ROI CERTIFICATION

Four Ways to Build Serious Evaluation Capability

Demonstrating Results That Matter

ROI INSTITUTE®

Building Serious Evaluation Capability

In today's volatile, uncertain, complex, and ambiguous world, time and budget constraints make it difficult to develop serious capability with evaluation. Yet, now more than ever, it is important to have these skills so you can show the business value of your programs and projects. Holding a credential that demonstrates you have applied these skills on specific programs makes you an invaluable resource. This document describes the different approaches to build evaluation capability and earn the globally recognized Certified ROI Professional® (CRP) designation.

The Role and Importance of ROI

It is important to address the question - Why ROI? In recent years, we have witnessed a change in organizational accountability, particularly toward investment in people, programs, and projects. Project sponsors have always been concerned about the value of their initiatives. Today, this concern translates into financial impact - the actual monetary contribution. Although the monetary benefit is a critical concern, it is the comparison of this value with the project costs that translates into ROI and captures CEO/CFO attention. An ROI evaluation is needed for a few select programs – the expensive, important, and strategic programs that attract executive attention.

The Need for The ROI Methodology®

"Show me the money" is the familiar response from individuals asked to invest (or continue to invest) in major projects and programs. At times, this response is appropriate. At other times, it is misguided. Money is not the only indicator of program success. Measures not subject to monetary conversion are still important and these intangibles are benefits of most projects. However, excluding the monetary component from a successful profile of results is unacceptable in today's age of the "show me" environment. Reporting a balanced profile of success is needed which includes qualitative and quantitative data as well as financial and non-financial outcomes.

Sometimes the ROI is required before a project is approved. Sometimes it is needed as the project is being implemented. At other times, it is needed after project implementation. The reality is that many projects today fail to achieve their expectations.

A systematic process is needed that can identify barriers to, and enablers of, success and can drive organizational improvements. The challenge is in developing the measures of value, including monetary value, as needed, and presenting them in a way so that stakeholders can accept and use them before, during, and after program implementation. The ROI Methodology presented through ROI Certification is a process that addresses all three scenarios.

ROI Use

ROI use is growing. Perhaps the most impressive use of ROI is noted in the "Chief Learning Officer's 2015 Measurement and Metrics" study. With 335 CLOs responding, 35.6 percent use business impact to demonstrate the value of the training organization on the broader enterprise, and 21.6 percent use ROI for that same purpose. In addition, 22.6 percent plan to implement ROI within twelve months, 9.7 percent plan implementation in twelve to twenty-four months, and 17.3 percent plan implementation sometime in the future. In total, 71.2 percent are using ROI or plan to use ROI in the future.

On the HR front, articles are describing the issues within HR that fuel the ROI conversation. A recent issue of *Harvard Business Review* suggests that it's time to 'blow up HR.' This series of articles and other recent articles suggest that HR is not showing the value of what they do, and more importantly, they are unable to show the ROI of investing in the organizations largest expense – the employees. However, HR is tracking this issue with the assistance of the human capital analytics team. According to a survey of human capital analytics practices, the #1 topic for analysis is ROI.

Other functions are experiencing the same pressures. In technology, marketing, consulting, quality, and innovation, the challenge is to show value for the money provided through budgets, special funding or budget allocation. For example, one large government agency's $1.9 billion annual budget was reduced to $1.6 billion ($300 million reduction) with a promise that more reductions would come if they did not show the impact and ROI for key programs. Measuring ROI is the most credible way to tackle this situation, and they used the ROI Methodology to evaluate IT projects.

Chaplains, endorsed by The United Methodist Church, are using the ROI Methodology to show the value they deliver to the organizations they serve. Also, coaches, ombudsman, agile software developers, and Super Users are showing the value of their work. Nonprofits, charities, foundations, school systems, universities, and healthcare organizations are now using this methodology.

ROI Institute records show that more than 6,000 organizations are now implementing ROI. More than 14,000 people have participated in the ROI Certification process, with more than 5,000 becoming Certified ROI Professionals (CRP). This makes the ROI Methodology the most-used evaluation system in the world. ROI is here to stay and will be an important issue in the future. Accountability for programs is rapidly changing. Change is inevitable; progress is optional.

