



INSTITUTE®

All Roads Lead to ROI

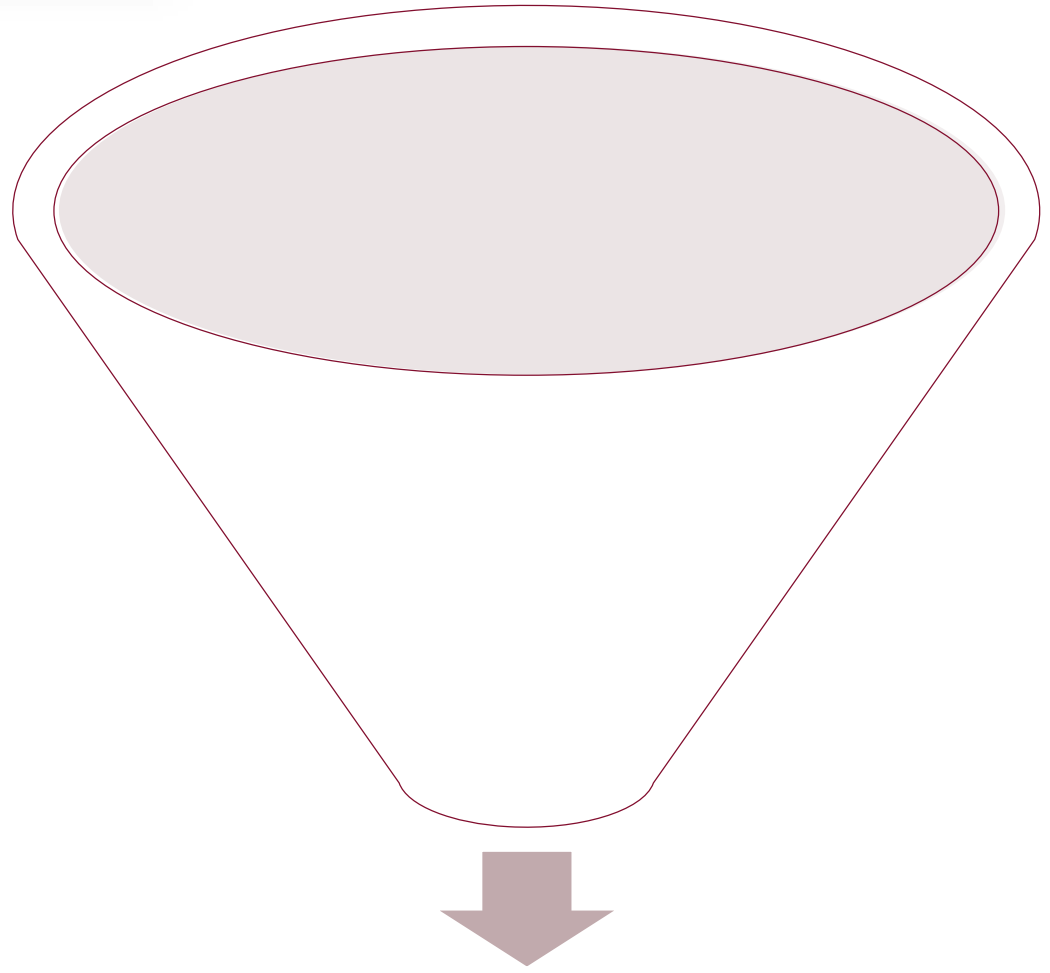
Module 5 Make it Stick: Design for Application and Impact

