

10 tips to move 'From the happy sheet to the bottom line'

Patrick Taggart

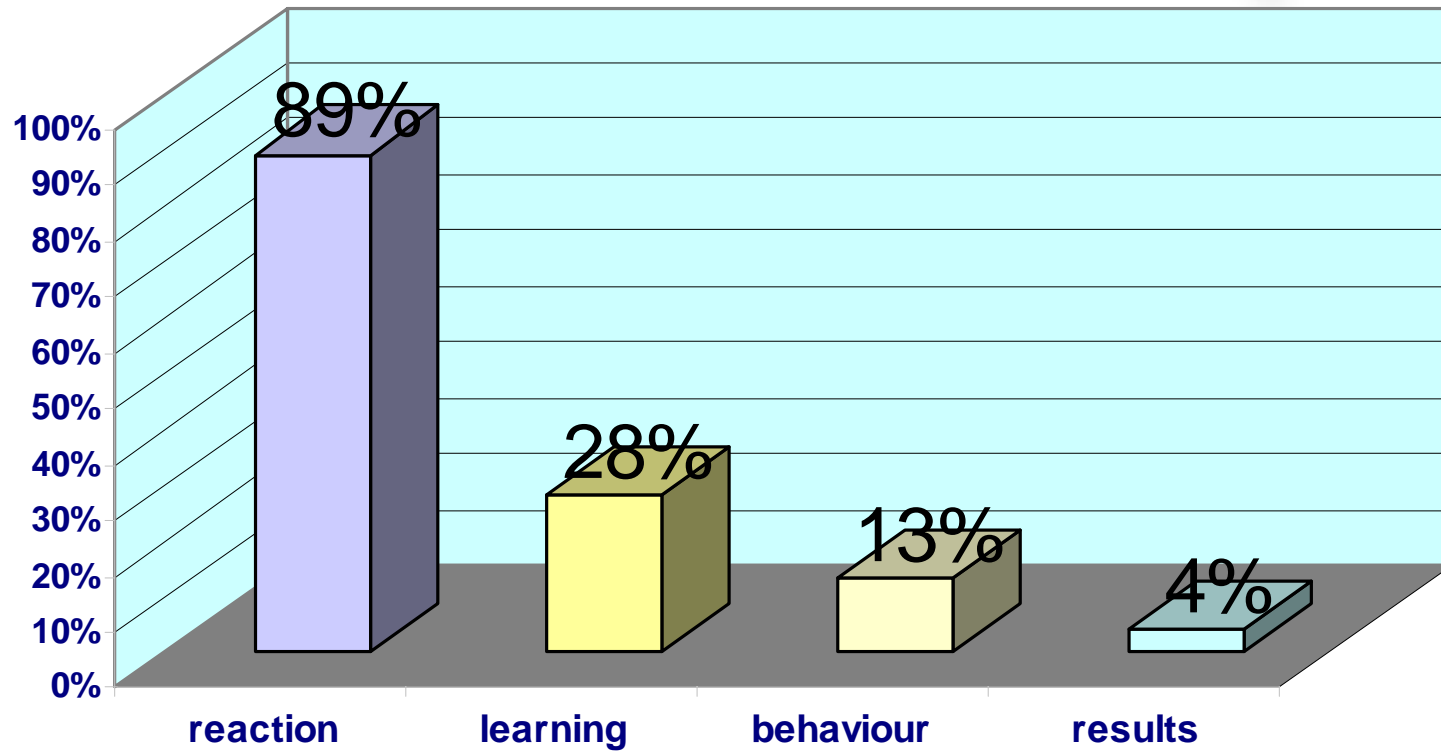
Introduction

- ❖ **Patrick Taggart**
- ❖ **Commercial Director**
- ❖ ***MA (HRM) Chartered FCIPD***
- ❖ HR manager in financial services and distribution sectors
- ❖ Senior lecturer in Human Resource Management at Coventry University
- ❖ Challenging the status quo

Session overview

- ❖ Current predicament
- ❖ The solution – 10 tips
- ❖ Summary

Organisational problem



L&D problem

- ❖ In 2008-09, 94% of our participants rated our courses as 'excellent' or 'good'
- ❖ We provide **excellent value for money** and do not charge VAT on courses
- ❖ All course participants receive a **certificate of attendance** with prompts for reflection

