

HPT: The Coast Guard Way



...solving problems and realizing opportunities

Connect



Turn to your neighbor:

1. Who are you?
2. Where do you work?
3. Why are you here?
4. Exchange contact info.

Presenter



- Tim Quiram, M.S. Ed.
Deputy Director, Performance
Technology Center

Objectives

LWBAT...

- identify organizational & individual factors & their primacy
- state the 4 tenets of HPT used by the Coast Guard.
- apply job-aid graphic to performance problems



Workforce performance study results

(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.



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

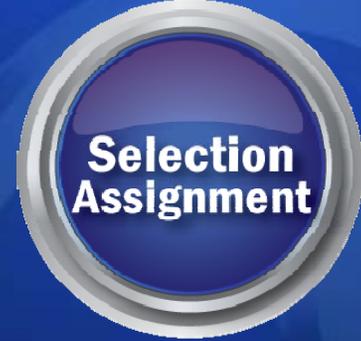
- Think back to your current or last job and write down the biggest thing that kept you from doing your job.

1-Slide HPT



Performance Factors (more robust)

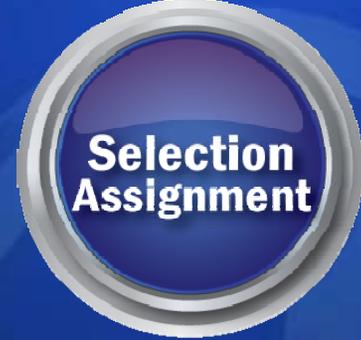
Organizational Factors



Individual Factors

Performance Factors

Organizational Factors



85%



15%

Individual Factors

Descriptive Statistics

Data Pool:

118 Total HPT Analyses

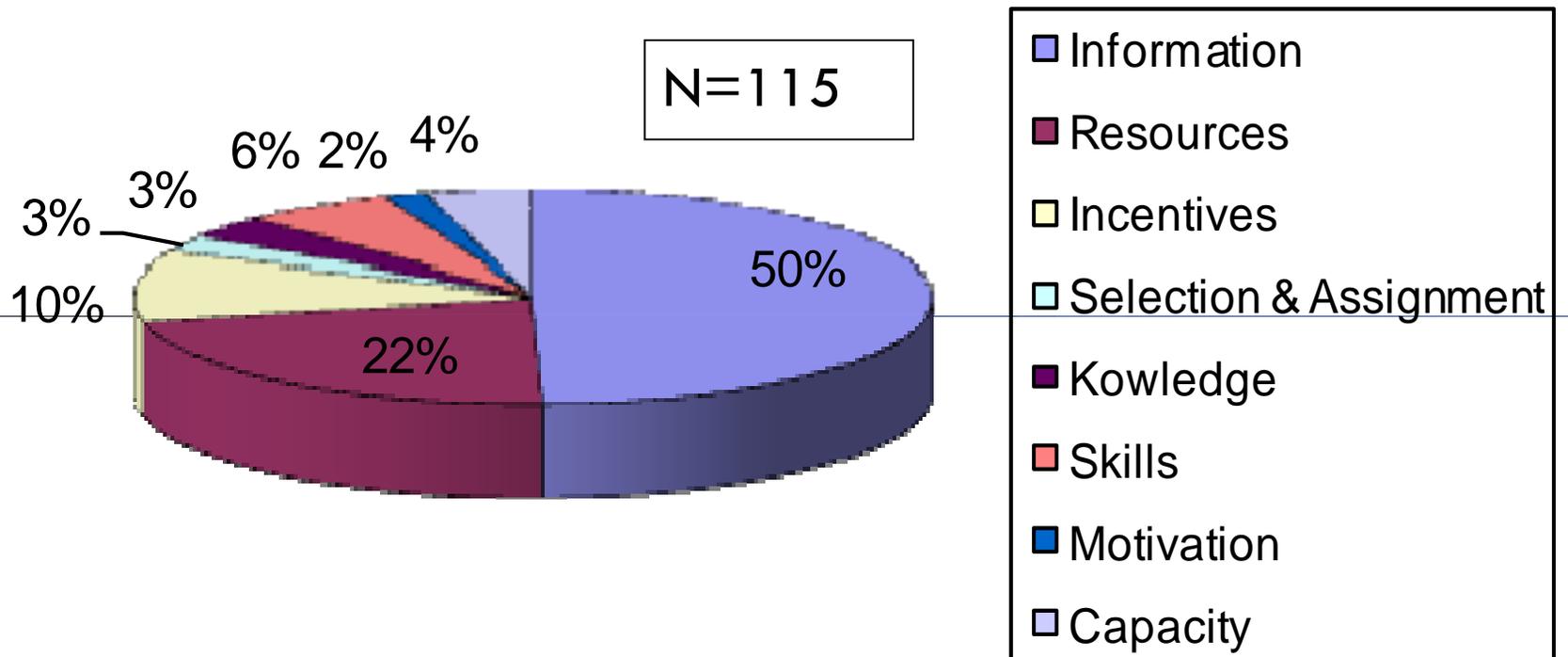
56 FEA's

Spanning 12 Years

Data Analyzed:

