

# Measuring ROI in Human Resources

## Calculating the Impact of ROI on HR Programs

### Agenda

Human resources executives, now more than ever, are under pressure to demonstrate the business value of the HR function from CEOs, CFOs, COOs, and other business leaders. This webcast shows how the concept of ROI is being applied to portray the value of HR projects and programs. The methodology discussed indicates the success of HR programs through six types of ROI data, offering executives credible information.

This webcast will discuss:

- Drivers for the use of ROI in the HR function.
- Elements, steps, and standards of ROI methodology and how it is used to influence the success and image of HR
- How ROI for human resources is typically implemented in an organization

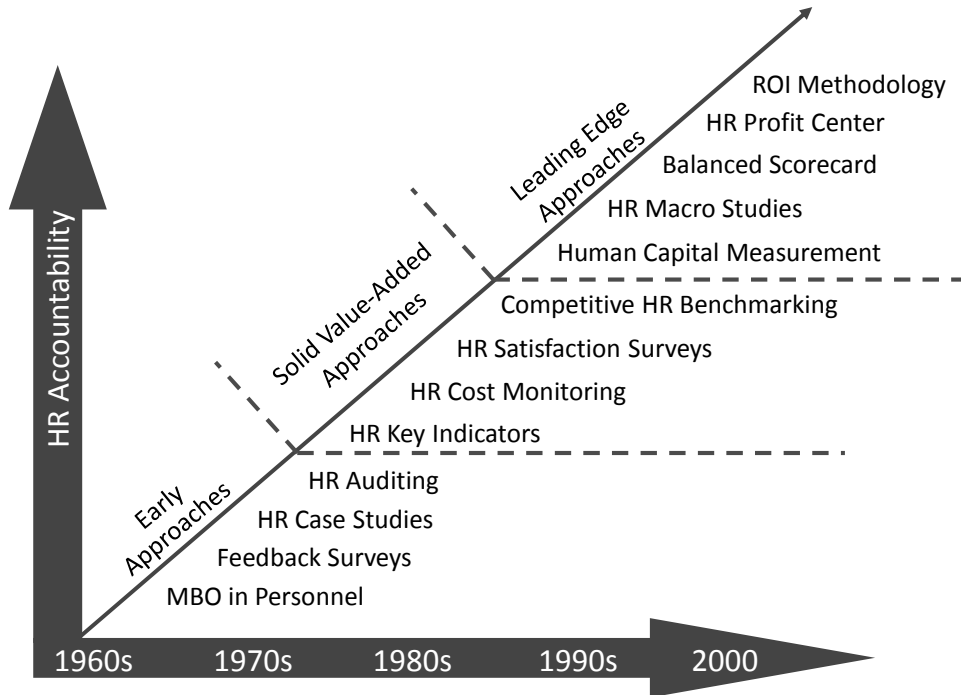
Jack J. Phillips, Ph.D.

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## HR Accountability Progress



## HR Program Value Chain

Level	Measurement Focus
0. Input ↓	Measures input such as volume and efficiencies
1. Reaction & Planned Action ↓	Measures participant reaction to the program and captures planned actions
2. Learning ↓	Measures changes in knowledge, skills, and attitudes
3. Application ↓	Measures changes in on-the-job behavior or actions
4. Business Impact ↓	Captures changes in business impact measures
5. ROI	Compares program benefits to the costs

## Shifting Paradigms

### Activity Based



### Results Based

- No business need for the program
  - No assessment of performance issues
  - No specific measurable objectives
  - No effort to prepare program participants to achieve results
  - No effort to prepare the work environment to support application
  - No efforts to build partnerships with key managers
  - No measurement of results or ROI analysis
  - Planning and reporting are input focused
- Program linked to specific business
  - Assessment of performance effectiveness
  - Specific objectives for application and business impact
  - Results expectations communicated to participants
  - Environment prepared to support application
  - Partnerships established with key managers and clients
  - Measurement of results and ROI analysis
  - Planning and reporting are outcome focused

## The ROI Process Collects Six Types of Data

1. Reaction and Planned Action
  2. Learning and Confidence
  3. Application and Implementation
  4. Business Impact
  5. Return on investment
  6. Intangible benefits
- . . . and includes a technique to isolate the effects of the program or solution.