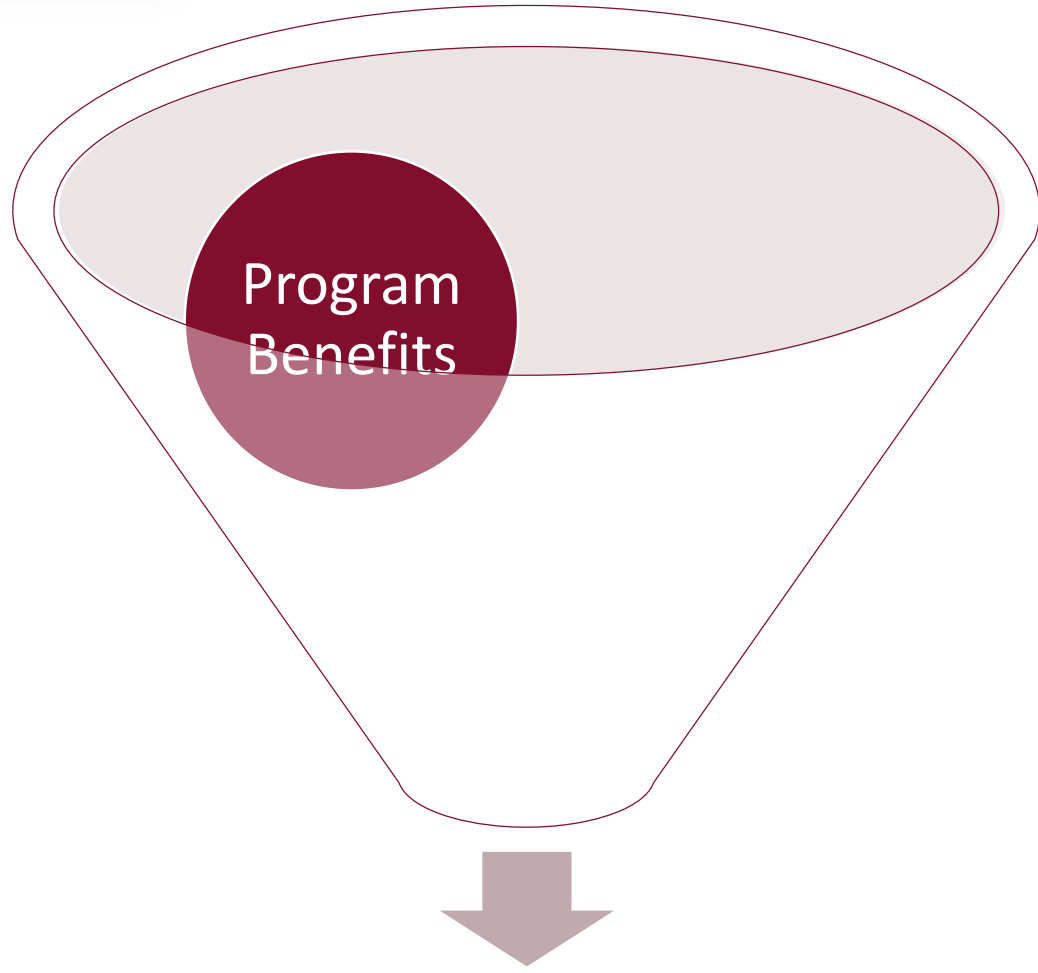
Objectives

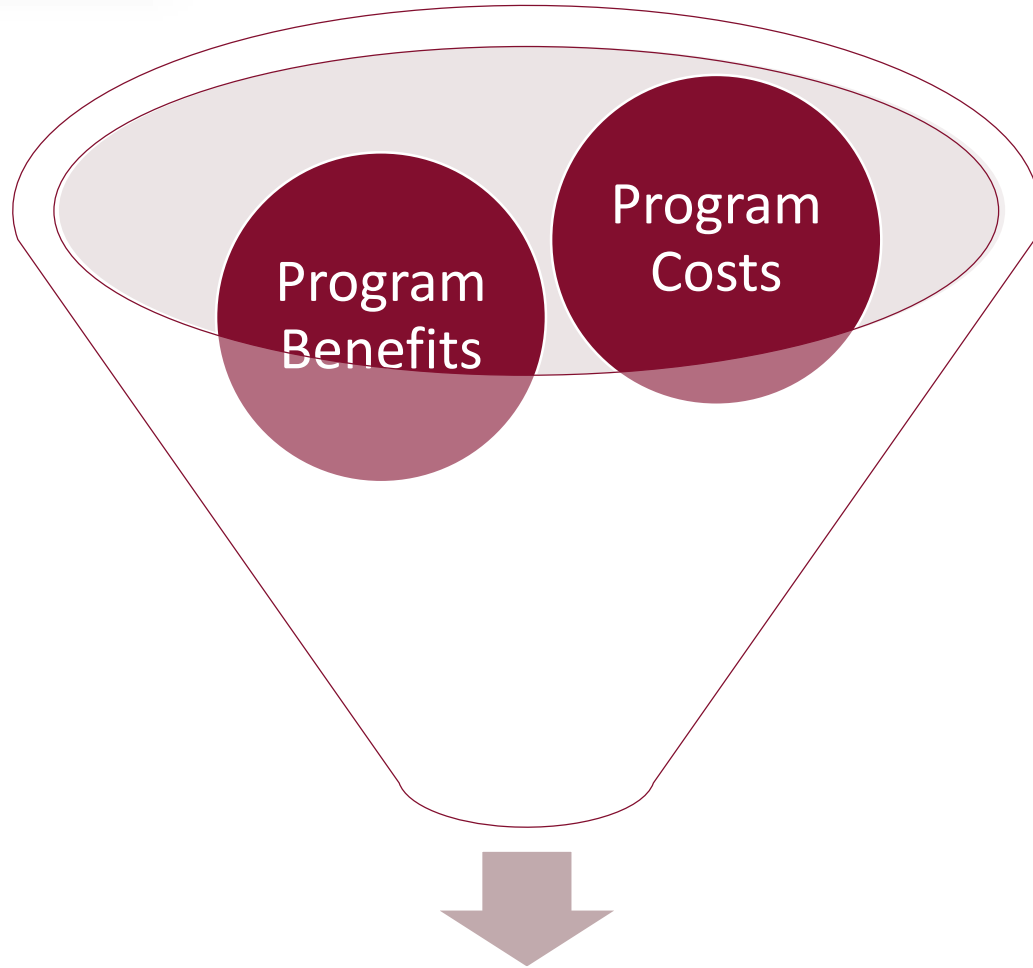
Level	Objective
Input	Everyone comes back from their break
Reaction	4.5/5.0 on “Yes, I stayed awake during presentation”
Learning	4.5/5.0 on “I have a takeaway I can apply”
Application	80% of Partners email Eugene within 2 months with a story of performance data they have identified or collected for ROI Study.
ROI	100% Since Cost = \$342.47 (based on VSL) Benefit must be at least \$684.94 to get to 100% ROI