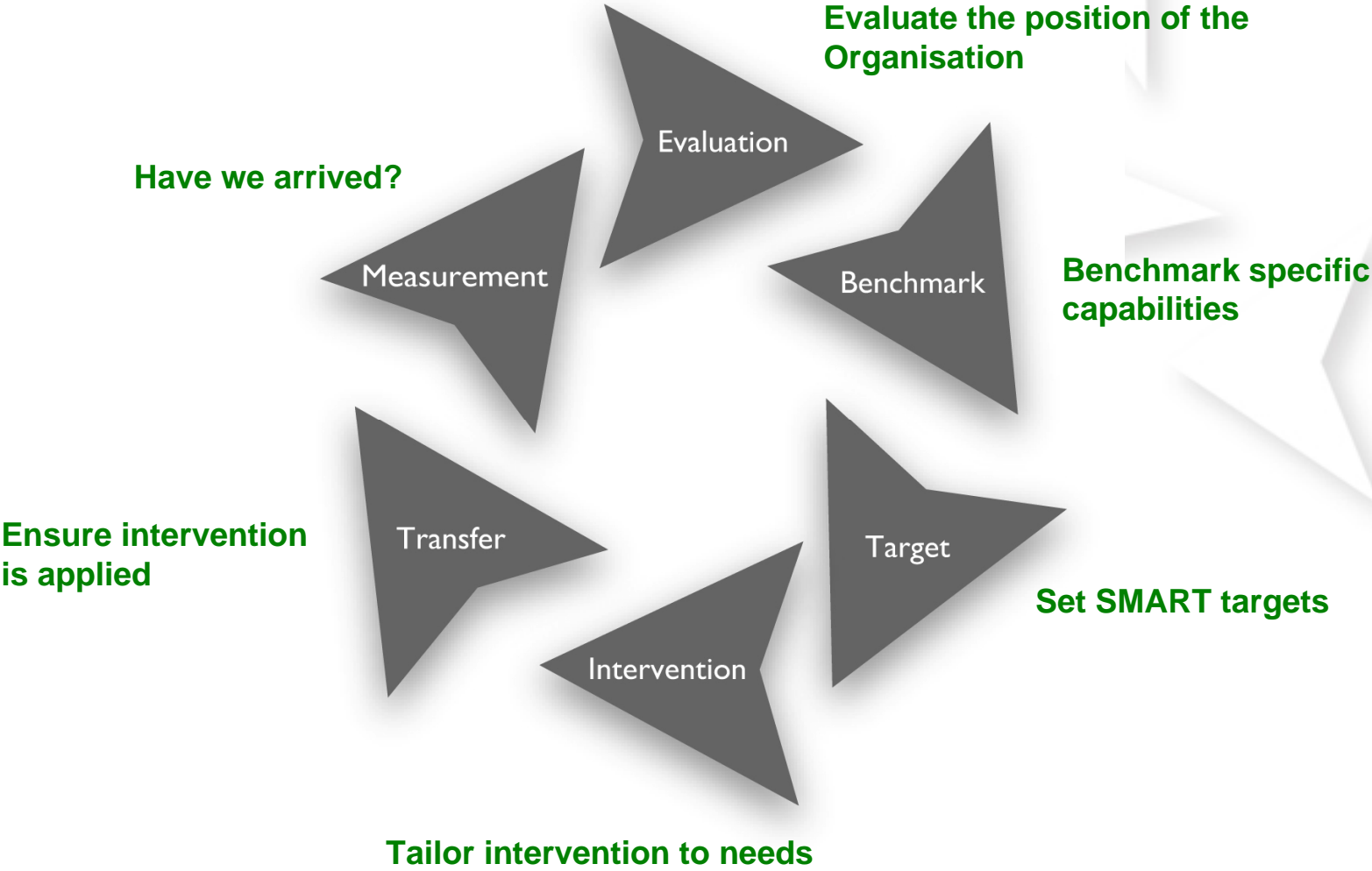
Ten tips

Evaluation: not an end in itself

“the purpose of evaluation is not to prove that a specific piece of training worked, it is to transform the whole learning process and significantly raise the probability of a training investment providing a good return”

