

Chapter 3

The HPT Model Applied to a University Technology and Learning Center's Resource Allocation

Sreeja Sreenivasan Mattookkaran

University of North Carolina at Charlotte, USA

Terri Mestre

University of North Carolina at Charlotte, USA

Barbara Shortt

University of North Carolina at Charlotte, USA

Florence Martin

University of North Carolina at Charlotte, USA

EXECUTIVE SUMMARY

The International Society for Performance Improvement (ISPI) Human Performance Technology model was used as a guideline for this case study and applied to assess and evaluate the resource allocation at the Technology and Learning Center (TLC). This model has proven to be a useful guideline as a process to be followed during the project. A team of instructional systems technology graduate students served in a consulting role on this project to help the TLC allocate resources and redesign processes on how support tickets were handled. The project team conducted performance analysis through extensive stakeholder interviews and extant data review to perform organizational, environmental, gap and cause analysis. Through these analyses, performance issues were isolated, the causes behind them were identified and concluded with the recommendation of interventions to the client.

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ORGANIZATION BACKGROUND

The Technology and Learning Center (TLC) at this southeastern higher education institution in the United States provide pedagogical support and pedagogy-related technical support to faculty and students.

The Organization, Mission, Vision, and Goals

The TLC was analyzed for its organizational structure, mission, values, and goals. The vision, mission, values, and goals of the TLC are posted and updated on the TLC website. The center conveys these to the employees and exhibits them in their daily practices. The goals of the TLC and the individual team member duties were aligned with the overall mission, vision, and values of the TLC. The strategic goals of the Center provide great value to the faculty, students and the learning culture of the University as a whole (Table 1).

Organization Structure and Key Stakeholders

The Technology and Learning Center is a department within Information and Technology Services and consists of two teams: The Technical team and the Instructional Programs team. The Technical Team is headed by the Manager of Technical Systems while the Instructional Programs team is headed by the Associate Director of the TLC. Both of these positions report to the Director of the TLC.

Technical Team

The Technical Systems Team answers technical questions from faculty passed on from the university service helpdesk. This is considered as Tier 2 service desk tickets. Any issues that the Technical Team is unable to resolve is forwarded to the Instructional Programs Team. The Technical team consists of an eLearning Applications Developer, Web Application Analyst and 1 Instructional Technology consultants. The Instructional Technology consultant handles all Tier 2 support issue resolutions and escalation of pedagogy related tickets from Tier 2 to Tier 3. The Technical team supports the management of the technical aspects like the implementation, basic functions, maintenance, testing and upgrades of academic technologies like the Learning Management System, the applications associated with Learning Communities and other miscellaneous collaborative or teaching/learning initiatives. They also support in the resolution of Tier 2 support ticket escalations from the Service Desk which is a separate department in the Client Engagement

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