Syllabus

Course Overview

Today's Volatile, Uncertain, Complex, and Ambiguous (VUCA) environment is pressuring organizations, both large and small, to shift how they make funding decisions. No longer can traditional human capital development functions like learning and development, human resources, or performance improvement count on funding to improve organizational or human performance. Results now trump activities. The challenge is providing evidence that what we do with funding entrusted to us produces valued results rather than costly activities. The ROI Methodology™, developed by Drs. Jack and Patti Phillips over the past 40-plus years, has been recognized as the answer to this demand for credible results evidence. Over 5,000 organizations around the globe use the ROI Methodology, making it the most used measurement and evaluation system in the world.

On successful completion of this course, you will have the opportunity to earn the Certified ROI Professional (CRP) credential from the ROI Institute, at no additional cost. To complete your coursework, you must apply the ROI Methodology to evaluate a program and write a ROI Impact Study. It is important to have access to data that can be converted to monetary values.

The completion of a complete ROI analysis requires considerable data collection, which is unlikely to be feasible for you to plan, get approval and funding, implement, analyze, and write a ROI Impact Study within a 10-week course. For the purposes of this course, your course evaluation is based on your demonstrated understanding of and ability to plan, collect data, analyze data, and communicate the results of the process that culminates in calculating a forecast ROI using the estimated benefits and costs from your study. It is unlikely you will have actual monetized benefits and costs since you are at the planning phase. You will demonstrate ROI calculation competence by using estimates you will include in your proposal to forecast an ROI. This forecast ROI should make executives curious and motivate them to fund evaluating the program to determine the actual benefits, costs, and ROI of the program.

Note: It is helpful if you take this course toward the conclusion of your program and have either completed ED7652 Evaluating Training and Performance Improvement Systems or are taking it in conjunction with this course.

Amount of Work per Week

The main benefit of this course is the opportunity to prepare for ROI certification, which is not only a milestone for your graduate work, but also a progression in your career. To prepare for this certification, you should expect to spend between 10–12 hours each week on the studies, assignments, and discussions.

ROI Institute Certification

To pursue the official ROI certification, you must develop a Benefits Cost Plan in detail that includes actual data from your organization, taken from your ROI Impact Study. This can be developed and submitted to the ROI Institute *after* the course ends.

When your ROI Impact Study is complete and ready for review by the ROI Institute, e-mail it to **info@roiinstitute.net**. Include **CapellaUED7675-your last name, your first initial** in the subject line, and be certain to include a message that indicates that you are a Capella University learner who has just completed ED7675. You must also include your physical address because the ROI certificate, if awarded, will be mailed to you in hard copy form. There is no deadline for submission of your impact study to the ROI Institute, but it is suggested that the time period not exceed six months from the start of this course.

Reference

ROI Institute. (n.d.). About us. Retrieved from http://www.roiinstitute.net/about-roi-institute/

Course Competencies   **(Read Only)**

To successfully complete this course, you will be expected to:

1   Evaluate systems for performance strengths and deficiencies.

2   Evaluate workplace performance, learning strategies, and interventions.

3   Operationalize the business, project, and people aspects of performance improvement.

4   Communicate in a manner that is scholarly, professional, and consistent with expectations for members of the education profession.

Course Prerequisites

Prerequisite(s): ED7631, ED7641; or EDD8534, EDD8536. Cannot be fulfilled by transfer or prior learning assessment.

Syllabus ❯❯ Course Materials

 Required

The materials listed below are required to complete the learning activities in this course.

  Integrated Materials

Many of your required books are available via the VitalSource Bookshelf link in the courseroom, located in your Course Tools. Registered learners in a Resource Kit program can access these materials using the courseroom link on the Friday before the course start date. Some materials are available only in hard-copy format or by using an access code. For these materials, you will receive an email with further instructions for access. Visit the Course Materials page on Campus for more information.

Book

Phillips, J. J., & Phillips, P. P. (2017). *The business case for learning*. Alexandria, VA: ATD Press. ISBN: 9781588549129.

Phillips, J. J., & Phillips, P. P. (2018). *Value for money: Measuring the return on non-capital investments. Analytics in action. ROI case studies volume 1*. Birmingham, AL: Business Writers Exchange Press. ISBN: 9780979028557.

ROI Institute. (2019). *ROI certification workbook: Building capacity and expertise with ROI implementation* (4th ed.). Birmingham, AL: Author.

Library

The following required readings are provided in the Capella University Library or linked directly in this course. To find specific readings by journal or book title, use Journal and Book Locator. Refer to the Journal and Book Locator library guide to learn how to use this tool.

- Hustedde, R., & Score, M. (1995). Force field analysis: Incorporating critical thinking in goal setting. *CD Practice*, 4, 2–7.

Suggested

The following materials are recommended to provide you with a better understanding of the topics in this course. These materials are not required to complete the course, but they are aligned to course activities and assessments and are highly recommended for your use.

External Resource

Please note that URLs change frequently. While the URLs were current when this course was designed, some may no longer be valid. If you cannot access a specific link, contact your instructor for an alternative URL. Permissions for the following links have been either granted or deemed appropriate for educational use at the time of course publication.