## The use of the ROI Process is Impressive:

- Process refined over a 25-year period
- Thousands of impact studies conducted each year
- More than 300 case studies published on ROI use
- Over 15,000 have attended a two-day ROI workshop
- Over 4,000 individuals certified to implement the ROI Process
- 30 books developed to support the process
- ROI Process adopted by hundreds of organizations in manufacturing, service, non-profit, and government settings in 44 countries

- See the ROI Fact Sheet -

## Why Use Impact and ROI Analysis?

### Reactive

- Show contributions of selected programs
- Justify/defend budgets
- Identify inefficient programs that need to be redesigned or eliminated

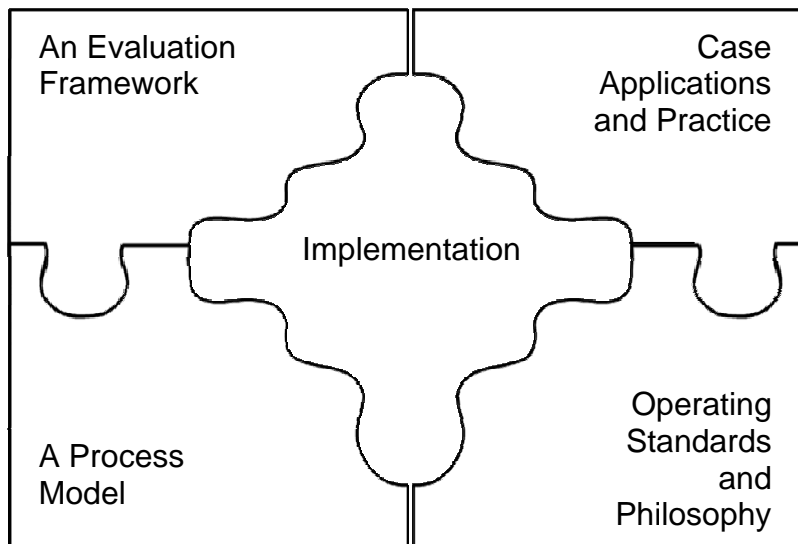
### Proactive

- Aligns learning to business needs
- Earn respect of senior management / administrators
- Improve support for HR
- Enhance design and implementation processes
- Identify successful programs that can be implemented in other areas
- Earn a “seat at the table”

## Applications

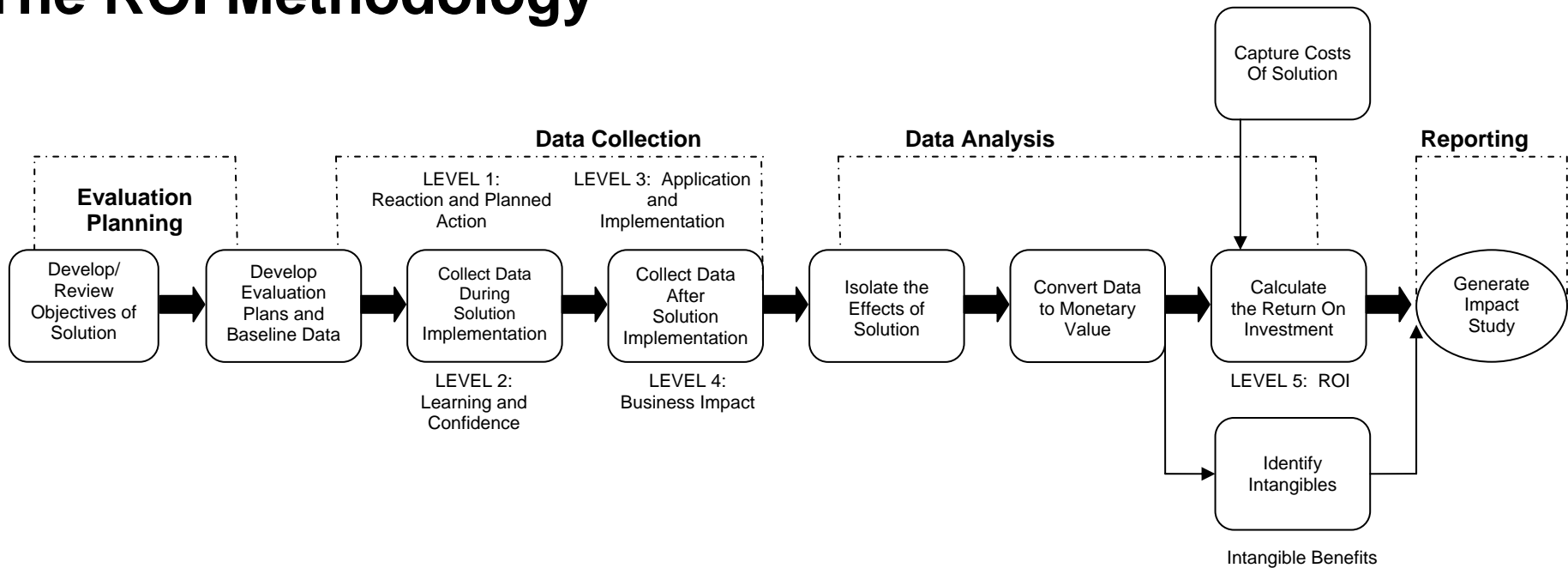
- Learning and Development
- Career Development
- Competency Systems
- Diversity Programs
- E-Learning
- Executive Coaching
- Gainsharing
- Meetings and Events
- Leadership Development
- Organization Development
- Orientation Systems
- Recruiting Strategies
- Safety & Health Programs
- Self-Directed Teams
- Skill-Based/Knowledge-Based Compensation
- Technology Implementation
- Quality Programs
- Wellness/Fitness Initiatives