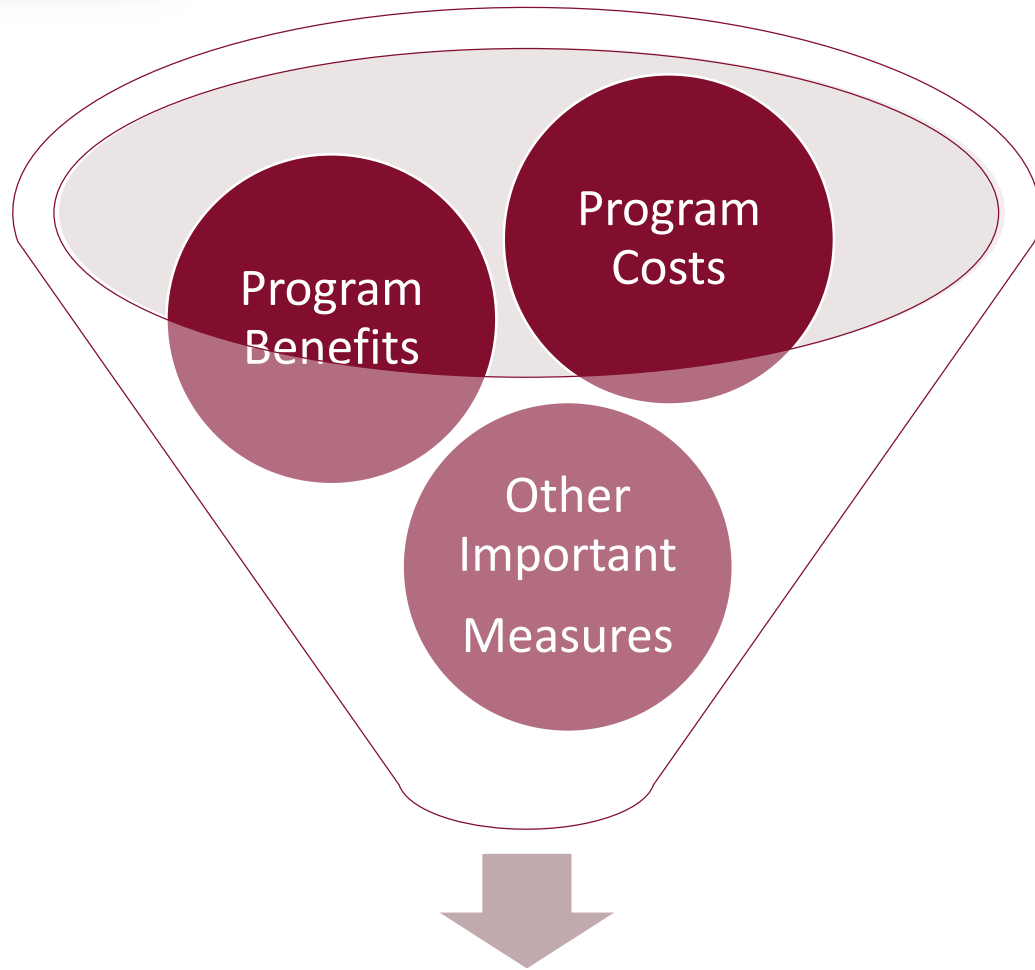


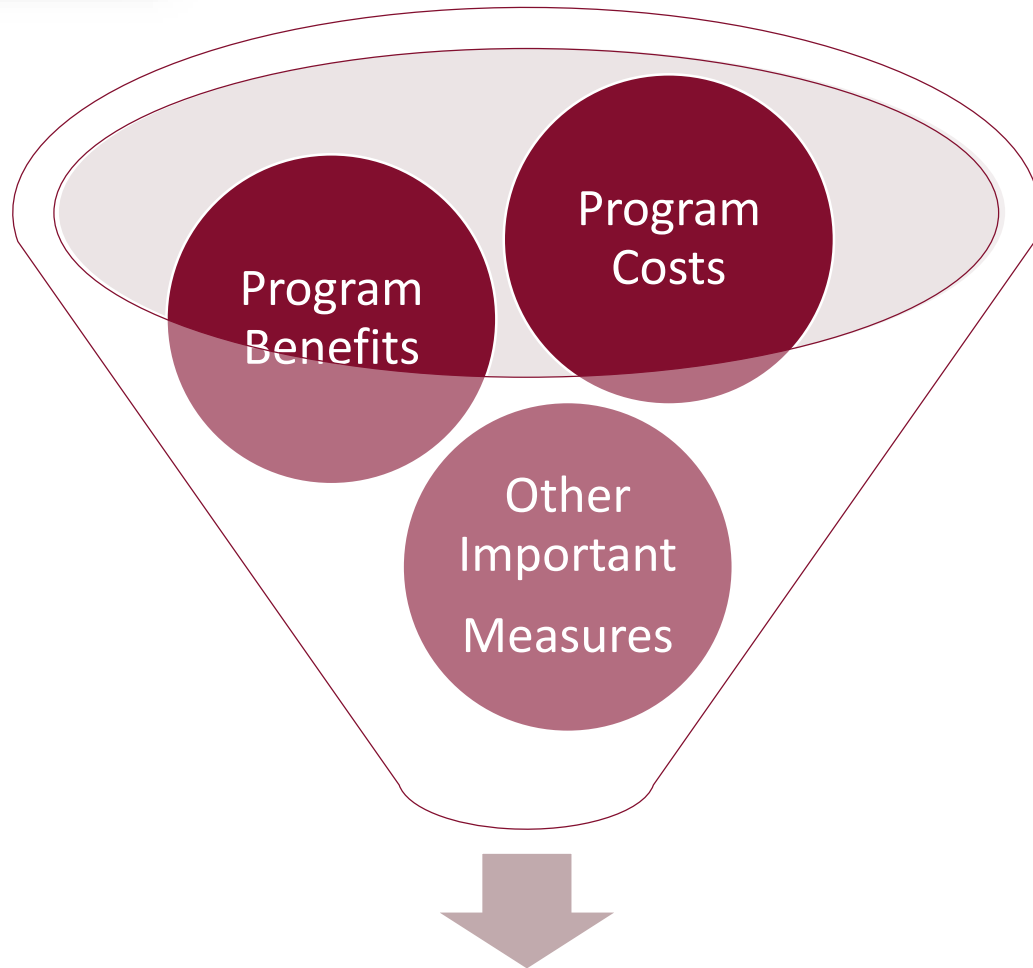
Getting to ROI



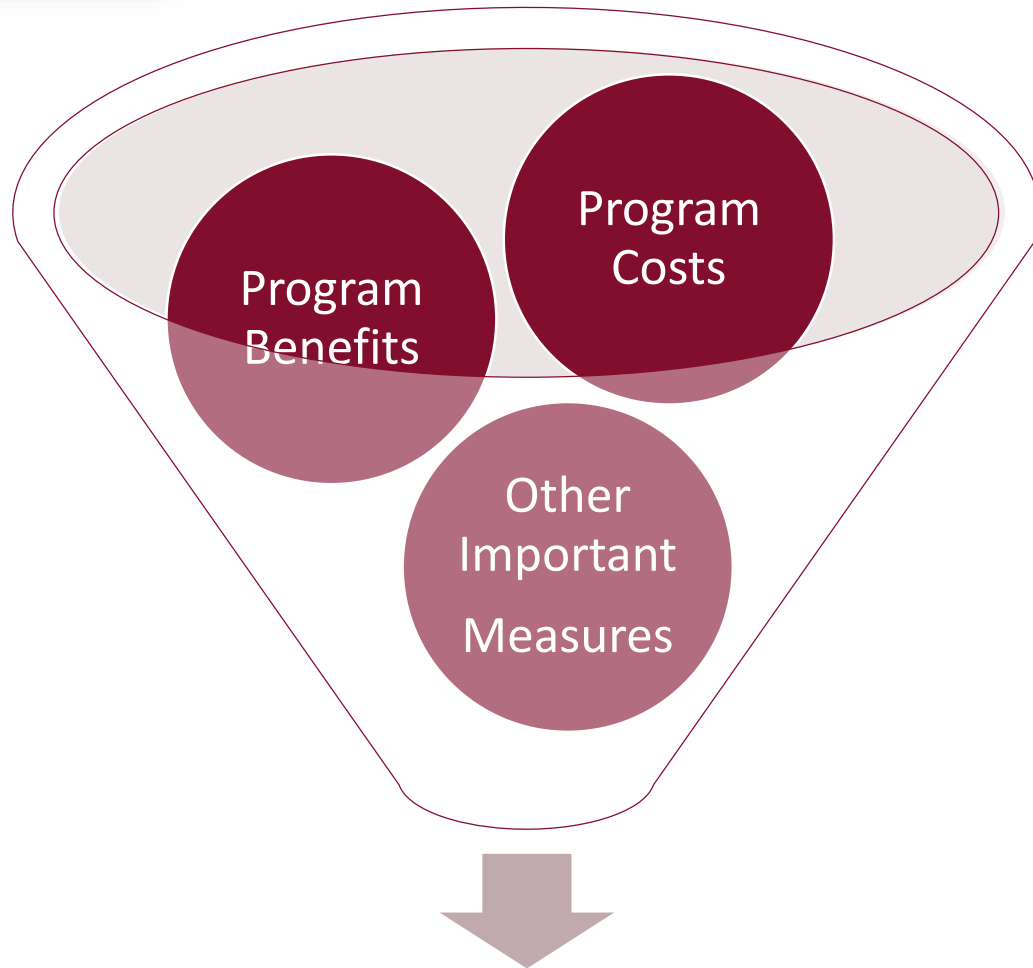






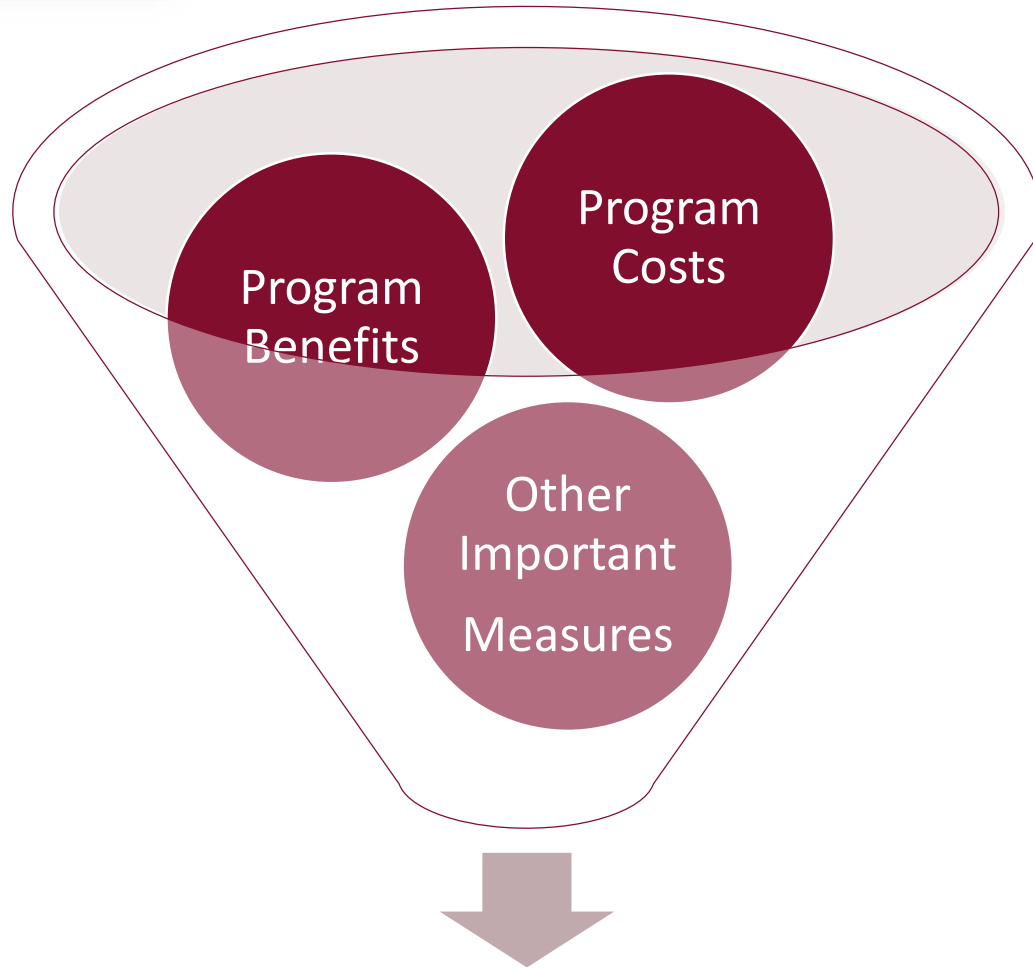


Return On Investment



Return On Investment

