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# Human Performance Improvement...the Coast Guard Way: An Examination of the Coast Guard's Performance Perspective

Session M220



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## Human Performance Technology (HPT) in the Coast Guard

### Session Learning Objectives:

- benchmark HPT efforts in your own organization to those of the Coast Guard,
- identify critical elements in developing a performance perspective
- identify factors necessary to align organizational energy with organizational goals.

**Human Performance Technology (HPT):** HPT is a careful and systematic approach to solving problems -- or **realizing opportunities** -- related to the performance of people, groups, or organizations. It results in cost effective and efficient solutions that **improve a system** in terms of achievement that the **organization values**. HPT involves analysis - which is study prior to action. Analysis allows us to focus on what requires attention to improve workforce performance.

Realizing Opportunities: There doesn't have to be a problem - we can make things better, optimal, or even ideal. We can also respond to new requirements like new missions or platforms.

Improve a System: One of the most important aspects of HPT is that it is based on the fact that **"behavior doesn't exist in a vacuum"** and it is predicated on the entire system by analyzing all three parts of the system: **The Worker, the Workplace, and the Work.**

Organization Values: All activity should be purposeful. All interventions are developed to help the human element of individual and unit performance. Thus, HPT ensures linkage between solutions and the performance that will help achieve organizational goals, mission, and vision.

### ***Organizational Performance Buttons (85%)***



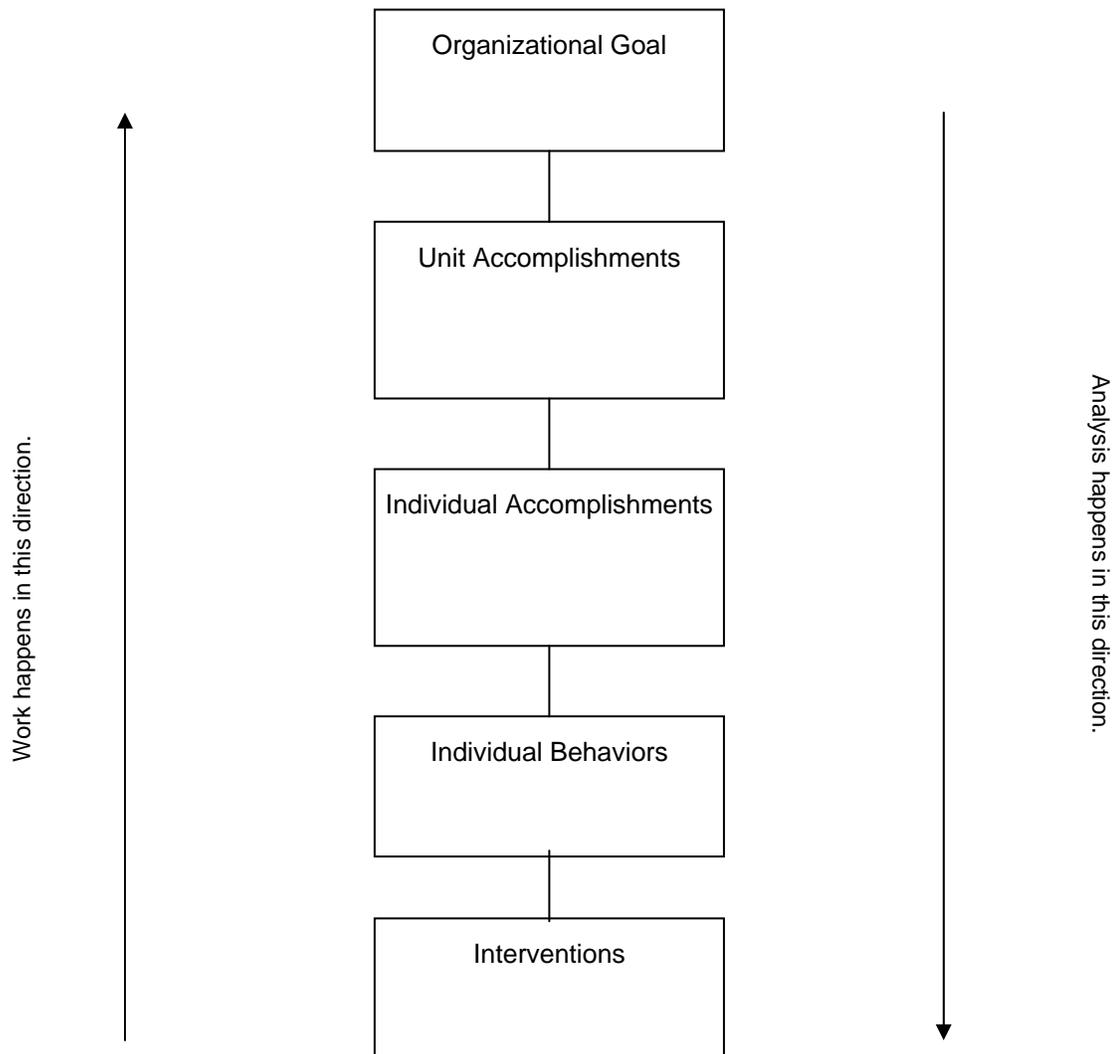
### ***Individual Performance Buttons (15%)***