## Basic Elements



How many of these elements do you have in place?

# The ROI Methodology



### ROI Calculation

$$\text{ROI} = \frac{\text{Net Project Benefits}}{\text{Project Costs}}$$

Cost of project \$230,000  
Benefits of project (1<sup>st</sup> year) \$430,000

$$\text{ROI} = \frac{\$430,000 - \$230,000}{\$230,000} = 0.87 \times 100 = 87\%$$

### Evaluation Framework

<i>Level</i>	<i>Measurement Focus</i>
1. Reaction & Planned Action	Measure participant satisfaction with the project/project and captures planned action.
2. Learning & Confidence	Measures changes in knowledge, skills, and attitude.
3. Application & Implementation	Measures implementation and changes in behavior in the performance setting.
4. Business Impact	Measures changes in business impact variables.
5. Return on Investment	Compares benefits to the costs.

## 12 Guiding Principles

1. When conducting a higher-level evaluation, collect data at lower levels.
2. When planning a higher level evaluation, the previous level of evaluation is not required to be comprehensive.
3. When collecting and analyzing data, use only the most credible sources.
4. When analyzing data, select the most conservative alternatives for calculations.
5. Use at least one method to isolate the effects of the program or project.
6. If no improvement data are available for a population or from a specific source, assume that little or no improvement has occurred.
7. Adjust estimates of improvements for the potential error of the estimates.
8. Avoid use of extreme data items and unsupported claims when calculating ROI calculations.
9. Use only the first year of annual benefits in the ROI analysis of short-term solutions.
10. Fully load all costs of the solution, project, or program when analyzing ROI.
11. Intangible measures are defined as measures that are purposely not converted to monetary values.
12. Communicate the results of the ROI Methodology to all key stakeholders.

## The ROI Process

A comprehensive measurement and evaluation process that generates six types of measures:

- Reaction and Planned Action
- Learning and Confidence
- Application and Implementation
- Business Impact
- Return on Investment
- Intangible Measures

This balanced approach to measurement includes a technique to isolate the effect of the program or solution.

### Results-based Solutions

- Performance solutions/projects are initiated, developed and delivered with the end in mind.
- Participants understand their responsibility to obtain results with programs/solutions.
- Support groups (management, supervisors, co-workers, etc.) help to achieve results from performance solutions.
- A comprehensive measurement and evaluation system is in place for each program/project.
- Variety of approaches utilized to measure contribution, representing a balanced viewpoint.
- Follow-up evaluations (Application, Impact, and ROI) are developed for targeted solutions/projects and results are reported to a variety of stakeholders.

## Collecting Follow-Up Data

Method	Type of Data	
	Level 3	Level 4
Surveys/Questionnaires	✓	✓
Observation on the Job	✓	
Interviews	✓	
Follow-Up Focus Group	✓	
Action Planning	✓	✓
Performance Contracting	✓	✓
Performance Monitoring		✓

## Isolating the Effects of the HR Program

Method <sup>1</sup>	Best Practice Use <sup>2</sup>
1. Comparison Group Analysis	35%
2. Trend/Forecasting Analysis	20%
3. Expert Estimation	50%
4. Other	20%

<sup>1</sup> Listed in order of credibility

<sup>2</sup> Percentages exceed 100%

## Converting Data to Money

	<i>Credibility</i>	<i>Resources Needed</i>
Standard values	High	Low
Records / Reports analysis	High	High
Databases	Moderate	Moderate
Expert estimation	Low	Low

**Notes:**

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## Tabulating Program Costs

### Direct

- Program Materials
- Facilitator Costs
- Facilities
- Travel

### Indirect

- Needs Assessment
- Program Development
- Participant Time
- Administrative Overhead
- Evaluation

