the HPT Advisory Council and ISPI Board for Professional Community status.

Observations and Recommendations to the Board

Task Force Accomplishments

- ❑ Defined criteria for HPT
- ❑ Defined Performance Systems Engineering Approach
- ❑ Defined Performance Analysis/Design Systems Matrix
- ❑ Defined the HPT Professional Communities
- ❑ Designed an HPT Governance System
  - HPT Advisory Council
  - HPT Professional Community Councils
  - HPT Special Interest Group Councils
- ❑ Implementation/Transition Plan (see Appendix A)
- ❑ Communication Plan (see Appendix B)

Things That Remain to be Done

- ❑ Establish a glossary of terms
- ❑ Criteria for
  - Elements to be included in the Performance Analysis/Design Systems Matrix
  - Questions to be included as probes in the Performance Analysis/Design Systems Matrix
  - Establishing Special Interest Groups
- ❑ Bibliographic list of references
- ❑ Defining the relationships between HPT and other fields such as OD, IE, and six sigma (the linkage to HPT Professional Communities provides a start)

General Observations

1. This work product represents a good start at fulfilling the expected outcomes of the Presidential Initiative – Stage 1, but it is just a start. Stage 2 efforts, include ongoing refinement and implementation, and then maintenance will be needed to produce sustaining value. Socializing the outcomes with the Society and getting feedback is also necessary before the adoption and implementation of these outcomes.

2. The Task Force process and approach generally worked well; convening a group of recognized experts produced a comprehensive (if rough) product in a short time. This work is now ready to be handed off to the ISPI Board of Directors and a newly chartered and appointed HPT Advisory Council.

3. This work builds on a large body of previous work by many people over many decades. There was insufficient time to develop a comprehensive bibliography to credit previous work. This is left as a future activity for consideration by the Board.

Observations about Relationships of HPT to Other Fields

1. We were not able, in the time we had, to develop comparative relationships between HPT and other fields such as:

    ❑ Organizational Development (OD)

    ❑ Industrial Engineering (IE).

2. There do seem to be natural points of connection between HPT and other fields via the HPT Communities of Practice.

Recommendations to the ISPI Board

1. Approve the report.

2. Organize the HPT Advisory Council and ask them to take ownership of the three-level HPT framework (Performance Systems Engineering Approach, Performance Analysis/Design Systems Matrix, and HPT Professional Communities).

    ❑ Develop the relationship of HPT to other fields/communities of practice, e.g., OD, IE, six sigma

3. Organize the HPT Professional Community Councils after the HPT Advisory Council have completed their initial charter activities.

4. Assign responsibilities for carrying out both the Implementation Plan and the Communications Plan.

Appendix

Clarifying HPT

Appendix: Clarifying HPT

Appendix A: Stage 1 Completion & Stage 2 Implementation Plan

Tasks	Assignment	Due Date
Completing Report		
1. Clean-up draft for Task Force to review; send to Task Force	Ray & Pam	3/20/04
2. Respond with comments to Ray, Guy, and John	Task Force	3/23/04
3. Integrate comments into report	Guy & John	3/25/04
4. Send report to Las Vegas Task Force for commentary	Guy & John	3/25/04
5. Respond with comments to Ray	Orig. Task Force	3/30/04
6. Integrate comments into report to ISPI Board	Ray	4/2/04
7. Create presentation for April Conference	Ray	4/20/04
8. Deliver three presentations at April Conference	Ray	4/20/04
9. Board accepts ownership	Don	5/04
Communications to the Society, Committees, Etc.		
1. Develop a comprehensive Communication Plan ❑ Target Audiences: Chapters, CPTs, Past Presidents, Advocates, Patron and Sustaining Members, Appointed Leaders, Editors, Members at Large, and External Constituencies	Task Force	3/15/04 (see Appendix B)
2. Execute Communication Plan	Per the plan	
Setting up the Governance Structure		
1. Board approves the list of Communities of Practice and the HPT Advisory Council (made up of Chairs of Communities of Practice and others) Charter	ISPI Board	4/18/04
2. Solicit membership for the HPT Advisory Council	Guy & Don	4/21/04
3. Board approves the recommended membership, Charters, and budgets of the HPT Advisory Council	ISPI Board	5/04
4. Execute start-up of the HPT Advisory Council	HPT Advisory Council	5/04
5. Execute start-up of 1-7 Professional Communities	HPT Advisory Council	9/04
6. Formulate rules and procedures around Professional Communities and begin to execute the start-up	HPT Advisory Council (with Board approval)	9/04

