



## Evaluation and Return on Investment in Learning

All organisations have to justify their expenditure. In times of financial constraint the need to justify expenditure – including expenditure on employee training and development – becomes even more marked.

Attempts to justify investment in training by evaluating the benefits to the organisation or attempting to measure the ROI – return on investment – are frequently flawed. This is usually due to the only evaluation undertaken being carried out *after* the training has been completed.

All too often the approach taken is simply to gauge reactions to the training delivered and the assumed results of that training. However, proper evaluation, and resulting measure of ROI, cannot simply start with reactions to the training delivered.

Our solution is the *Fuse Learning ROI Clinic*. We work with our clients, equipping them with the skills and techniques that enable them to demonstrate how training and development projects add monetary value to their organisation; quite literally, the specific impact of training on the organisation's revenue, whether in a private company or a public body. We also teach them the techniques required to determine how *much value* it will add. Our approach ensures that our clients develop a very strong skill-set in ROI evaluation that can be applied across the training function.

## Why an ROI Clinic

Most commercial organisations have a clear focus on the 'bottom line', and not-for-profit bodies have to justify their expenditure

Training and development is not exempt. The challenges are mounting and the really tough questions are those that demand to know 'did the training work?', 'is the training budget well spent?' and 'how does it benefit the organisation?' The Fuse Learning ROI Clinic enables delegates to provide clear and unequivocal answers to all of these questions.

It enables delegates to use the common language of operational and financial managers to express the benefits of training and learning and to apply a monetary value to training results and produce a business case for training investment. The Clinic demonstrates how to produce return on investment (ROI) calculations for a whole range of learning interventions.



Training and HR professionals can, therefore, clearly demonstrate why and how the training they recommend or specify benefits their organisation, when measured against specific benchmarks.

This further enables them to show the impact on their organisation a whole – an important step towards it becoming a *learning* organisation.

### **The Purpose of Evaluation**

The purpose of evaluation is to help individuals to learn how to improve the effectiveness of their organisations.

When defined in this way evaluation can achieve many things. It can:

- Align all training and development with business needs through gap analysis undertaken at the beginning of the training cycle
- Increase the commitment to training from delegates and their managers, because they will see training as mutually beneficial in helping them and the organisation to perform better as a result of learning
- Improve motivation by helping individuals quantify their contribution to organisational effectiveness
- Help to prioritise training expenditure
- Act as a basis for a system of continual improvement because of its inherently cyclical, iterative nature.

### **The Fuse Learning ROI Clinic**

We recognise that putting the theory of evaluation and ROI into practice can be difficult without adequate training and preparation. Our ROI Clinic has, therefore, been devised to equip clients with the knowledge to measure training effectively.

We work with our clients to help them understand how specific training will add value to their organisation and to teach them the techniques needed to help them determine how much value it will add.

By using what is traditionally seen as a nebulous soft-skills type training project as the basis for learning, we ensure that delegates develop a very strong skill-set in ROI evaluation that can then be applied across the training function.

Our consultant teaches techniques that allow clients to analyse the added value that any piece of training offers. They also learn to produce a very detailed picture of the key variables that drive an organisation:

- Output – The number of goods or services provided in a defined timescale
- Costs – The costs of providing these outputs
- Revenue – The income received as a result of selling the outputs, or other funding
- Quality – The level of customer satisfaction achieved



## Course Objectives

Training is carried out in two stages.

**Day One** is a concise, intensive Masterclass run by an acknowledged authority on ROI in training (see below). This Masterclass covers everything required for initial application. It is followed by a short interval during which delegates explore ways in which the methodology can be introduced into their own working environment.

**Day Two** is designed as a facilitated Action Learning Set. All delegates are expected to apply evaluation and/or ROI principles to at least one learning intervention. They also have the opportunity to raise any concerns and questions, receive simple answers and gain the confidence to progress further.

To ensure that the Clinic is as effective as possible the second day of training is held after an interval of at least two weeks.

Further Action Learning Sets can be added at a later date if required.

## Our Consultant

The Fuse Learning ROI consultant is a world-leading authority in learning measurement, evaluation and ROI consultancy and has been consulting in this field for over 15 years.

His methodology has become world famous because of his ability to show how evaluation influences every aspect of the learning cycle from needs analysis through to post-programme assessment. His business justification techniques have been used in a wide range of contexts from liP accreditation, to the development of corporate universities and large e-learning projects. He is also a well-respected writer who has contributed a series of articles to a major publication on the role of Learning Consultants and is the author of a bestselling book on the subject.

Why not read more about Evaluation and ROI in our blog at [www.fuselearning.co.uk/blog](http://www.fuselearning.co.uk/blog)



## Fuse Learning Commitment

Fuse Learning helps organisations to realise the potential of their staff and maximise the benefits of their investment in people.

In today's challenging economic climate employers, whether private sector or public, cannot afford to pay lip service to the notion that people are their greatest asset. That asset needs to be harnessed to the full.

At Fuse Learning we take a 'holistic' approach, embracing the provision of a range of services which empower organisations to link their investment in people, in all its forms, to their corporate objectives and ensure that their staff are equipped to contribute effectively to a modern, strategic working environment.

We are committed to developing tailored solutions that best suit the individual requirements of our clients, guaranteeing the highest level of effectiveness.

If you would like to discuss your requirements, or any aspect of the Fuse Learning service, please do not hesitate to contact us:

Telephone: 0845 299 0283  
Email: [enquiries@fuselearning.co.uk](mailto:enquiries@fuselearning.co.uk)  
Web: [www.fuselearning.co.uk](http://www.fuselearning.co.uk)