## Intangible Benefits

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• Complaints</li> <li>• Conflicts</li> <li>• Teamwork</li> <li>• Customer service</li> </ul> | <ul style="list-style-type: none"> <li>• Commitment</li> <li>• Stress</li> <li>• Job satisfaction</li> <li>• Engagement</li> </ul> |
|---|--|

## Defining the Return on Investment

The ROI is calculated the same as the financial ROI for a building.

$$\text{Benefits/Cost Ratio} = \frac{\text{Monetary Benefits}}{\text{Program Costs}}$$

$$\text{ROI (\%)} = \frac{\text{Net Monetary Benefits}}{\text{Program Costs}} \times 100$$

### Example

Costs for project (25 participants)    \$80,000  
 Benefits from program (1st year)    \$240,000

BCR = \_\_\_\_\_

ROI = \_\_\_\_\_ x 100 = \_\_\_\_\_%

*A great ROI? Depends on the target.*

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### Notes:

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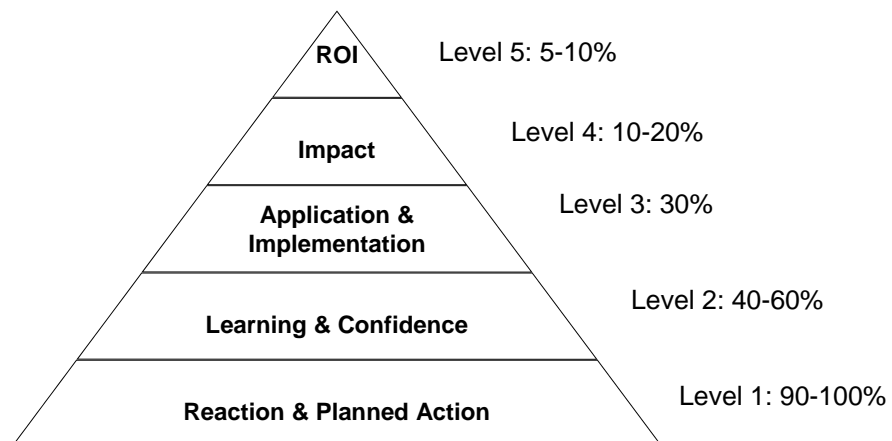
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## ROI Best Practices

1. The ROI methodology is implemented as a process improvement tool and not a performance evaluation tool.
2. ROI impact studies are conducted very selectively, usually involving 5-10% of programs.
3. A variety of data collection methods are used in ROI analysis.
4. For a specific ROI evaluation, the effects of the solution are isolated from other influences.
5. Business impact data are converted to monetary values.
6. ROI evaluation targets are developed, showing the percent of programs evaluated at each level.
7. The ROI methodology generates a micro level scorecard.
8. ROI methodology data are being integrated to create a macro scorecard.
9. The ROI methodology is being implemented for about 3-5% of the budget.
10. ROI forecasting is being implemented routinely.
11. The ROI methodology is used as a tool to strengthen/improve processes.

\*Based on benchmarking with over 200 organizations using ROI routinely

## Evaluation Targets







## ROI Quiz

True or False? Please choose the answer you feel is most correct

- |   | T                        | F                        |
|---|--------------------------|--------------------------|
| 1. The ROI Methodology generates just one data item, expressed as a percentage.   | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. A program with monetary benefits of \$200,000 and costs of \$100,000 translates into a 200% ROI.   | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. The ROI Methodology is a tool to strengthen and improve HR processes.  | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. After reviewing a detailed ROI impact study, senior executives will usually require ROI studies on all programs.                                       | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. ROI studies should be conducted very selectively, usually involving 5-10% of programs.   | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. While it may be a rough estimate, it is always possible to isolate the effects of a program on impact data   | <input type="checkbox"/> | <input type="checkbox"/> |
| 7. A program costing \$100 per participant, designed to teach basic skills with job related software, is an ideal program for an ROI impact study.        | <input type="checkbox"/> | <input type="checkbox"/> |
| 8. Data can always be converted to monetary value, credibly.  | <input type="checkbox"/> | <input type="checkbox"/> |
| 9. The ROI Methodology contains too many complicated formulas.  | <input type="checkbox"/> | <input type="checkbox"/> |
| 10. The ROI Methodology can be implemented for about 3-5% of my HR budget.  | <input type="checkbox"/> | <input type="checkbox"/> |
| 11. ROI is not future oriented; it only reflects past performance.  | <input type="checkbox"/> | <input type="checkbox"/> |
| 12. ROI is not possible for soft skills programs.   | <input type="checkbox"/> | <input type="checkbox"/> |
| 13. If an ROI impact study, conducted on an existing program, shows a negative ROI, the client is usually already aware of the program's lack of results. | <input type="checkbox"/> | <input type="checkbox"/> |
| 14. The best time to consider an ROI evaluation is three months after the program is completed.   | <input type="checkbox"/> | <input type="checkbox"/> |
| 15. In the early stages of implementation, the ROI Methodology is a process improvement tool and not a performance evaluation tool for the HR staff.      | <input type="checkbox"/> | <input type="checkbox"/> |
| 16. If senior executives are not asking for ROI, there is no need to pursue the ROI Methodology.  | <input type="checkbox"/> | <input type="checkbox"/> |

