Strategy Guide to Measuring Training ROI

A definitive roadmap to link training intervention with improved business performance

17th - 18th November 2008 The Gardens Hotel, Kuala Lumpur

Masterclass Facilitator

David Simmonds

Managing Director of the OFQT (Organisation For Quality in Training)

"You can only improve what you can measure"

- Peter Drucker

Benefits Of Attending

- Identify drivers to improve training ROI accountability
- Develop a comprehensive training evaluation plan
- Align training objectives to focus on key business results
- Identify factors to improve for more effective training programs
- Discover cost effective methods to collect data for impact studies
- Clearly demonstrate value by isolating effects of training intervention
- Understand strategies to analyze & convert data to monetary values
- Measure the total cost of training programs and calculate ROI
- Determine representation for tangible & intangible benefits of training
- Learn to effectively present ROI evaluation results to senior management

BONUSES

i. New tools and templates

- To help you accurately measure financial metrics of Training ROI

ii. Blended Learning articles

- 6 essential readings exclusively compiled by Dr. Bonk to give you a solid understanding to blended learning

iii. E-Mentoring Program

Each participant is entitled to 3 months free E-mentoring support by David to ensure ROI principles are effectively implemented within their training department

(Worth USD 200)

Highly Participative Learning

Participants are encouraged to bring real life examples of training programs they would like to assess to undergo Level 4 or Level 5 evaluation. David will guide them in developing the most cost effective strategy that yields optimal results. At the end of this 2 day masterclass, each participant will have a 3 month action plan to implement an effective program evaluation.

Case Studies

Latest examples from GE Healthcare, GlaxoSmithKline, Barclays, British Airways, British Telecoms,, Heinz Foods, Royal Mail, Smith & Nephew, Thames Regional Health Authority, Thames Trains, University of Westminister.

Why you should attend this Masterclass

In a knowledge-based economy, HRD plays a vital role in an organisation's sustained business advantage. Substantial amounts of organizational profits are reinvested back into HRD, with the understanding that human capital investments can be leveraged to achieve business objectives and improve revenue. A recent survey conducted by the International Federation of Training and Development Organisations consistently rated measuring HRD ROI as the hottest topic amongst organisations.

HRD is increasingly expected to be accountable like other functions. With the proliferation of business trends like TQM and six-sigma being adopted by companies, top management has given HRD the imperative to develop metrics to quantify training investment. No longer can training be considered a necessary activity in which large amounts of money is poured into with no visible returns. Clear tangible benefits must be demonstrated that have an impact on the bottom line. With softening of the global economy, top management wants to ensure they get the maximum value for every dollar spent. The only way for HRD to show this value is by developing accurate ROI metrics to quantify their financial contribution. A timely mandate, as training departments are increasingly expected to justify their budgets in terms of ROI.

Since the 60s, the Kirkpatrick model has been considered the gold standard for measuring and evaluating performance. It defines 4 levels, from level 1 – 4, on the effectiveness of training intervention. Nearly all organisations are familiar with this model and are adapt at carrying out evaluations. In the past decade, the Jack Philip's ROI model has built upon Kirkpatrick's to include financial metrics, which includes an additional level 5 (ROI). It has gained widespread popularity within the global training community as it is simple, economical and credible to implement.

This intensive 2 day masterclass will give you a comprehensive understanding to the most established method to measuring training ROI. It begins by enabling you to select appropriate programs for level 4 – 5 evaluation, develop a robust evaluation strategy and know how to handle soft data while linking TNA with evaluation. It then delves into proven strategies to collect data for impact studies, while establishing a realistic baseline to gauge future evaluation. With the collected data, you will learn how to isolate effects of training and convert that data into a monetary value. You will then understand the best way to present results of your findings to senior management to highlight HRDs financial contribution to the bottom line.

Exclusive Bonus Teleseminar
Harnessing Blended Learning to Augment & Accelerate Organisational Learning
Hosted by Dr. Curt Bonk – World Renown Blended Learning Expert
9am – 11am 25th November 2008 – First 20 registered participants only.

(Worth USD 300)
–See Inlay for details!

Masterclass Outline

Day 1

1. The Challenges & Opportunities of Measuring ROI
This session will discuss participants' dilemmas and challenges in measuring Training ROI in their organization, and frame key issues to be explored for the rest of the Workshop.

