Measuring the ROI of Training

Workshop Overview:
“The key to training's contribution to business results lies in the learner’s ability to apply their new knowledge in a way that contributes positively to themselves, the group, and to the corporate business results”.

- American Management Association

According to The American Society for Training and Development (ASTD), more than half of human resources professionals surveyed consider the impact of training on financial performance as a top challenge. The difficulty is how to measure the impact of training on those business results!

This “Measuring the ROI of Training” workshop will provide participants with the practical tools for demonstrating training’s effectiveness and its impact on business results through a return on investment (ROI) and a non-ROI measurement model. This forum takes a step-by-step approach at identifying key performance metrics, the process of ROI data collection, the methods for evaluating ROI results (in tangible financial terms) and illustrating training’s contribution and impact on the business results. A detailed background on the four levels of training evaluation, as outlined by Donald Kirkpatrick (a pioneer in modern training evaluation), is used to demonstrate the implications, appropriateness and value of one measurement over another.

Topics covered by this workshop include:
- Understanding the relevance of training as a strategic business tool,
- Applying the appropriate (Kirkpatrick) levels of training evaluation as a basis for selecting appropriate training based on overall organizational objectives,
- Providing a systematic approach for gathering and documenting relevant data,
- Selecting relevant data collection methods for the return on investment (ROI) calculations,
- Identifying the key organizational criteria for measuring training success,
- Utilizing appropriate methods to convert data to monetary values,
- Calculating the training ROI (Phillips),
- Identifying and assessing the impact of the intangibles,
- The pitfalls of training ROI measurements,
- Alternative non-ROI methods for measuring the value of training,
- Presenting the results to senior management.

Learning outcomes for this workshop include:
- Identifying which organizational metrics can be used to derive a meaningful training ROI,
- Initiating a qualitative dialogue with the business unit stakeholders on the level of measurement required to meet their business objectives,
- Presenting alternative metrics to ROI when assessing the impact and value of training,
- Demonstrating the value and contribution of training,
- Determining which training initiatives bring the most value to the organization.

Who should attend?
This workshop is valuable for all training and non-training staff interested in learning how to measure the impact of training on business performance and results, including those who are:
- VP and Director of Human Resources
- Director of Training/Development and Training Managers
- HR Managers
- Skills Development Facilitators
- Training Consultants

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