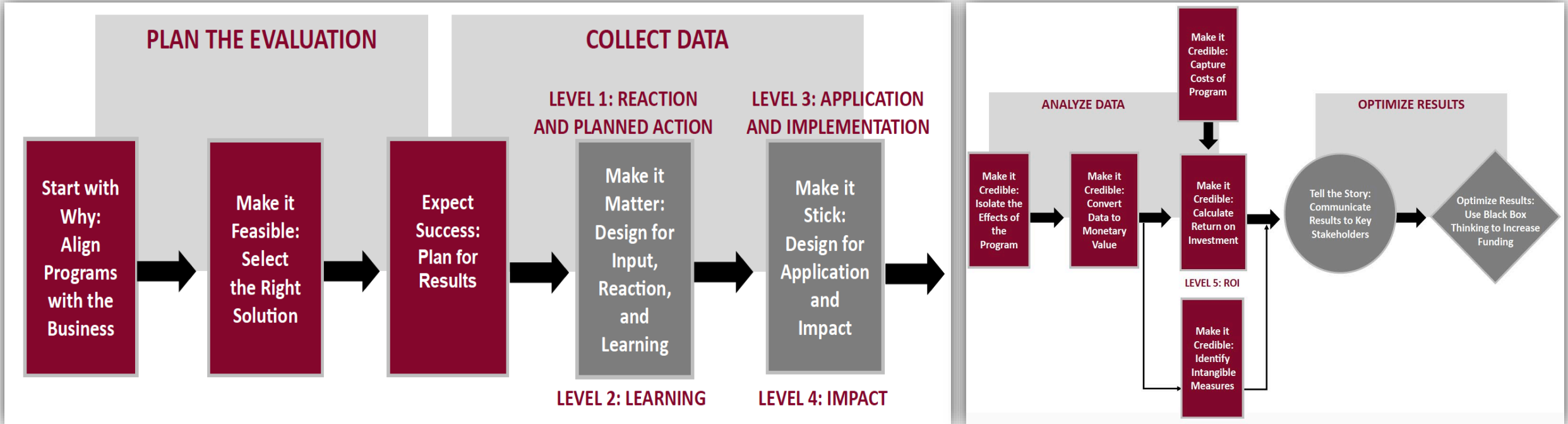


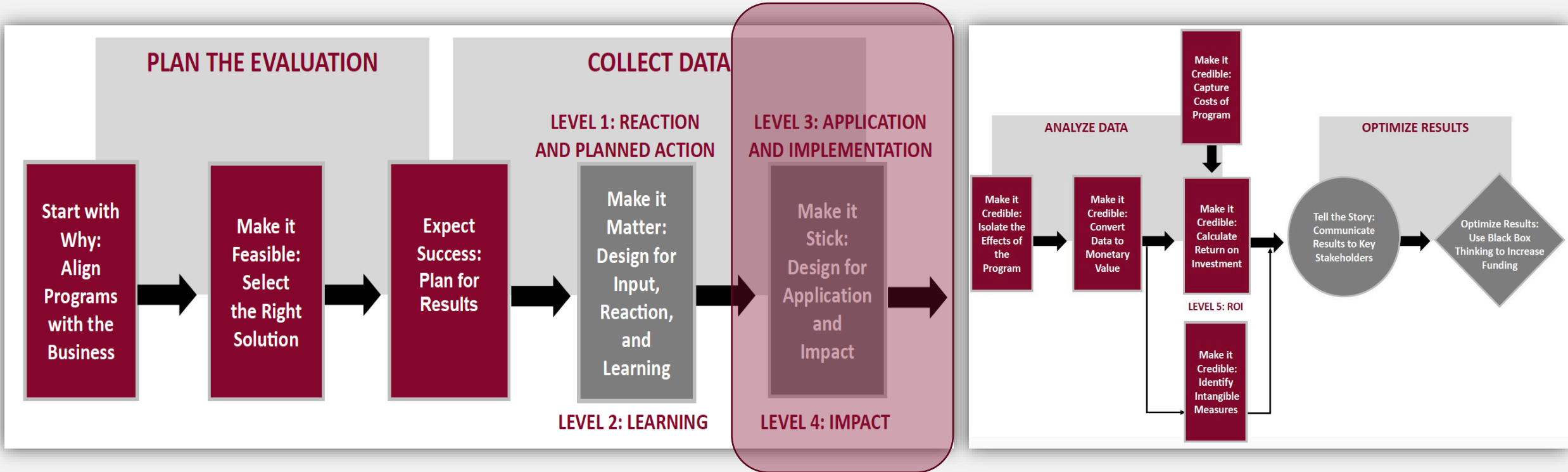


Return On Investment



The ROI Methodology®







Data Collection Issues

- Objectives
- Type of data
- Instruments/Methods
- Sources of data
- Timing of collection
- Responsibilities
- Response rate
- Sampling

Data Collection Plan

Evaluation Purpose: _____
Program: _____ **Responsibility:** _____ **Date:** _____

Level	Broad Program Objective(s)	Measures	Data Collection Method/Instruments	Data Sources	Timing	Responsibilities
1	REACTION AND PLANNED ACTION					
2	LEARNING					
3	APPLICATION AND IMPLEMENTATION					
4	BUSINESS IMPACT					
5	ROI	Baseline Data:				
		Comments:				