- ROI Institute. (n.d.). Retrieved from http://www.roiinstitute.net/

Optional

External Resource

- U.S. Department of Education. (n.d.). Family Educational Rights and Privacy Act (FERPA) https://www.ed.gov/policy/gen/guid/fpco/ferpa/index.html
- U.S. Department of Health & Human Services. (n.d.). Summary of the HIPAA privacy rule https://www.hhs.gov/hipaa/for-professionals/privacy/laws-regulations/index.html

Projects

Project ❯❯ ROI Impact Proposal

Project Overview

The course project is designed to help you plan a ROI impact study that you can later implement to submit to ROI Institute in pursuit of the highly regarded and respected Certified ROI Professional (CRP) credential. Each week, you will complete a component of the course project plan as you develop it and then submit the assigned building block evaluation components to comprise a business case proposal.

Your grade for this 10-week course is based on your participation in the discussions, weekly project submissions, and the course project. Each component will be evaluated by your instructor. In addition, to qualify for ROI Certification, you must submit a complete impact study to the ROI Institute, which will be evaluated by the institute personnel.

Note: You will require additional time beyond this 10-week course to implement your planned program evaluation, write your ROI Impact Study, and submit it to the ROI Institute. Securing ROI Certification from the ROI Institute is an asset to your professional portfolio. It is evidence of your skill in demonstrating an impact on the bottom-line interests of organizations—absolutely critical in the competitive performance improvement industry. Therefore, it is important that you begin this course with an organization and specific program or intervention in mind that will allow you to collect data on the measurable performance of objectives that can be weighed and evaluated.

ROI Institute Certification

Review the ROI Institute Certification which must be included in the ROI Impact Study that you will submit to the ROI Institute for certification consideration.

When your ROI Impact Study is ready for review by the ROI Institute, e-mail it to info@roiinstitute.net. Be certain to include a message indicating that you are a Capella University learner who has just completed ED7675. You must also include your mailing address because the ROI Certificate, if awarded, will be mailed to you in hard copy form.

There is no deadline for submission of your ROI Impact Study to the ROI Institute, but it is suggested that the time period not exceed six months from the start of this course. When you have achieved certification status, please inform your courseroom facilitator via Capella e-mail.

Building Blocks

Review the Course Overview, which is the first tab in the Evaluation Planning Workbook Template [XLSX]. It provides you with a big picture graphic of what parts of the ROI methodology process you will complete each week and the guiding principles that will guide your thinking and decision-making at each step of the process model. The project for this course is structured so that you submit a component, or building block, each week of the project. In Unit 10, you will combine all building blocks into one document that flows smoothly from one section to another. You may need to add some text as you transition between building blocks, and be sure to include a Table of Contents (TOC).

Be certain to include the building blocks you create in Units 1–9 in the ROI order:

Building Blocks in the Business Case Proposal Template

Building Block Title	Post As Discussion	Post As Assignment
Background Information	Unit 1	Unit 1
Objectives	Unit 2	Unit 2
Data Collection Plan	Unit 3	Unit 3
Isolation Methods	Unit 4	Unit 4
Benefits and Cost Calculation	Unit 6	Unit 6
Results Communication Plan	Unit 7	Unit 7
Action Plan for Improvement	Unit 8	Unit 8
ROI Forecast	Unit 9	Unit 9

Note: The Case Study Analysis assignment due by the end of Unit 8 is *not* included in your final ROI impact study proposal.

Feedback

As you submit project components as initial posts to discussions, you will receive feedback from your fellow learners and course facilitator (if submitted by the draft due date) via the ensuing responses. In the beginning of the week, post a draft of your weekly project component to the discussion board to receive feedback; then, submit the revised component within the same week as the assignment for grading. The weekly assignment submissions must represent your best work for grading. Each week, upon return of the facilitator feedback with the grade for the component, revise your work. Revise weekly to align the project and maintain a current work in progress. Refer to Capella's APA Style & Format page as needed throughout the project.

During Unit 10, post a draft of your final project early in the week and your fellow learners will provide feedback. After you have incorporated all of the feedback received throughout the course and revised each building block to represent your best work, submit the final version to the instructor at the close of Unit 10.

Project Objectives

To successfully complete this project, you will be expected to:

1. Evaluate an organization for performance strengths and deficiencies.
2. Evaluate an organization's workplace performance, learning strategies, and interventions.
3. Operationalize the business, project, and people aspects of performance improvement for an organization.

Project Requirements

To achieve a successful project experience and outcome, you are expected to meet the following requirements.

- **Length**: Can vary. Typically about 20 pages, including appendices.
- **Style**: A business report with a Table of Contents and an Executive Summary that follows current <u>APA Edition Style and Formatting</u> guidelines.
- **Completeness**: Contains all Building Block content that meets scoring guide criteria for each unit.
- **Writing standards**: Content is easy to understand, concise, and well organized.
- **Cognitive level**: Written for graduate level scholar-practitioners.
- **Timeliness**: Submitted on or before the due date.