ROI Certification®

Approximately 50 ROI Certification sessions are available each year, with about half in the United States and the remainder outside the United States. These certification offerings are designed for individuals involved in many functional areas, including human resources (HR), organization development (OD), learning and development (L&D), consulting, talent management, quality, technology, marketing, innovation, healthcare, and nonprofits. The process involves the following components:

- Prework: Identify a project for ROI evaluation. Prepare to learn the basics of the ROI Methodology shared in the prework documents.
- Workshop: Attend three or five days of content-rich, interactive sessions. The three-day session includes an eLearning program and additional online sessions. The five-day session is an intense, all-in-one learning classroom setting. The focus is on your project evaluation.
- Workbook and Materials: A comprehensive 300-page, action-oriented workbook is provided. Several books are also provided as references.
- Virtual Assistance: One-on-one support with your ROI evaluation project. Review and approval of your ROI study.
- Access to ROI Institute “members-only” site, which contains many tools, templates, and resources to make ROI implementation successful.
- Right to Use Materials at Work: You have the right to reproduce our materials and use them within your organization as you work with internal clients and colleagues. Proper credit is required.
- Certified ROI Professional® (CPR) Designation: A unique, sought-after credential is awarded, signifying that an individual has effectively conducted ROI evaluations.

Options for ROI Certification

Several options to build evaluation capability are available. ROI Certification is the most comprehensive way to gain the skills, resources, and knowledge to measure the value of projects and programs of all types – including the financial return on investment (ROI). There are four ways to achieve ROI Certification that meet the time and budget constraints of any team.

1. Open Enrollment ROI Certification (Five-Day Classroom Program)

This is the standard approach to ROI Certification. Participants will attend a public, five-day session. The five-day program is a comprehensive learning experience delivered in a classroom setting.

The approach includes prework, participation in the live learning sessions, virtual assistance, and the right to use and reproduce ROI Institute materials within your organization. This approach is described in more detail in our ROI Certification Brochure.

After the classroom sessions, you will receive one-on-one, virtual support as you conduct your first Impact/ROI evaluation in your own organization. When the evaluation is complete, you will join an elite group of professionals who have earned the designation of Certified ROI Professional (CRP).

When a large organization with the goal of implementing this process sends only one person to ROI Certification, the task for that individual can be daunting. While success is possible, it often becomes challenging. A better approach would be to send a team to ROI Certification. This is the recommended approach for organizations that want to build serious evaluation capability quickly. Implementing the ROI Methodology involves adjusting certain processes, procedures, and policies. New programs must be aligned with business needs, objectives must be set at five different levels, and all stakeholders will have a role in making programs work. These changes affect the entire team. It is often difficult for one person to influence change within the larger group. Sending a team prevents one person from being a lonely voice, trying to convince others to change without the support of the team.

For example, recently in Amsterdam, a team of seven managers and professionals from the National Forensic Institute (NFI) of the Netherlands attended an open-enrollment certification session facilitated by Dr. Patti Phillips. The NFI team members indicated that the team approach was the only way to make a change that was significantly successful. The key people necessary to make this endeavor effective worked together and made the ROI implementation successful.

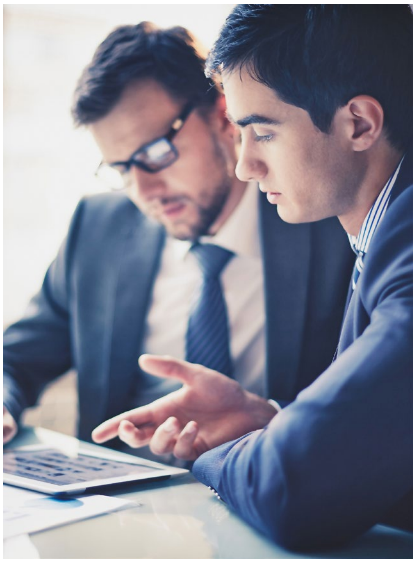
To help facilitate training your team, discounts are available when two or more team members attend certification. If the team is large enough, it may be better to invest in option three, an Internal Certification.

2. Blended Learning ROI Certification (Three-Day Classroom Program)

The blended learning certification program is designed to meet the needs of today's busy professional. This option is delivered in the following phases:

1. The process will begin with prework and a five-hour, online session called "Bottomline on ROI Boot Camp." This will educate participants with the basics of ROI.
2. Two online sessions will be conducted during the prework period. The first session will occur approximately three weeks before the class to introduce the program. The second session will occur one week before the class to make assignments for the next phase.
3. The certification process will continue with three, eight-hour days of thorough, comprehensive, and in-person training. Expect homework after each session.
4. Following the in-person learning, participants will meet online with the entire group for two to three sessions to present the plans for their impact studies.
5. Individual virtual support and feedback are available to participants as they pursue and complete their ROI study.
6. After the evaluation study is completed, it will be reviewed by ROI Institute.
7. The Certified ROI Professional (CRP) designation is issued after the evaluation study is approved.