Data Collection Plan for In-House Master's Program Case Study

Level	Objectives	Measures
1	Reaction/Satisfaction <ul style="list-style-type: none"> • Positive reaction to program 	<ul style="list-style-type: none"> • 4.0 on scale of 5
2	Learning <ul style="list-style-type: none"> • Maintain above-average grades • Understand purpose and role of participant 	<ul style="list-style-type: none"> • 3.0 GPA • 4.0 on scale of 1-5
3	Application/Implementation <ul style="list-style-type: none"> • Use of knowledge and skills on job • Develop and apply innovative projects to add operational value • Enjoy a very high completion rate 	<ul style="list-style-type: none"> • Various measures on scale of 1-5 • Completion of project • Completion rate of 80%
4	Business Impact <ul style="list-style-type: none"> • Reduce avoidable turnover • Improve job satisfaction • Career enhancement • Upgrade technology and agency capability • Improve operational results • Recruiting success 	<ul style="list-style-type: none"> • # of avoidable exits each month divided by average # each month • 4.0 on scale of 1-5 • Monetary values • # of candidates
5	ROI <ul style="list-style-type: none"> • Achieve a 25% return on investment 	<ul style="list-style-type: none"> • 25%

Methods for Collecting Program Data

Method	Typical Levels			
	1	2	3	4
Surveys	✓	✓	✓	
Questionnaires	✓	✓	✓	✓
Observation		✓	✓	
Interviews	✓	✓	✓	
Focus Groups	✓	✓	✓	
Tests		✓		
Action Planning			✓	✓
Performance Contracting			✓	✓
Performance Monitoring				✓

Type of Instrument for In-House Master's Program Case Study

Type of Instrument	Reaction / Satisfaction	Learning	Application / Implementation	Business Impact
Questionnaire after intro to program	X	X		
End-of-course instructor evaluation	X			
End-of-semester evaluation questionnaire	X			
Individual course tests		X		
Annual evaluation questionnaire			X	
Action Plans with follow up			X	X
One-year follow-up questionnaire			X	X
Monitoring records				X

Typical Sources of Performance Data

- **Operating reports**
- **Departmental reports**
- **Audits**
- **Key performance indicators**
- **Quality reports**
- **Scorecards**
- **Dashboards**
- **Community records**

4-10



Monitoring Performance Data

- Identify appropriate sources
- Collect data related to objectives only
- Develop new data as needed
- Convert current data to usable items
- Develop a collection plan to include Who, What, Where, and When