## So, how did you do?

Now that the answers to the quiz have been explained, see how you fared. Tally your scores. Based on the interpretations below, what is your ROI acumen?

No. of Correct Responses	Interpretation
14-16	You could be an ROI consultant
10-13	You could be a speaker at the next ROI Conference
7-9	You need a copy of a thick ROI book
4-6	You need to attend a two-day ROI workshop
1-3	You need to attend the ROI certification

## Southeast Corridor Bank

**Program Title:** Managing Retention

**Target Group:** Bank Tellers

**Solution:** Skills Based Pay System to Reduce Employee Turnover

### RESULTS

Level 1: Reaction	Level 2: Learning	Level 3: Application	Level 4: Impact	Level 5: ROI	Intangible Benefits
Composite Rating: 4.2 out of 5	Positive self assessment on program understanding  Positive self assessment on each course with few exceptions (only two failed to be promoted because of performance in training)	95% participation rate  86 requests for training compared to 46 the year before  138 review situations  257 promotions compared to 139 the year before	Turnover reduced from 71% to 35%  Staffing level reduced by 4%	BCR: 3.58  ROI: 258%	Customer Satisfaction  Job Satisfaction  Product Sales  Cross Selling

**Technique to Isolate Effects of Program:** Estimates from branch managers and branch staff, adjusted for error

**Technique to Convert Data to Monetary Value:** External studies at similar institutions and standard values (for staffing)

**Fully-loaded Program Costs:** \$857,196 First year; \$433,200 Second year

## Sprint/Nextel

**Program Title:** Diversity

**Target Group:** Managers and Employees

**Solution:** All-Inclusive Workforce Program (AIW)

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### RESULTS

Level 1: Reaction	Level 2: Learning	Level 3: Application	Level 4: Impact	Level 5: ROI	Intangible Benefits
Composite Rating: 4.39 out of 5 (for six items)	Averaged 4.28 out of 5 (for learning on six objectives)	Managers: Supports AIW (87%) Addresses Problems (81%) Encourages Staff (78%)	Attrition Rate Improvement = 9.77%	BCR: 2.6 ROI: 163%	Employee Satisfaction Communication Cooperation Diversity Mix Teamwork
		Employees: Supports AIW (65%) Identifies Differences (63%) Encourages Staff (60%)			
		91% of Managers successful completed action plans			

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**Technique to Isolate Effects of Program:** Manager's estimate, adjusted for error

**Technique to Convert Data to Monetary Value:** Standard cost item (\$89,000 per Turnover)

**Fully-loaded Program Costs:** \$1,216,836



## Healthcare, Inc.

**Program Title:** Preventing Sexual Harassment

**Target Group:** Primary First and Second Level Managers (655)

Secondary: All employees through group meetings (6,844)

**Solution:** Workshops and meetings on company policy and sexual harassment regulations

### RESULTS

Level 1: Reaction	Level 2: Learning	Level 3: Application	Level 4: Impact	Level 5: ROI	Intangible Benefits
Overall rating 4.11 out of 5  93% provided action items	65% increase post-test versus pre-test  Skill practice demonstration	96% conducted meetings and completed meeting record  4.1 out of 5 on behavior change survey  68% report all action items complete  92% report some action items complete	Turnover reduction: \$2,840,632  Complaint reduction: \$360,276  Total improvement: \$3,200,908	1,051%	Job Satisfaction  Absenteeism  Stress Reduction  Better Recruiting