While this option is designed to meet the many pressing needs of today's hectic schedules, it is also designed to ensure that participants achieve the Certified ROI Professional (CRP) designation.



3. Internal ROI Certification

The ROI Institute team is available to discuss this approach with you.

Many organizations opt to invest in an Internal ROI Certification where ROI implementation involves large numbers or multiple groups from different functional areas. When the number of participants reaches six to eight, it becomes cost-effective to invest in an internal certification. The fee per participant is effectively half the open-enrollment certification rate when the group reaches 15 to 20 participants.

In addition to cost savings and efficiency, internal certification allows participants to concentrate solely on the organization's situations, programs, and projects. In open enrollment offerings, participants attend from many different organizations, and some projects discussed are not relevant to others. Also, some critical information may be confidential or proprietary; it is easier to discuss this type of information in an internal certification.

An internal focus is also helpful for planning ROI implementation. This is particularly important when the manager or executive responsible for the team is involved in the session and decisions can be made during the workshop about building capability and awareness, the use of technology, preferred methods of data collection, roles and responsibilities, and reporting results. The outcome is not only the skill development for the team but the formulation of the evaluation strategy.

4. Guided Self-Study Program

Some individuals prefer to learn in a guided self-study environment. This option includes a combination of reading assignments, exercises, and online learning offered through ROI Institute. Guided by an ROI facilitator, the participant reads the materials, books, and case studies; prepares the assignments; completes the exercises; completes a quiz; submits an impact study; and ultimately achieves ROI Certification.

A study guide has been developed to include all the materials that would normally be used in the live certification process. Certification can be granted by paying a fee, completing the self-study program, completing a comprehensive exam, and submitting an ROI study. The study reviewer will provide feedback for adjustments only once. If the subsequent and final study meets the standards of ROI Institute, certification will be granted. This is an expedited way for those individuals who want to develop capability in a very deliberate, self-paced process. This option is tailored to the individual based on previous experiences.

ROI Coaching: A Success Bonus

Coaching has become an important way for people to learn and apply. Under the direction of a certified ROI coach and through interactive dialogue, participants stay focused to complete their first ROI study. Although the certification approaches described on previous pages provides for virtual support from
ROI Institute, this is not coaching. Virtual support involves transactional activities of responding to questions, reviewing documents, and ultimately approving the study.

Some participants have asked for an ROI coach to guide them through every step of the process. We currently offer this approach throughout many countries, including the United States. With this option, the coach will be assigned to participants before they begin the ROI Certification process.

The coach will initiate a series of sessions, through different media, to guide participants to achieve the CRP quickly. The coach is not only focusing on planning and execution but will raise the level of performance and efficiency of participants.

In test groups in two European countries, the ROI Certification success rate more than doubled with the ROI coaching option. This experiment was repeated for an open enrollment group in Chicago, where every participant had a coach. Each participant received the designation of
Certified ROI Professional (CRP). A coach ensures the process is on track while responding to specific obstacles. It also reduces the time to complete the ROI study.

The ROI coach will provide a minimum of eight hours and a maximum of 24 hours of one-on-one time to each participant in the coaching process. Because of the resources required to provide expert coaching on ROI, the cost of the coach is the same as the certification registration fee. Therefore, the total cost is twice the open-enrollment certification fee.

It's Your Move

ROI capability is needed now, more than any time in the past. You need ROI capability to convince the executive team that your programs or projects are making a difference. In many cases, that difference is ultimately defined by the financial ROI. The key is to proactively take action to show the value of your programs and projects. ROI Institute offers several alternatives to help build ROI capability within your organization.

ROI implementation can influence the funding and budget allocation for your programs and projects. Additionally, ROI results can improve executive respect, support, commitment, and involvement. When executives understand the business contribution, they often perceive your function as an investment instead of a cost. Costs can easily be cut, particularly in difficult times. If they see your initiative as a positive investment, they are less likely to take that action.

Remember, when it comes to showing the value of your programs:

Hope is not a strategy.

Luck is not a factor.

Doing nothing is not an option.

"Change is inevitable. Progress is optional."
~Gary Marx

ROI INSTITUTE®
All Roads Lead to ROI

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