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Nota di contenuto	Front Cover; Return on Investment in Training and Performance Improvement Programs; Copyright Page; Contents; Preface; Acknowledgments; Chapter 1. Measuring the Return on Investment: Key Issues and Trends; ROI Progress and Status; Why ROI?; The Concerns with ROI; Barriers to ROI Implementation; Benefits of ROI; ROI Best Practices; Final Thoughts; References; Chapter 2. ROI Model; Building the ROI Methodology; An Evaluation Framework; The ROI Model; Operating Standards and Philosophy; Implementation Issues; Application and Practice; Final Thoughts; Introduction to Case Study Case Study-Part A, Linear Network SystemsReferences; Chapter 3. Collecting Data; Sources of Data; Questionnaires and Surveys; Testing; Interviews; Focus Groups; Observations; Business Performance Monitoring; Action Planning and Follow-Up Assignments; Performance Contracts; Selecting the Appropriate Method; Data Tabulation Issue;

Final Thoughts; Case Study-Part B, Linear Network Systems; References; Further Reading; Chapter 4. Isolating the Effects of Training; Preliminary Issues; Use of Control Groups; Trend Line Analysis; Forecasting Methods; Participant Estimate of Training's Impact Supervisor Estimate of Training's Impact Management Estimate of Training's Impact; Customer Input of Training's Impact; Expert Estimation of Training's Impact; Calculating the Impact of Other Factors; Using the Techniques; Final Thoughts; Case Study-Part C, Linear Network Systems; References; Further Reading; Chapter 5. Converting Data to Monetary Benefits; Preliminary Issues; Techniques for Converting Data to Monetary Values; Converting Output Data to Contribution; Calculating the Cost of Quality; Converting Employee Time; Using Historical Costs; Using Internal and External Experts' Input Using Values from External Databases Using Estimates from Participants; Using Estimates from Supervisors and Managers; Linking with Other Measures; Using HRD Staff Estimates; Selecting the Appropriate Measures; Accuracy and Credibility of Data; Final Thoughts; Case Study-Part D, Linear Network Systems; References; Further Reading; Chapter 6. Tabulating Program Costs; Cost Strategies; Cost Tracking Issues; Major Cost Categories; Cost Accumulation and Estimation; Final Thoughts; Case Study-Part E, Linear Network Systems; References; Further Reading; Chapter 7. Calculating the Return Basic Issues ROI Interpretation; Case Application; Other ROI Measures; Utility Analysis; Consequences of Not Training; ROI, the Profit Center, and EVA; ROI Issues; Final Thoughts; Case Study-Part F, Linear Network Systems; References; Further Reading; Chapter 8. Identifying Intangible Measures; Key Issues; Typical Intangible Measures; Final Thoughts; Case Study-Part G, Linear Network Systems; References; Further Reading; Chapter 9. ROI Forecasting; Why Forecast ROI?; The Trade-Offs of Forecasting; Preprogram ROI Forecasting; Forecasting with a Pilot Program; Forecasting ROI with Reaction Data Forecasting ROI with Learning Data

Sommario/riassunto

The second edition of this bestselling book, 'Return on Investment in Training and Performance Improvement Programs,' guides you through a proven, results-based approach to calculating the Return on Investment in training and performance improvement programs. Jack Phillips has composed user-friendly ROI calculations, plus: *ten post-program data collection methods *ten strategies for determining the amount of improvement that is directly linked to training programs *ten techniques for converting both