**Technique to Isolate Effects of Program:** Trendline analysis; participant estimation

**Technique to Convert Data to Monetary Value:** Historical costs; internal experts

**Fully-loaded Program Costs:** \$277,987



## Sample of Published ROI Studies

Case Study Name	Measuring the ROI:	Key Impact Measures:	ROI
Cracker Box	Performance Management (Restaurant Chain)	A variety of measures, such as productivity, quality, time, costs, turnover, and absenteeism	298% <sup>1</sup>
Federal Information Agency	Internal Graduate Degree Program (Federal Agency)	Retention, individual graduate projects	153% <sup>4</sup>
Healthcare, Inc.	Sexual Harassment Prevention (Health Care Chain)	Complaints, turnover, absenteeism, job satisfaction	1052% <sup>2</sup>
Imperial National Bank	Executive Leadership Development (Financial)	Team projects, individual projects, retention	62% <sup>2</sup>
International Car Rental	First Level Leadership Development (Auto Rental Company)	Various measures – at least two per manager	105% <sup>7</sup>
MetroTransit	Absenteeism Control/Reduction Program (Major City)	Absenteeism, customer satisfaction	882% <sup>2</sup>
Midwest Electric	Stress Management Program (Electric Utility)	Medical costs, turnover, absenteeism	320% <sup>2</sup>
National Crushed Stone	Skill-Based Pay (Construction Materials Firm)	Labor costs, turnover, absenteeism	805% <sup>2</sup>
National Steel	Safety Incentive Plan (Steel Company)	Accident frequency rate, accident severity rates	379% <sup>2</sup>
Nations Hotel	Executive Coaching (Hotel Chain)	Cost reduction, sales growth, operating efficiency, retention, and customer satisfaction	221% <sup>5</sup>
Nextel Communications	Diversity (Communications Company)	Retention, employee satisfaction	163% <sup>6</sup>
Southeast Corridor Bank	Retention Improvement (Financial Services)	Turnover, staffing levels, employee satisfaction	258% <sup>3</sup>
United Petroleum	E-Learning (Petroleum)	Sales	206% <sup>2</sup>
VA Sunshine Healthcare Network	Competency Development (Veteran's Health Administration)	Time savings, work quality, faster response	159% <sup>4</sup>

## References for Published Studies

1. *In Action: Measuring Return on Investment*, Volume 3. Patricia P. Phillips, Editor; Jack J. Phillips, Series Editor. American Society for Training and Development, Alexandria, VA, 2001.
2. *The Human Resources Scorecard: Measuring the Return on Investment*. Jack Phillips, Ron D. Stone, Patricia P. Phillips. Butterworth-Heinemann, Woburn, MA, 2001.
3. *In Action: Retaining Your Best Employees*. Patricia P. Phillips, Editor; Jack J. Phillips, Series Editor. American Society for Training and Development and the Society for Human Resource Management, Alexandria, VA, 2002.
4. *In Action: Measuring ROI in the Public Sector*. Patricia P. Phillips, Editor. American Society for Training and Development, Alexandria, VA, 2002.
5. *ROI at Work: Best Practice Case Studies from the Real World*. Jack J. Phillips and Patti P. Phillips, Editors. American Society for Training and Development, Alexandria, VA, 2005.
6. *In Action: Implementing Training Scorecards*. Lynn Schmidt, Editor; Jack J. Phillips, Series Editor. American Society for Training and Development, Alexandria, VA, 2003.
7. *The Leadership Scorecard*, Jack J. Phillips and Lynn Schmidt, Butterworth-Heinemann, Woburn, MA, 2004.