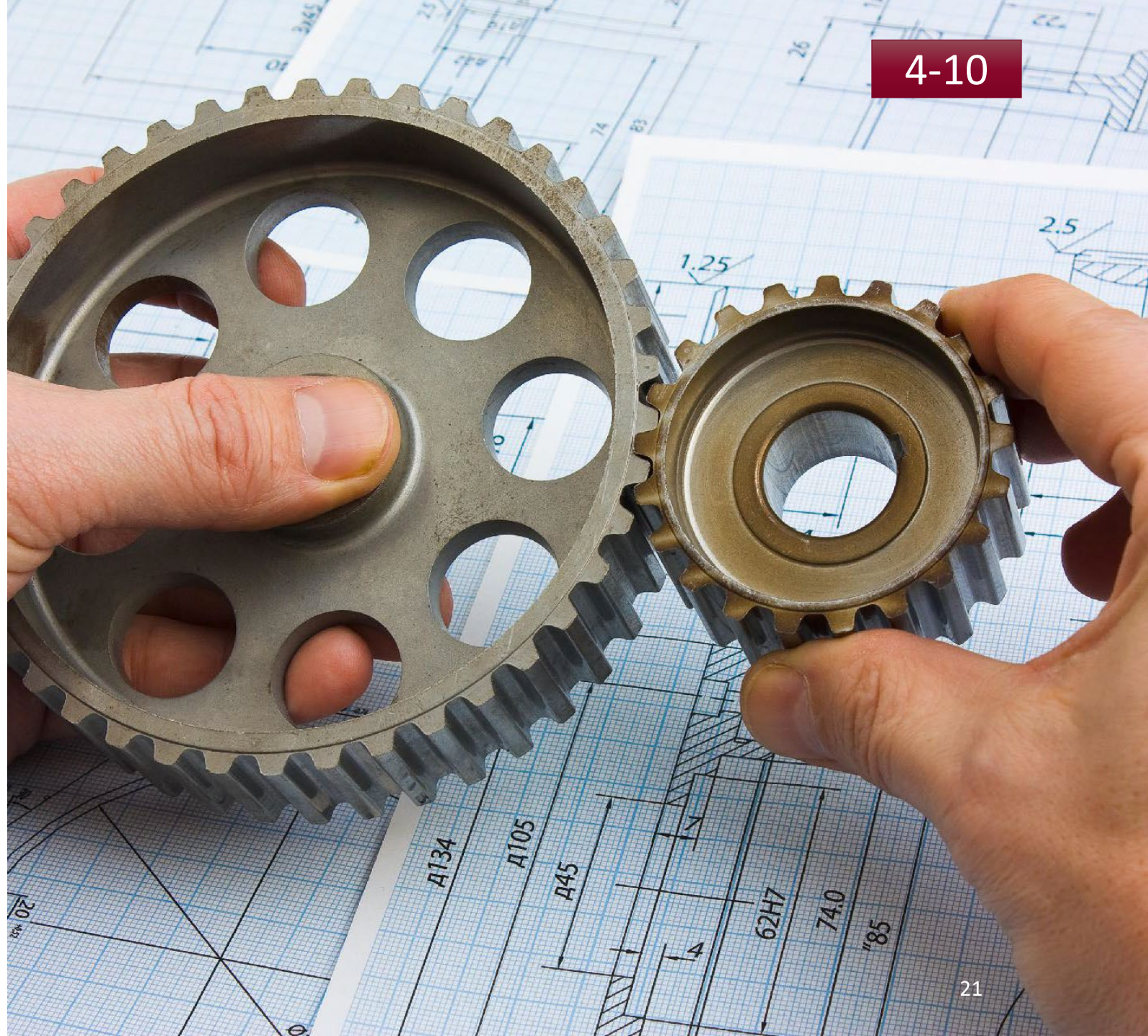
Selecting Data Collection Methods

- Valid
- Reliable
- Simple
- Economical
- Easy to administer
- Easy-to-analyze data



Selecting Data Collection Methods

- Time required for participants
- Time required for participant's supervisor
- Costs of method
- Amount of disruption of normal activities
- Accuracy
- Utility
- Culture / Philosophy



Sources of Information

- Participants
- Supervisors of participants
- Subordinates of participants
- Peer group
- Internal staff
- External group
- Organizational performance records



Timing of Follow-Up

- Availability of Data
- Ideal Time for Application (Level 3)
- Ideal Time for Business Impact (Level 4)
- Convenience of Collection
- Constraints on Collection



4-10

ROI Analysis Plan

Program: _____ **Responsibility:** _____ **Date:** _____

Data Items (Usually Level 4)	Methods for Isolating the Effects of the Program/ Process	Methods of Converting Data to Monetary Values	Cost Categories	Intangible Benefits	Communication Targets for Final Report	Other Influences/ Issues During Application	Comments

Exercise

- Group Discussions
 - CENSUS Bureau
 - Internal Revenue Service (IRS)
 - Housing and Urban Development (HUD)
 - Transportation Security Administration (TSA)

Survey/Questionnaire Design

- Determine the specific information needed
- Review information with stakeholders
- Select the type(s) of questions
- Keep questions and statements simple
- Develop the questions
- Design for easy tabulation and analysis
- Check the reading level
- Address the anonymity issue
- Test the questions
- Review results of the field test
- Develop the completed questionnaire
- Develop administrative procedures

Common Mistakes in Survey/Questionnaire Design

- Vague statements/questions
- Too many questions
- Reading level too high
- Improperly worded questions
- Confusing instructions
- Too difficult to analyze

4-6



4-6

Selecting Survey Questions

Variance – are there enough choices?

Discrimination – can you tell the difference between choices?

Accuracy – do the scale labels accurately describe the choices?

Symmetry – is the scale balanced appropriately?

4-6

What Makes an Effective Survey Question?

Focus– every question should focus on a single issue or specific topic

Brevity– short questions present less opportunity for measurement error

Clarity– clear questions are understandable to all respondents

4-7

Interview Design

Structured and Unstructured

List basic questions to be asked

Follow the same principles as survey/ questionnaire design

Allow for probing

Try out the interview

Prepare the interviewers

Provide instructions to the individual being interviewed

Administer the interviews consistently

4-8

Focus Group Guidelines

Select

topics, questions, and strategy carefully

Keep

the group size small (usually 8-12)

Ensure

that there is a representative sample of the target population

Insist

on facilitators having appropriate expertise

Stay

on track and on time

Allow

equal time for all participants

Control

over-talking and under-talking

4-8

Observations Guidelines

Observations should be systematic

Observers should know how to interpret and record what they see

Observer's influence should be minimized

Observers must be carefully selected

Observers must be prepared

- **Video Recording**
- **Audio Monitoring**
- **Computer Monitoring (software)**

Observation Methods

- **Behavior Checklist**
- **Coded Behavior Record**
- **Delayed Report Method**

Performance Contract Process Steps

- **The participant and supervisor mutually agree on a subject for improvement.**
- **A specific measurable goal(s) is set.**
- **The participant is involved in the program.**
- **The contract is discussed, and plans are developed to accomplish the goals.**
- **After the program, the participant works on the contract against a specific deadline.**
- **The participant reports the results of the effort to the manager.**
- **The manager and participant document the results for the staff.**



The
Performance
Contract
Should Be:

- **Written**
- **Clear to all involved**
- **Challenging, requiring a concentrated effort to achieve**
- **Achievable, something that can be achieved**
- **Largely under the control of the participant**
- **Measurable and dated**

		Timeframe		
		Before	During	After
Roles	Manager/ Significant Other	1	2	3
	Participant	4	5	6
	Facilitator/ Organizer	7	8	9