## The 4 Tenets of the Coast Guard's Performance Perspective

### Tenet # 1: Begin With the End in Mind

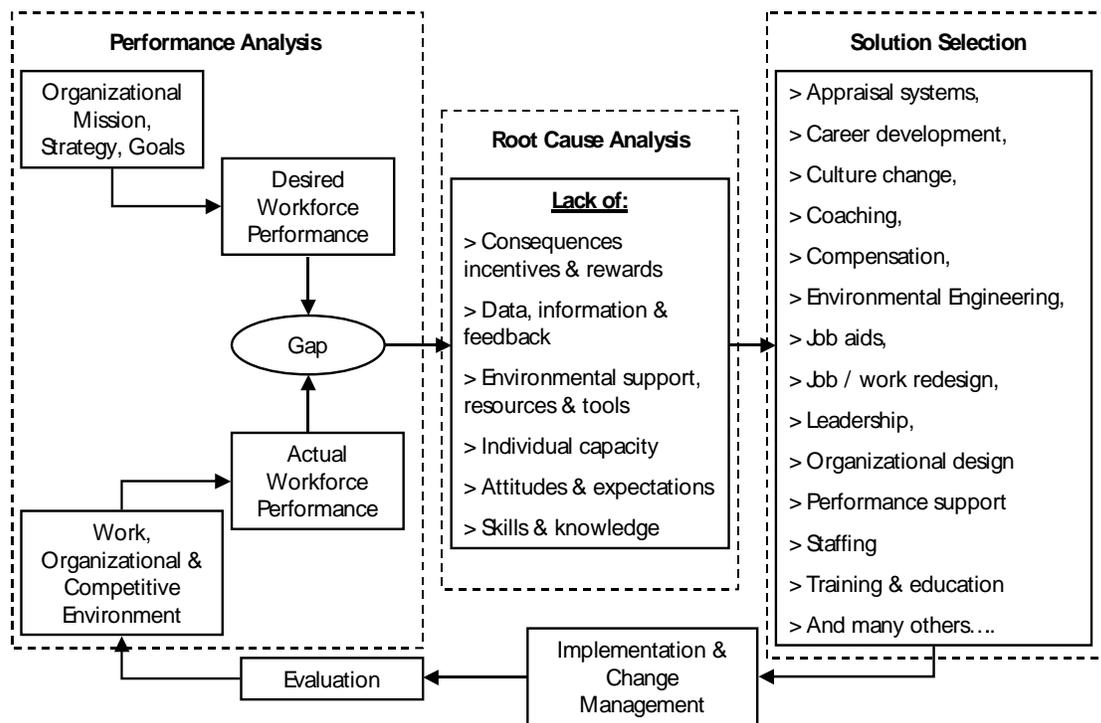
We work with our clients to focus on the end state. Everything we do is business driven: designed to meet an organizational goal or a business need. Everyone has a solution for a given problem or opportunity, but when you start with solutions you're never guaranteed of ending up where you want to be. We focus on where you want to end up and then work backwards from there to identify what specific functions must be accomplished to get to the end state. Finally, we look at the solutions that must be in place to assist Coast Guard performers to achieve the end state. In other words, all solutions are developed to provide organizational return on investment (**ROI**).