## Additional Reading

- The Value of Learning: How Organizations Capture Value and ROI and Translate It into Support, Improvement, and Funds*. Jack J. Phillips and Patricia P. Phillips. Pfeiffer, 2007.
- Show Me the Money*. Jack J. Phillips and Patricia P. Phillips. Berrett-Koehler, San Francisco, CA, 2007
- Return on Investment Basics*. Patricia P. Phillips and Jack J. Phillips. American Society for Training and Development, Alexandria, VA, 2005
- Investing in Your Company's Human Capital: Strategies to avoid too much or too little*. Jack J. Phillips, New York, NY: Amacom 2005.
- Proving the Value of HR: Why and How to Measure ROI*. Jack J. Phillips and Patricia P. Phillips. Society for Human Resource Management, Alexandria, VA, 2005.
- Return on Investment in Training and Performance Improvement Programs*, 2<sup>nd</sup> Edition, Jack J. Phillips. Butterworth-Heinemann, Woburn, MA, 2003.
- Project Management Scorecard*. Jack J. Phillips, Tim Bothell, G. Lynne Snead. Butterworth-Heinemann, Woburn, MA, 2002
- The Bottomline On ROI*. Patricia P. Phillips, Center for Effective Performance, 2002.
- How to Measure Training Results, A Practical Guide to Tracking the Six Key Indicators*. Jack J. Phillips, Ron D. Stone. McGraw-Hill Publishing, New York, NY, 2002.
- The Consultant's Scorecard*. Jack J. Phillips, McGraw-Hill Publishing, New York, NY, 2000.
- HRD Trends Worldwide: Shared Solutions to Compete in a Global Economy*. Jack J. Phillips. Butterworth-Heinemann, Woburn, MA, 1999.
- A New Vision for Human Resources*. Jac Fitz-enz and Jack J. Phillips. Crisp Publications, San Francisco, CA, 1998.
- Accountability in Human Resource Management*. Jack J. Phillips. Butterworth-Heinemann, Woburn, MA, 1996.
- In Action: Measuring Intellectual Capital*. Patricia P. Phillips, Editor, Jack J. Phillips, Series Editor. American Society for Training and Development, Alexandria, VA, 2002.
- In Action: Performance Analysis and Consulting*. Jack J. Phillips, Editor & Series Editor, American Society for Training and Development, Alexandria, VA, 1999.
- In Action: Coaching for Extraordinary Results*. Darelyn J. Mitch, Editor; Jack J. Phillips, Series Editor. American Society for Training and Development, Alexandria, VA, 2002.

### Origin/Development

- The ROI Methodology™ was developed by Dr. Jack J. Phillips in the 1970s, refined through application and use in the 1980s, and implemented globally during the 1990s.
- First impact study – 1973, Measuring the ROI in a Cooperative Education Program, for Lockheed-Martin
- First public presentation on the methodology – 1978, ASTD Annual Conference
- First book published to include methodology – 1983, *Handbook of Training Evaluation and Measurement Methods*, Gulf Publishing (this was the first USA book on training evaluation)
- First one-day public workshop –1991, Birmingham, Alabama
- First two-day public workshop –1992, Johannesburg, South Africa
- First case study book published – 1994, *Measuring Return on Investment*, ASTD
- First international partnership established – 1994, Indonesia
- First public certification workshop – 1995, Nashville, Tennessee
- ROI Network organized - 1996
- First ROI Network Conference –1997, New Orleans, Louisiana
- First international ROI Network conference – 2002, Toronto, Canada
- First ROI in Government Conference – 2003, Gulfport, Mississippi, Co-sponsored by the University of Southern Mississippi
- First ROI software release – 2003, KnowledgeAdvisors
- On-line ROI certification launched – 2006, University Alliance
- ROI Certification offered as part of Masters and Ph.D. degree – Capella University, 2006.

### Use

- Over 3,000 organizations are using the ROI methodology, through planned implementation.
- 2,000 organizations have formally implemented the methodology through ROI Certification™ conducted by the ROI Institute.
- approximately 5,000 impact studies are conducted annually in learning and development and human resources.
- At least 200 public sector governmental units are using the methodology.
- ROI implementation was first pursued in manufacturing, then moved to service, healthcare, non-profits, governments, and is now in educational systems

### Applications

Typical applications include:

- |                         |                            |  |
|-------------------------|----------------------------|--|
| • Apprenticeship        | • Gainsharing              | • Safety & Health Programs                 |
| • Career Management     | • Meetings and Events      | • Self-Directed Teams                      |
| • Competency Systems    | • Management Development   | • Skill-Based/Knowledge-Based Compensation |
| • Diversity             | • Leadership Development   | • Technology Implementation                |
| • E-Learning            | • Organization Development | • Total Quality Management                 |
| • Coaching              | • Orientation              | • Wellness/Fitness Initiatives             |
| • Information Assurance | • Recruiting               |  |

### Articles and Publicity

- Over 60 articles have been published on the ROI methodology in major publications in 20 countries.
- The ROI methodology has been a cover story on at least 15 publications, magazines, and journals.
- At least 50 interviews in major global business and professional publications
- Over 25 radio and TV interviews in different countries

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**Books**

- Sixteen books have been published on the ROI methodology and its application ([www.roiinstitute.net](http://www.roiinstitute.net))
- Primary reference – *Return on Investment in Training and Performance Improvement Projects*, 2<sup>nd</sup> Edition, Jack J. Phillips, Butterworth-Heinemann, Woburn, MA, 2003 (originally published in 1997)
- Award winning book – *Bottomline on ROI*, Patti P. Phillips, CEP Press, Atlanta, GA, 2002 (received ISPI award)