- Group discussion: Drivers & challenges to implementing a ROI program in HRD
- Key factors to consider important to the successful measurement of ROI in HRD
- Presenting a solid business case to management to conduct ROI & impact studies
- The Phillip's ROI method: Why this method and how will it benefit your organisation?

2. Overview to the Phillip's ROI Measurement Model
The Phillips's ROI process is organised into 4 distinct stages. David will explain how the ROI model fits into the Kirkpatrick's model of training effectiveness, and outlines the selection process for training programs appropriate for ROI measurement.

- 5 levels of evaluation and matching your organisation's needs to the correct level
- The difference between BCR & ROI and supplementing training evaluation with both
- Setting Evaluation Targets: Appropriate targets to set and factors determining targets
- Different components of the ROI Model and selecting programs for L4&5 evaluation
- Reviewing ROI target options: Choosing the best for the given situation and resources

3. Developing a Robust Evaluation Strategy
Once decided on training programs to measure, David will advice on the tricky process of handling soft data (intangibles) that are needed to supplement hard data. Further, accountability is introduced early in the process, while connecting evaluation to both TNA and training objectives

- Quantifying and documenting soft data to supplement traditional metrics of hard data
- Implementing a results based process to introduce accountability early in the study
- Linking TNA with evaluation while matching evaluation levels to objectives

4. Developing Proper Course Objectives
David advocates proper training program design and development as the key factor in simplifying ROI measurement. By starting on the right footing, training departments will be able to save much time and resources in subsequent impact studies

- How to properly structure learning objectives and match application to behaviour
- Proactive program development: Starting with business objectives and impact in mind
- Defining appropriate ROI for each program and developing easy to implement action plans

5. Choosing the Correct Data Collection Strategy
A clear data collection strategy to maximize existing time and resources is developed to ensure viability of impact studies. Proper baseline data is established to base accurate analysis, while the right data collection tools are chosen to custom fit different types of organisational structure

- Data Collection Issues and solutions to address them
- Designing a data collection strategy to maximise on time and resources
- Determining what should consist for baseline data and methods to collecting it
- Activity: Measuring credibility of data: The different checks and measures to verify data
- Determining suitability of post program data collection methods for your organisation
- BPM, Questionnaires, interviews, focus groups and observations
- Activity: Reviewing sample data collection plans and case data

Day 2

6. Data Analysis Techniques to Effectively Quantify Training ROI
Different cost effective methods can be used to clearly link business improvement to training intervention. Techniques are covered in converting data to monetary values, together with common problems to successful ROI calculation. The cost is monitored to ensure the ROI study stays within budget and delivers high returns

- Linking business improvement to training intervention by isolating effects of training
- Balancing control groups, forecasting and expert estimation
- Deriving monetary values: method selection, assigning weightages & accounting unknowns
- Standard values, cost data, expert input, databases and estimations methods
- Handling soft data interpretation issues and alternate conversion approaches
- Balancing the extent and accuracy of ROI measurement with incurred costs
- Different techniques to calculating ROI Activity: Calculating ROI & Handling Intangibles
- Making sure the study remains within budget by monitoring direct & indirect program cost

7. Reporting ROI Results to Management & Stakeholders
One overlooked aspect of ROI studies is in presenting results to key stakeholders. Having findings is part of the equation, while making sure stakeholders see the linkages of business performance with training intervention is the ultimate objective. David will outline different strategies to communicate ROI findings and ensure accountability for the HRD department

- Presenting results to senior management and key stakeholders
- Presenting intangible data and accounting for discrepancies
- Teaching and consulting the ROI method to stakeholders
- Revising internal evaluation policies to integrate the ROI process

8. Conclusion to Measuring ROI and Further Considerations in Accountability
In the final session David will open a discussion to what stage the HRD department is in to delivering definite value and accountability. While also examining how the HRD function can be better aligned to be more responsive to changes in organizational needs

- Open group discussion: The road ahead to improve HRD's accountability
- Take home lessons and feedback & evaluation to the session

Measuring Training ROI Masterclass Facilitator"

David Simmonds - Founding Director/ Managing Consultant
MSc (HRD), FITOL, Chartered FCIPD, Companion ISMM, ACQI, B.Ed (Hons), PG Cert. Applied Research, Cert. in Counselling
David is a seasoned HRD veteran with over 36 years in advancing the field of HRM. He draws from broad industrial experience, with in depth practical knowledge gained from working in pharmaceutical, airline, distribution, manufacturing, financial services, construction, IT industries, government departments and health trusts industries. Most notably he was the training director for the KBS group and national training manager for General Portfolio Life Assurance. He is a subject matter expert, authoring books that include:"The Training Evaluation Toolkit", "Designing & Delivering Training" and the "Journal of Workplace Learning". His knowledge is grounded in commercial practicality, consulting for GE Healthcare, Barclays, British Airways, British Telecoms, GlaxoSmithKline, Heinz Foods, Royal Mail, Smith & Nephew, Thames Regional Health Authority, Thames Trains and University of Westminister.

