

Fact Sheet 6

What will your Return-On-Investment be?

Over the past decade, many municipal organizations have set up and maintained successful workplace learning programs. Many of these programs have published the results of their evaluations with the goal of promoting the value of such programs. Their findings clearly describe how to get the best Return-On-Investment (ROI) from such a program.

Research shows that when it comes to training programs, ROIs are nearly always positive and can be very high. A well-designed and delivered Workplace Literacy and Essential Skills program can expect to generate significant returns that are likely to compare favourably with results from other kinds of training investments.

Yes! Everyone can benefit

Workplace Literacy and Essential Skills programs benefit not only the workplace but the worker's home and community. It is a win-win situation when people practise and improve their literacy and Essential Skills at work.

Employers who support workplace learning programs often enjoy a more thoughtful, loyal, and dependable workforce. Having skillful employees contributes to better performance levels within the organization and a higher degree of creativity.

How to measure your ROI

Various tools can help you measure ROI. One measurement tool is the Phillips Model.¹

To gather data that will allow you to measure ROI, you need to:

- Do a program evaluation.
- Undertake follow-up interviews and a supervisor's survey.

1 Phillips ROI Methodology™, ROI Institute, Inc. www.roiinstitute.net

“The workplace education program was the starting point in the pursuit of my education. The courses I took have improved my confidence to serve the public and to perform my duties. It is also a major benefit for my employer to see that the public receives better service from our department.”

**–Learner, City of Bathurst, NB,
CUPE Local 1282**

- Identify positive changes as a result of the program (such as more confidence/empowerment, better computer skills, and higher morale).
- Keep records of increased cross-departmental training, internal job applications, promotions, and transfers.
- Record health and safety improvements.
- Review recent data on topics such as the rate of absenteeism, the level of waste, whether insurance premiums have fallen, and whether fewer claims and fines exist.

Municipal managers will see benefits they can measure, such as:

- Higher numbers of workers attaining the GED (completing the equivalent of high school)
- A workforce that meets accreditation standards set by law
- A safer workplace
- Enhanced succession planning
- Increased employee retention
- Improved productivity
- Better use of work-related forms and documents
- Less waste in the workplace
- Increased employee ability to handle new technologies and other kinds of training
- Better problem-solving
- Better customer service and relations
- Less time spent supervising workers
- Better union/management relations and better communication among all levels of the workforce.

Learners will see benefits they can celebrate, such as:

- Better chance to achieve goals in their personal lives, at work, and in the community
- Greater empowerment that allows them to have a voice in workplace policies and procedures
- Increased self-esteem, self-confidence, and job satisfaction
- Greater chances for promotion and cross-transfers
- More participation in all workplace activities
- Improved ability to work in a team setting.



This series of fact sheets is produced by the Canadian Association of Municipal Administrators. To learn more about our work in support of Workplace Literacy and Essential Skills programs, visit our website:

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