## Tenet #2: Systematic Analysis Starting with Identification of the Optimal State

When entering into any analysis, Performance Consultants always work towards identifying what the optimal state should be in order for the individual, unit, or organization to meet the overall goal or end state, (Tenet #1). Decisions at each step in the process are based on what the data reveals. Reliance on anecdotal information, and “the way it’s always been” do not enter in to the decision making process. Although HPT researchers and practitioners have developed a wide array of HPT methodologies and models, Figure 2 outlines the basic HPT process.



### Human Performance Technology Process

Source: Adapted from International Society for Performance Improvement (ISPI), 2000.

The following describes the phases of HPT process model:

<b>Performance Analysis:</b>	Optimals	How it should be
	- Actuals	How it is
<hr/>		
	= Gaps	The difference between the two in terms of accomplishments.



- Root Cause Analysis:** The causes (barriers) to performance are identified for each gap discovered in the Performance analysis phase.
- Solution Selection:** Solutions (interventions) are identified to address the causes of each gap. For example, selecting the right people is a solution to a close the gaps caused by a lack of individual capacity. In this way, HPT ensures linkage between solutions and identified performance gaps.
- Implementation and develop** Work with the client, stakeholders, and other offices to
- Change Management:** and implement the required solution set.
- Evaluation:** Results of implementation are observed, evaluated and reported.  
By measuring accomplishments we can evaluate the effectiveness of the solutions and fine-tune the process to move ever closer to the optimal state.

### Tenet # 3: There are MANY influences that affect performance

All of these influences can positively or negatively impact performance. However, training is the most commonly relied upon solution in business and industry; unfortunately training only solves approximately 15% of any performance problem. It is critical for everyone in the Coast Guard, even those unfamiliar with HPT processes; to think of problems as PERFORMANCE problems rather than assuming they are TRAINING problems. We are focused on **breaking** the paradigm that **Training equals Performance**. Our analysis work looks at each of these areas and recommends a system to support performance.





#### **Tenet # 4: HPT is data-driven**

It allows little, if any, room for intuition and anecdote. Solutions are based on disciplined, systematic data collection and analysis.

Combining the four tenets provides a picture of what we are trying to do with HPT in the Coast Guard: create sustainable and parsimonious systems that support human performance leading to accomplishments the organization values.

HPT's value is that it recognizes that "Human Performance is the key to Organizational Performance."

#### **About the Presenter:**

Commander David Hartt is Chief (Executive Director) of the Coast Guard's Performance Technology Center in Yorktown, VA., where he is responsible for the analysis, design,



development and evaluation of new learning and performance initiatives throughout the Coast Guard. He has also served as the Training Director for Coast Guard's Atlantic Area where he was responsible for Operations, Mobility and Maritime Law Enforcement training for nearly 30,000 Coast Guard personnel including all CG Forces deployed to the Persian Gulf in support of the Global War on Terror. During his younger and more adventurous days, David served as the Operations Officer, Executive Officer and Commanding Officer aboard Coast Guard ships and has served overseas assignments in Alaska, Puerto Rico and Guam. David holds a doctorate in Organizational Leadership, is a Certified Performance Technologist (CPT), a Past President of the Federal

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