# DEVELOPMENT OF ROI NETWORKS

## Description

Due to the growing interest in the use of the ROI methodology, there is increasing demand for sharing information among practitioners. The development of an ROI Network is a logical extension of an ROI learning intervention and a practical way to enhance ROI expertise. Information exchange and fostering best practices with others in similar situations are the goals of the Network. The Network can take on several dimensions and activities, but should be coordinated with other networks to the extent possible.

## The Global Network

The American Society for Training and Development (ASTD) has created a global network, called the ASTD ROI Network, which invites and supports the exchange of ROI information on a global basis. This Network is a membership option and an outgrowth of the original ROI Network founded in 1996. One of the ASTD Network goals is to foster the development of additional networks that can be used as a basis of information exchange throughout the global membership.

## History

Formed in 1996, the original ROI Network provided a forum for practitioners to exchange information and share their most successful practices as they refined the application of the ROI process. The founding members were all "graduates" of the ROI certification process conducted by Dr. Jack Phillips, developer of the ROI methodology. Initially, the Network was supported by Performance Resources Organization, which was owned by Dr. Phillips. The Network grew, adding a range of services and activities to the membership. In 2000, the Network became a stand-alone organization, incorporated in Illinois and operating as an independent, non-profit group. Membership continued to grow; ASTD acquired the Network in 2002. The ROI Network is now a membership option for ASTD. The Network's office is housed at ASTD's headquarters in Alexandria, Virginia.

## Vision Statement

The ROI Network is committed to being recognized as an established global leader in the science and practice of ROI measurement and evaluation.

Strategic Goals of the ROI Network

To reach the vision, the ROI Network has established three strategic goals.
1. Leverage the knowledge, skills, and experience of practitioners and sponsors.
2. Reinforce and support practitioners' ROI knowledge, skills, and experience.
3. Promote innovative ROI measurement and evaluation processes.

Local Networks

Local networks are encouraged and supported by the ASTD ROI Network. Local networks represent a city (e.g., the Los Angeles ROI Network), a state (e.g., the Mississippi ROI Network), a US territory (e.g., the Puerto Rico ROI Network), or a country (e.g., the Australian ROI Network). Local networks provide an excellent opportunity for individuals to exchange information and share best practices at the local level. This document describes typical activities and processes that are recommended for these networks.

Internal Networks

In larger organizations where the ROI methodology is in place, it may be feasible to develop an internal ROI Network to share information and to function in ways similar to the local network. Many organizations have developed these networks (e.g., the Wachovia Bank ROI Network). This document describes the activities that might be appropriate for an internal ROI Network.

Special Activities and Projects

A variety of projects and activities are possible, tailored to the specific needs of the members of the Network. Among the activities that have proven successful are:

1. Organize regular Network meetings (e.g., breakfast, lunch, or dinner). If possible, invite speakers to present specific particular issues.
2. Offer a panel discussion for Network members to explore current issues or specific topics in more detail.
3. Conduct a tool-swap session where members bring a tool, template, or job aid and share it with the members.
4. Facilitate local benchmarking to measure the success and status of measurement and evaluation, including ROI.

5. Organize critique-and-review sessions where individuals present an impact study to the group and have it critiqued prior to presenting it to a senior executive audience. This review process is effective for data collection plans, instrument design, and project design as well as impact studies.
6. Build a website for posting information and materials for the group. The site should be hosted by one of the members of the Network.
7. Create a chat room where individuals can ask questions and receive feedback from Network members. To be successful, a volunteer member should moderate the chat room for specific periods of time.
8. Publish a casebook of studies from the local network members. Several options are available. An editor must be selected, criteria must be established, and a publisher should to be identified. Because soft cover publishing can be inexpensive, it may be possible for the Network to self-publish the casebook. Other options include connecting with the interested parties, sponsors, or other organizations (contact Jack and Patti Phillips for more details on specific publishing opportunities).
9. Serve as a bureau representing experts on measurement and ROI for speaking engagements, panel discussions, and other conference presentation opportunities. This service could be offered through local chapters of ASTD, ISPI, and the Society for Human Resource Management.
10. Collaborate to develop articles or case studies for publication. Several journals are interested in publishing articles on measurement and evaluation, and ROI.
11. Serve as a clearinghouse for job openings and career guidance within measurement and evaluation in the local area.
12. Interface with other networks as well as the ASTD ROI Network to share information and keep others informed about activities in the particular area or region.
13. Publish a newsletter for members, keeping them apprised of research, techniques, technology, and other information needed to keep the members up to date.
14. Host a technology demonstration for members to show how particular software functions for assessment, measurement, and evaluation issues.
15. Conduct workshops and briefing sessions for others who want to know more about the ROI methodology.

Liaison with ASTD ROI Network

Local network members are encouraged to become members of ASTD and the ROI Network option. This ensures that the member taps into the

information, resources, and assistance offered to the global ROI Network. However, local network members are not required to be members of the ASTD ROI Network. Also, The ROI Institute will serve as the coordinating entity among networks, sharing information with the members and across the membership.

Additional Information

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