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Human Performance Technology

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Assignment 1

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Hewlett-Packard is a global company of over 86,000 employees. They offer a complete line of technology-based products ranging from digital imaging and printing, to computers, software, medical equipment, storage solutions, and even a version of the Apple iPod. HP's business philosophy embraces partnerships with their customers and suppliers to deliver best-in-class technology products.

HP develops training materials for their products which are localized to markets and users located around the world. In addition, HP provides best-in-class training and performance support tools for its employees. HP invests heavily in performance systems and is committed to measurement and evaluation of all training programs. HP has always been strongly committed to knowledge management and retention. As such, it comes as no surprise that they have compiled extensive libraries of information which are now 100% available in digital format. Most training programs are now available in eLearning format with a level 2 evaluation for each course. It is readily evident through the research of information available on HP, that the company fully embraces all of the standards and ethics for HPT, as defined by ISPI.

HP embraces the belief that training enables employees to reach their full potential and develop their careers. Regular performance reviews ensure that development plans are created and implemented.

In 2004, HP invested \$279 million on learning solutions and programs, a 9% increase compared to 2003. In addition, HP supports employees in pursuing external educational opportunities such as certificates, diplomas and degrees.

Employees average 40 hours of formal learning per year, which is linked to business objectives and performance, while supporting company values. Learning covers a variety of areas, including products and services, sales and technology.

“The mission of HP’s Workforce Development Organization is to build the most competitive and committed workforce in the world, as determined by our customers, shareowners and employees. We ensure that each of our employees develops a personal development plan with their manager and then uses that plan to accelerate personal and business success.”

A global team of training professionals, distributed across every function and business in the company, ensures learning is aligned with business strategy and company objectives for growth and success.

HP’s workforce development systems and processes enable:

- Ongoing review and tracking of performance and development plans
- High-quality e-learning solutions that can be localized for employees
- Varied delivery methods (instructor-led and online learning)
- An “always on” learning environment to support employees around the world

In 2002, John Seniuk, HP’s technology manager for workforce development invested in a learning-management system to help standardize

training across its worldwide operations to assimilate the \$18.7 billion Compaq acquisition. This was part of HP's strategic plan to build human capital by leveraging its investments in training. The system from Thing Learning Solutions Inc. helped to consolidate multiple proprietary and store-bought training products that didn't communicate well with one another. HP uses the system to track its training investments. "When we decide how much we want to spend on training each year and buy courses, we want to see how well they're being used," Seniuk says. HP was able to recoup the cost of Thing's learning-management system, which ranges from \$10 to \$40 per user, by consolidating training applications, says Michael Brennan, an IDC analyst. "When they see what courses they're using," he says, "they can get rid of the ones they aren't using." The new learning-management system is "not a complete solution," Seniuk says, "but a piece of HP's overall E-learning architecture."

HP is the recipient of numerous awards for HPT, including:

- American Society for Training & Development (ASTD), 2004 BEST Award.
- Massachusetts Innovation & Technology Exchange (MITX), 2004 Training & Support/Corporate Award.
- Society of Technical Communications, 2004 Division Development Office Website, STC Merit Award.
- Society of Technical Communications, 2004 Excellence Award for the AlphaServer Removal and Replacement Training; 2004

Excellence Award for the HP Windows/Exchange 2003 Academies Training.

- Houston's Choice Award for positively impacting the city of Houston, TX - Greater Houston Partnership & Chamber of Commerce, 2004.

The future of human performance technology is bright. The key drivers for this are global competitiveness, rapidly evolving technology, and workforce mobility. A concern that I have is with the reluctance of many companies and organizations to invest in developing human capital in the workforce. Much of this is a reflection of the norms and values of society. A continuing trend is in the migration of labor to cheaper markets for skills that are repetitive or can be viewed as a commodity. This seems to contradict the business practice of locating production facilities close to markets for the products they produce, and is symptomatic of the increasing globalization of business. Humans in developed (and developing) countries will continue to evolve as knowledge workers in all industries until we reach a point where the only well paying jobs will be in knowledge or service industries in this country. This will require workers and businesses to acquire new skills every 12-18 months, requiring an evolution (in some cases a revolution) in our education and training models. ELearning is a key component of this evolution to provide the right training at the right time in the right place. That is certainly the direction that companies like HP are taking. The timing for this is less than a generation. There is ample evidence of this in knowledge-based professions such as engineering and information technology with work groups being outsourced or moving toward virtual teams through the

use of technology. HPT will allow organizations to manage change systemically and systematically by constantly evaluate and adjust performance levels in response to internal and external pressures. In some regards, there has never been a better time to be an HPT practitioner.

References

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Learning-management system promises more control over its investment.

InformationWeek.