Kearns CIPD 2005

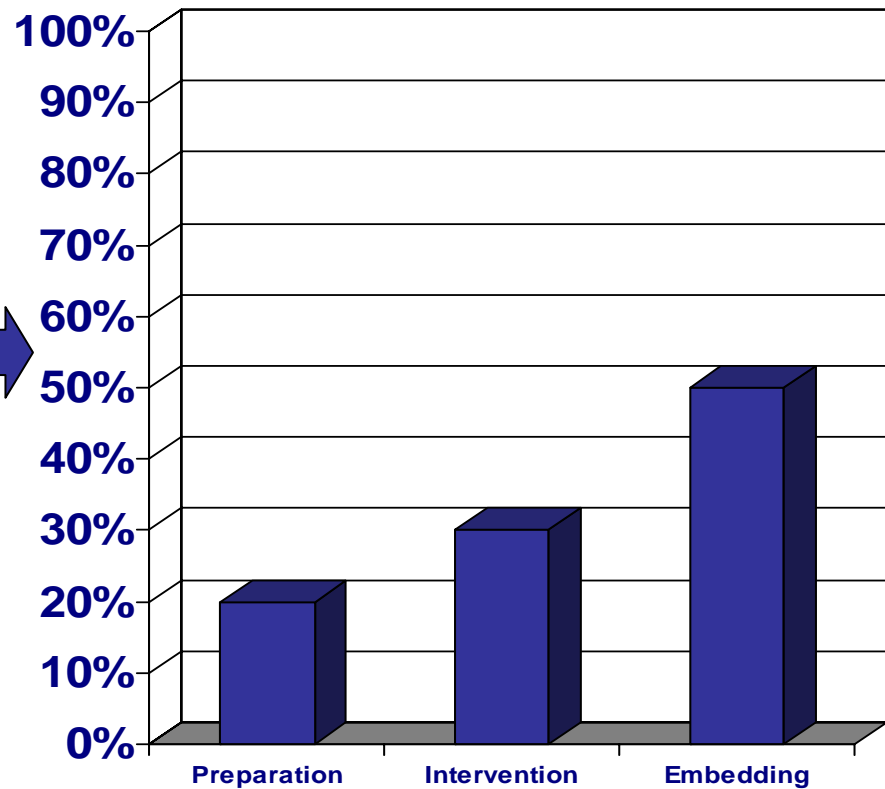
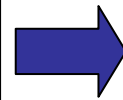
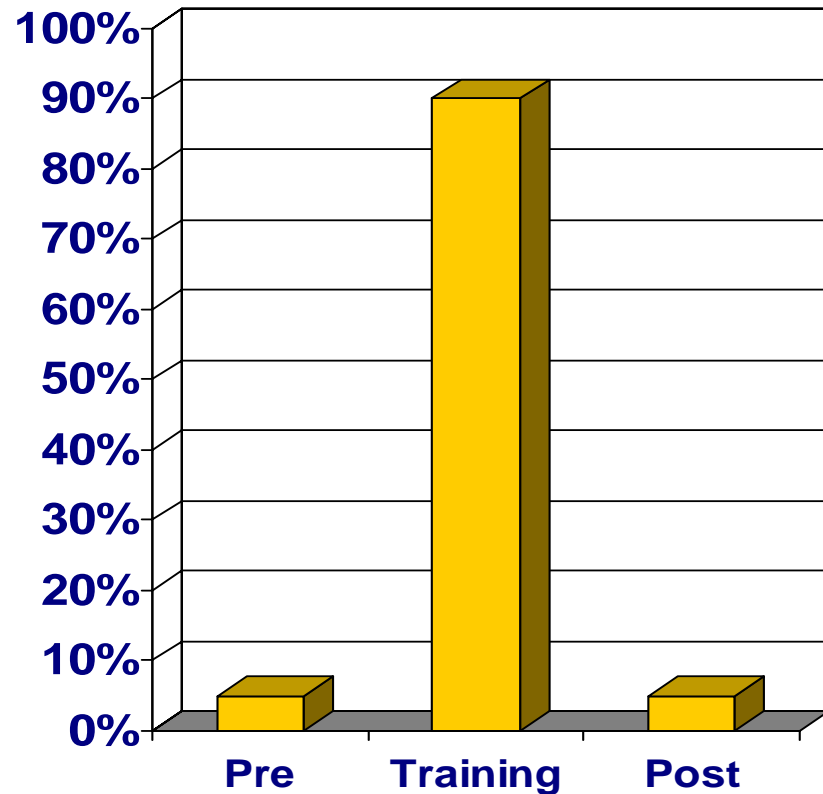
Our approach



Cultural shift!