Exclusive Bonus Teleseminar Outline

Essential Blended Learning Strategies Hosted by Dr. Curt Bonk – World Reknown Blended Learning Expert 9am – 11am 25th November 2008 – First 20 registered participants only.

The first 20 registered participants are entitled to an exclusive teleseminar hosted by Dr. Curt Bonk, a world reknown Blended Learning expert, Professor of Instructional Systems Technology, co-author of the Amazon best seller: Handbook of Blended Learning: Global Perspectives, and the top 20 listed who's who in instructional technology. Professor Bonk will discuss the latest cutting edge strategies Fortune 500 companies are using to augment and accelerate organisational learning. This interactive teleseminar encourages participant dicussion of issues and challenges in cost effective implementation and guides them in developing their own blended learning strategy. Includes case studies from IBM, Avaya, Microsoft, Lilly, Roche Diagnostic, Crispy crème, WebCT, Central Florida University, Phoenix University, Emmis Communications and the American Management Association.

Topics Include:

1. Definition, advantages, disadvantages and implications of blended learning

2. 13 problems and more than 30 solutions to implementing blended learning

3. Latest findings to the adoption rate for blended, online and other technologies

4. Elements to consider when designing an effective blended learning program

5. Finding the right balance between "live" instructor teaching and online components

6. The 4 dimensions of interaction in face to face and distributed learning environments

7. Many interaction strategies to enhance individualisation, personalisation & relavancy

8. Leveraging on computer supported collaboration such as virtual communities, instant messaging and blogging to crowd source knowledge and expertise

9. Learner centered strategies to increase active learning and peer to peer learning
   Case study: IBMs 3 stage blended learning approach

10. Using blended learning to ensure knowledge transfer to the work place environment

11. Making learning appealing to adult learners by integrating flexible learning options with highly interactive experiences.
    Case studies: WebCT, Central Florida University and Phoenix University.

12. Cost effective blended learning strategies for reaching large, global audiences in a short period of time with consistent, semi personal content delivery. Case studies: IBM, Avaya, Microsoft, Emmis Communications, Lilly, Roche Diagnostic and Crispy Crème.

13. Descriptions and examples from bookend, anchor, and field models from the American Management Association.

14. Predictions of the future of blended learning.

Testimonials for David Simmonds

"... Many thanks for your very informative presentation. Feedback was very positive and suggests we need this more ..."
Dr. Keith Haynes, Medical Protection Society

"... Again thank you for your amazing teaching and great sense of humour..."
Fusun Beyazkilic, Senior HRM Manager

"... Thank you for all the hard work you put into the session. It was very helpful and provided a positive foundation..."
Dr. Peter Stevenson, Spurgeon's College

"... You were a great help in getting the National Strategy Forum off the ground ... We were all grateful for this excellent beginning ..."
Rev. David Coffey, General Secretary
Baptist Union of Great Britain

"... David approached this project, with great professionalism, research methodology and continued support ... I would welcome him undertaking further work ..."
Mrs Jozefa Fawcett, Berkshire NHS Trust

Who should participate at this event

CEO's, MD's, VP's, Directors, Division Heads, Senior Managers, Head of Deparments, Managers, Executives, Practitioners in charge of:

- Training
- Human Capital
- Sales Training
- HSC Training
- Info Tech Training
- Soft Skill Learning
- Technical Learning
- Training Evaluation
- Human Resources
- Program Management
- Project Management
- People Development
- Training Needs Analysis
- Learning & Talent Development
- Human Resource Development
- Operations Management Development

From across industries especially:

- Automotive/ Electronics/ Manufacturing/ FMCG
- IT Companies/ Data management
- Outsourcing / SSOs / BPOs
- Service-oriented companies
- Healthcare/ Pharmaceutical
- Aviation/ Transportation
- Conglomerates & MNCs
- Construction & Property
- VOIP service providers
- Telecommunications
- Contact/ Call Centre
- Banking & Finance
- Oil and Gas
- Government
- Utilities
- Retail