Tasks	Assignment	Due Date
Implications for ISPI Boards Processes and Agenda		
1. Review and revise budgeting process	Rick, Treasurer, & Staff	8/04
2. Establish Board and Staff Liaison role and protocols with Professional Communities /SIGs	Rick & Staff (TBD)	9/04
Award System Implications		
1. Review Award System and make recommendations for revisions to the Board consistent with and with input from the Professional Communities	Eileen Banchoff & Committee	TBD
Implications for Staff and Committees		
1. Conduct Orientation Coffee at April Conference	Don, Guy, Rick, & Thiagi	4/21/04
2. Board liaisons work with Committee/Task Force Chairs on updating and aligning Charters, Action Plans, and Budgets for the next cycle ❑ Awards, Research, Conference, CPC, Marketing, Staff/Board/Committee alignment, Publications, Meetings, Membership, and Sales	Don & Board, Rick	5/04

Appendix B: Stage 2 Communication Plan

Constituency	Information Need/Purpose	Information Vehicles*	Assignment	Due Date
ISPI 2003-2004 Board	❑ Accept and advocate ❑ Preliminary approval	5, 6, 8, 11	Guy & Don	4-19-04
ISPI 2004-2005 Board	❑ Accept and advocate ❑ Approval ❑ Budgeting ❑ Resource allocation ❑ Alignment	5, 6, 8, 11	Guy & Don	4-24-04
Staff	❑ Accept and advocate ❑ Alignment ❑ Revise membership application form (electronic and paper)	6	Rick	TBD
Appointed Leaders Committees and Task Forces	❑ Accept and advocate ❑ Alignment	5, 8	Guy, Don, & Rick	TBD
Advocates	❑ Accept and advocate ❑ Recruit	5, 8, 15	Guy, Don, & Ray	TBD
Patrons & Sustaining Members	❑ Accept and advocate ❑ Recruit	10, 15, 16	Staff	TBD
International Members	❑ Accept and advocate ❑ Recruit ❑ Join Community of Practice	1, 2, 3, 10, 15	Staff	TBD
Chapter Leaders	❑ Accept and advocate ❑ Recruit ❑ Alignment ❑ Join Community of Practice	1, 2, 3, 10, 15, 17	CPC	TBD
Chapter Members	❑ Accept and advocate ❑ Join Community of Practice ❑ Recruit	1, 2, 3, 10	CPCs/Chapter Leaders	TBD

Constituency	Information Need/Purpose	Information Vehicles*	Assignment	Due Date
Potential Members	❑ Join ISPI ❑ Recruit others from their networks ❑ Join Community of Practice	10, 16, 20	Staff	TBD
Leadership of Partner and Potential Partner Organizations	❑ Accept and advocate ❑ Affiliate ❑ Create partnerships	10, 15, 17, 18	Don & Rick	TBD
Organizational CPT Partners	❑ Accept and advocate ❑ Join ISPI ❑ Join Community of Practice	10, 15, 18	Rick	TBD
CPTs	❑ Accept and advocate ❑ Recruit ❑ Join Community of Practice	1, 2, 3, 5, 10, 16, 17	Staff	TBD
Universities	❑ Accept and advocate ❑ Join ISPI ❑ Alignment (curriculum) ❑ Recruit ❑ Join Community of Practice	1, 2, 3, 10, 15, 17	Diane Gayeski (Guy needs to contact)	TBD
ISPI Bookstore Conference	❑ Sort books by Community of Practice	10	Staff	TBD
ISPI Bookstore	❑ Sort books by Community of Practice	10	Staff and RC	TBD
Px, PI, PIQ Authors, Book Authors	❑ Accept and advocate ❑ React ❑ Submit articles	1, 2, 3, 10, 15	Staff, Editors, & April	TBD