- 10 FEA's
- Spanning 12 Years
 1. Auxiliary Flotilla Commander
 2. EPO Afloat (DCO3 Course)
 3. Port Engineer
 4. Celestial Navigator
 5. Boarding Team Member
 6. MWR Director
 7. Educational Services Officer
 8. PCO/PXO Ashore
 9. Independent Duty FSO
 10. USCGC Eagle Deck Force

Performance Factors aka 8 Buttons

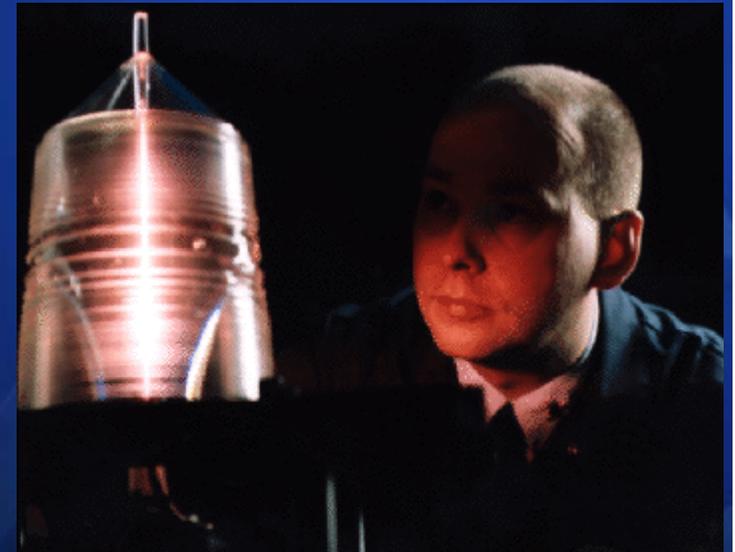


85% Belong to the
Organization

15% belong to the
Individual

Four Tenets of HPT

1. Begin with the end in mind
2. Systemic 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 (Assumes goals identified and in place).
- 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 (cont.)

- HPT is systematic and systemic
 - 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.
- Data related must rule the day!

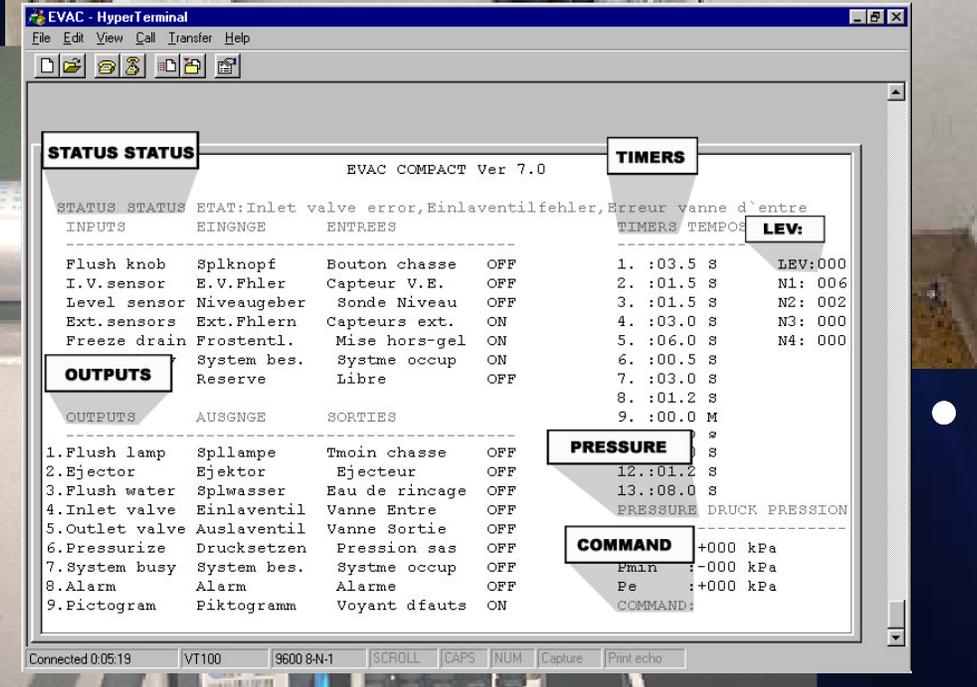


Example - 1



- New advanced radio for 210's and mature WMEC's
- Recommended: Job Aids, policy change, communication.
- Cost avoidance of \$300k

Example - 2

The screenshot shows the EVAC HyperTerminal interface with the following data:

STATUS STATUS		ETAT: Inlet valve error, Einlaventilfehler, Erreur vanne d'entre		TIMERS	
INPUTS	EINGNGE	ENTREES		TIMERS/TEMPOS	LEV:
Flush knob	Spkknopf	Bouton chasse	OFF	1. :03.5 S	LEV:000
I.V. sensor	E.V.Fhler	Capteur V.E.	OFF	2. :01.5 S	N1: 006
Level sensor	Niveaugeber	Sonde Niveau	OFF	3. :01.5 S	N2: 002
Ext. sensors	Ext.Fhlern	Capteurs ext.	ON	4. :03.0 S	N3: 000
Freeze drain	Frostentl.	Mise hors-gel	ON	5. :06.0 S	N4: 000
	System bes.	Systeme occup	ON	6. :00.5 S	
	Reserve	Libre	OFF	7. :03.0 S	
				8. :01.2 S	
				9. :00.0 M	

OUTPUTS	AUSNGE	SORTIES	
1.Flush lamp	Spillampe	Tmoin chasse	OFF
2.Ejector	Ejektor	Ejecteur	OFF
3.Flush water	Spwasser	Eau de rinchage	OFF
4.Inlet valve	Einlaventil	Vanne Entre	OFF
5.Outlet valve	Auslaventil	Vanne Sortie	OFF
6.Pressurize	Drucksetzen	Pression sas	OFF
7.System busy	System bes.	Systeme occup	OFF
8.Alarm	Alarm	Alarme	OFF
9.Pictogram	Piktogramma	Voyant dfauts	ON

PRESSURE	DRUCK	PRESSION
12. :01.2 S		
13. :08.0 S		

COMMAND	
+000 kPa	
-000 kPa	
+000 kPa	

- EPSS
 - Basic Operations & Troubleshooting
 - Capabilities
 - System components
- 1122% ROI over traditional resident training in 1st year

Example – 3

Organizational Factors



Individual Factors

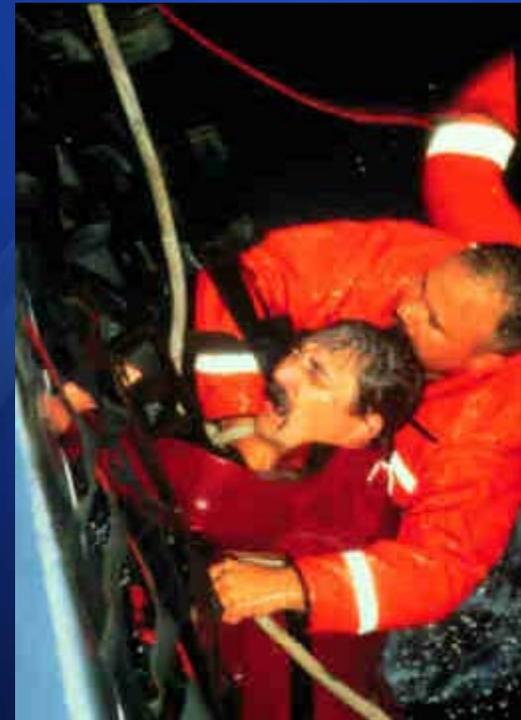
- Perceived performance issues.
- Team assembled & used 8-buttons & FEA as framework.
- Verified hypotheses & uncovered new.

Example – 3 (cont.)

GP: The is periodically failing to resulting in negative work/training environment and less than favorable public perceptions.			Button:		
HYPOTHESIS:	EVIDENCE FOR:		EVIDENCE AGAINST:	HYPOTHESIS SUPPORTED: Y or N	
	64 billets, 3yr tour. Need to replace approx 21 openings/year.		HQ states they have no official	Y	
Not attracting sufficient number of applicants to serve as XXs.	Year	Rcvd @ HQ	data. Unofficially HQ states that 95% of applicants are released from rating. Only critical ratings are not released.		
	2009	21			17
	2008	28			19
	2007		19		
	Desire 2 pkgs for every billet. Currently they are no where near that level of applications. Juniority issue also reflected here. Currently short 01 MCPO billet and 5 CPO billets				
Not following process /standard for assigning personnel to XX duty: e.g. Pysch profile PT test	Receiving Command additional requirements of pysch test, personality test, PF test, personal interview and applicant brief/presentation not being completed by XXX.		CG following PERSMAN COMDTINST 1000.6, XXXX.	Hypothesis is confirmed XXX is not following all receiving command responsibilities with regard to pysch/personality/PF tests and applicant brief/presentation.	

Review

- Focus on end state; begin with the end in mind
- HPT is systematic and systemic
- Many factors influence performance: the work, the worker and the workplace
- Data from disciplined collection always trumps intuition. Ensures we treat the root cause and not just a symptom



Contact Information:

Tim Quiram

U.S. Coast Guard Performance Technology Center
(FC-51 (det 1))

Tim.J.Quiram@uscg.mil

757 856 2142



12/2/2011

24