**Case Studies**

- Over 100 case studies published in books, journals, and industry publications
- Four-volume set published by ASTD in 1994, 1997, 2001, and 2005
- First public sector case book – 2002, published jointly by the International Personnel and Management Association and the American Society for Training and Development
- First International case book – 2005, Ireland published by Skillnets
- International case studies under development in 12 countries

**Workshops (One-Day, Two-Day, and Three- Day)**

- Approximately 200 one-day workshops conducted with over 8,000 participants
- Approximately 500 two-day workshops conducted with more than 15,000 specialists and managers attending (offered in almost every major international city)
- Routine schedules of one-day, two-day, and three-day workshops offered in the USA by ASTD ([www.astd.org](http://www.astd.org)) and through partners around the world

**ROI Certification™**

- Five-day workshop plus two work products lead to certification for ROI implementation
- Over 3,000 professionals have attended certification, representing over 2,000 organizations in at least 50 countries
- Certifications offered routinely about 25 times per year both internally and publicly by the ROI Institute ([www.roiinstitute.net](http://www.roiinstitute.net))
- On-line certification begins every month-six months duration ([www.roiinstituteonline.com](http://www.roiinstituteonline.com))

**Global Implementation**

- First implementation of the ROI methodology outside the USA – 1992, South Africa
- First certification in non-English language – 1995, Italy
- Implementation is accomplished through partners in various countries
- Implementation is currently occurring in 44 countries, with additional implementations planned in other countries
- Books published in 28 languages
- Twelve international case study books in development or in the planning stages

## Jack J. Phillips, Ph.D.

As a world-renowned expert on accountability, measurement, and evaluation, Dr. Jack J. Phillips provides consulting services for Fortune 500 companies and major global organizations. The author or editor of more than 50 books, Phillips conducts workshops and makes conference presentations throughout the world.

His expertise in measurement and evaluation is based on more than 27 years of corporate experience in the aerospace, textile, metals, construction materials, and banking industries. Phillips has served as training and development manager at two Fortune 500 firms, as senior human resource officer at two firms, as president of a regional bank, and as management professor at a major state university.

This background led Phillips to develop the ROI methodology—a revolutionary process that provides bottom-line figures and accountability for all types of learning, performance improvement, human resource, technology, and public policy programs.

Phillips regularly consults with clients in manufacturing, service, and government organizations in 44 countries in North and South America, Europe, Africa, Australia, and Asia.

Books most recently authored by Phillips include *Show Me the Money* (Berrett-Koehler, 2007); *The Value of Learning* (Pfeiffer, 2007); *How to Build a Successful Consulting Practice* (McGraw-Hill, 2006); *Investing in Your Company's Human Capital: Strategies to Avoid Spending Too Much or Too Little* (Amacom, 2005); *Proving the Value of HR: How and Why to Measure ROI* (SHRM, 2005); *The Leadership Scorecard* (Elsevier Butterworth-Heinemann, 2004); *Managing Employee Retention* (Elsevier Butterworth-Heinemann, 2003); *Return on Investment in Training and Performance Improvement Programs*, 2nd ed. (Elsevier Butterworth-Heinemann, 2003); *The Project Management Scorecard*, (Elsevier Butterworth-Heinemann, 2002); *How to Measure Training Results* (McGraw-Hill, 2002); *The Human Resources Scorecard: Measuring the Return on Investment* (Elsevier Butterworth-Heinemann, 2001); *The Consultant's Scorecard* (McGraw-Hill, 2000); and *Performance Analysis and Consulting* (ASTD, 2000). Phillips served as series editor for ASTD's In Action casebook series, an ambitious publishing project featuring 30 titles. He currently serves as series editor for Elsevier Butterworth-Heinemann's Improving Human Performance series, and for Pfeiffer's new series on Measurement and Evaluation.

Phillips has received several awards for his books and work. The Society for Human Resource Management presented him an award for one of his books and honored a Phillips ROI study with its highest award for creativity. The American Society for Training and Development gave him its highest award, Distinguished Contribution to Workplace Learning and Development. *Meeting News* named Phillips one of the 25 most influential people in the Meetings and Events industry, based on his work on ROI for the industry.

Phillips has undergraduate degrees in electrical engineering, physics, and mathematics; a master's degree in Decision Sciences from Georgia State University; and a Ph.D. in Human Resource Management from the University of Alabama.

Jack Phillips has served on the boards of several private businesses—including two NASDAQ companies—and several nonprofits and associations, including the American Society for Training and Development. He is chairman of the ROI Institute, Inc., and can be reached at (205) 678-8101, or by e-mail at [jack@roiinstitute.net](mailto:jack@roiinstitute.net).