Classroom.. cornerstone or peripheral?



**TALENT
IDENTIFICATION**

CEO

**TALENT
DEVELOPMENT**

COST

FD

PROFIT

FAITH

HRD

EVIDENCE

DETACHED

LM

ENGAGED

PERSONAL

STAFF

SHARED

Potential £££ return

Business needs

Behavioural change

Skills/knowledge needs

Expectations

ROI results

Business impact

Application

Learning

Reaction

Jack J. Phillips ROI model

Where does ROI come from?

- ❖ **Employees doing something after an intervention**
- ❖ **Reducing costs**
- ❖ **Increasing revenue**
- ❖ **Relationship with Finance and or quality functions?**

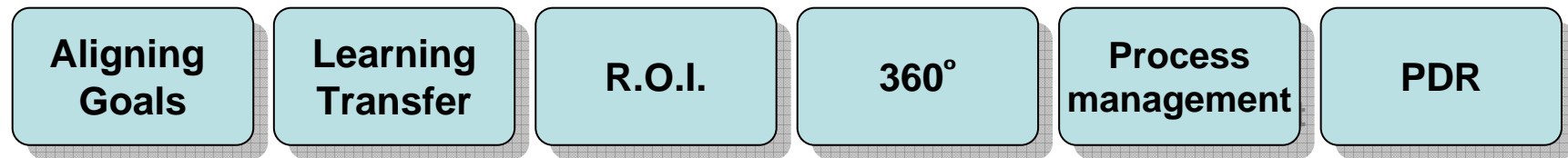
ROI Calculation

$$\frac{\text{benefit from training} - \text{cost of training}}{\text{cost of training}} \times 100 = \text{ROI\%}$$

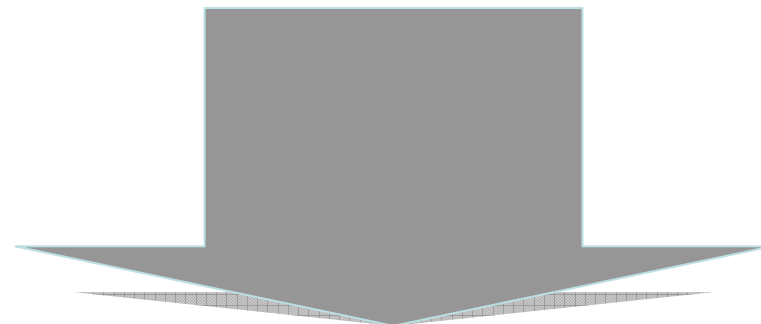
Benefits	reduce absence by 2%	=	£75,000
	redundancy costs	=	£80,000
	recruitment costs	=	£7,500
Costs	Programme costs	=	£15,000

$$\frac{\text{£162,500} - \text{£15,000}}{\text{£15,000}} \times 100 = \mathbf{983\%}$$

Automating the process



A unique
Organisational
Development
Improvement
Software
System



that will
transform
your L&D
function
from a cost
centre to a
profit centre

Where to start...

- ❖ Climate review
 - ❖ L&D policy, compliance
 - ❖ IIP audits etc
 - ❖ Current evaluation data, processes
- ❖ Small and receptive group
- ❖ Shifting stakeholder thinking
- ❖ Implementing PIC©
- ❖ Benefits for all

Summary...

- ❖ **Keep it simple**
- ❖ Needs visionaries & cultural change
- ❖ Benchmarking, target setting and data collection requires persistence
- ❖ Need a clear plan that runs well beyond the last formal intervention
- ❖ **The long term efficient solution is to automate the process**