Unit 1 >> Results-Based ROI Methodology Overview

Introduction

Today's performance improvement specialists must be able to demonstrate ROI for dollars spent on training and other performance improvement initiatives. Otherwise, no value can be determined for these efforts, and something that has no measured value is likely to be considered nonessential when budgets are reviewed.

Impact must be measured, and it must be measured in a rational, logical, and credible way that can be communicated effectively to stakeholders. This involves isolating the effects of the intervention, such as training or a program, and converting impact data to monetary values that everyone can understand. The process is systematic and follows a specific model.

Why ROI?

Unit 1 presents an overview of ROI and answers the "Why ROI?" question. According to Phillips and Phillips, the calculation of ROI follows the basic model, wherein a potentially complicated process can be simplified with sequential steps. Phillips and Phillips (2015) stated, "The process is not difficult. The approaches, strategies, and techniques are not overly complex and can be useful in a variety of settings. The process takes a potentially complicated issue and breaks it into simple, manageable tasks and steps" (p. 33).

This week, you will spend time reviewing skills, techniques, and case studies that help you evaluate the organization that you selected to analyze for this course and determine its readiness to be involved in an ROI study. You will document this readiness along with background information that includes a description of the organization and its main goals.

You will also select a performance intervention or program to propose evaluating that was either previously implemented, is being developed for implementation, or being considered for implementation to improve organizational performance. Your analysis should include an overview of needs assessment data that was collected prior to the intervention and the events that led to the decision to implement an intervention.

References

Phillips, P. P., & Phillips, J. J. (2015). *Making human capital analytics work: Measuring the ROI of human capital processes and outcomes*. New York, NY: McGraw Hill.

Learning Activities

u01s1 - Studies

Readings

The following readings and exercises are designed to help you understand the ROI methodology and how it is implemented. As you read the course texts and complete the exercises, consider how this information will apply to the organization that you have selected to analyze as you prepare the ROI Impact Proposal project components for this course.

Use your *The Business Case for Learning* text to read the following:

- Chapter 1, "Design Thinking: It's Time for a Change."
- Chapter 2, "Start With Why: Aligning Programs With the Business."
- Chapter 3, "Make It Feasible: Selecting the Right Solution."

Use your *ROI Certification Workbook* to complete the following:

- Read Module 0 – Setting the Stage, pages 0-1 to 0-3 and 0-5 to 0-47.
  - This reading includes the application of the ROI Methodology.

- Read Module 1 – Start With Why: Align Programs With the Business.
- Read Module 2 – Make It Feasible: Selecting the Right Solution.
  - **Note:** Complete the corresponding module exercises and compare your scores. Refer to the ROI Certification Workbook Answer Key [PDF] as you complete the exercises in the workbook.

Use your ROI Application Guide [PDF] to review the following information:

- The Business Alignment section.
  - The ROI Application Guide is a step-by-step guide for developing ROI Impact Studies for programs, projects, and solutions.
  - Save the guide for future reference throughout the course. You can use the ROI Applications Guide as a roadmap as you proceed through each step of the ROI Methodology.
  - Review this guide during each unit of the course as you develop your ROI Evaluation Proposal.

Project Selection Guidelines

Read the Guidelines for ED7675 Project Selection [DOC] for information that is necessary to complete your final project.

Multimedia

View and complete the following Capella multimedia:

- Pre-Assessment.
  - This quiz will test your knowledge of ROI. This is an ungraded assessment that has 16 true-or-false questions that set your baseline ROI learning goal.

- Unit 1 Knowledge Check .
  - This quiz will test your knowledge of the Unit 1 content. This ungraded activity will help you prepare for the readings, assignments, and discussions in Unit 1.

- Phillips ROI Methodology.
  - This is an animation about J.J. Phillip's ROI methodology.

Suggested Web Site

- ROI Institute. (n.d.). Retrieved from http://www.roiinstitute.net/

u01s1 - Learning Components

- Compose an organizational description to provide background for an impact evaluation project.
- Plan for a program designed as a solution to a performance issue.
- Determine potential root causes of a performance analysis.

u01s2 - Your Online ePortfolio

Online ePortfolios serve two key purposes: 1) to support learning and reflection, and 2) to be used as a showcase tool. Your learning journey can be documented, and ePortfolios contribute to lifelong learning and growth through reflection and sharing. Online ePortfolios can also be shared with employers and peers to present artifacts that demonstrate your accomplishments at Capella.

Using ePortfolio to Prepare for Your Capstone

Your program may culminate in a capstone course. At that time you may be required to show evidence of your learning throughout the program by referring to multiple assessments that you have created. You will be telling a story about your learning throughout the program using artifacts you have collected during many of these courses.

Using ePortfolio to Build Your Career

As you are preparing to tell your story in the professional world, leverage your ePortfolio artifacts to demonstrate the knowledge and competencies you have gained through your program in professional conversations, performance reviews, and interviews.

To do that, reflect on the knowledge and skills you have gained from your courses and the elements you have put in your portfolio, along with how you have already applied these things to your professional life or how you might apply them in the future.

Next, create your story or talking points to tell your professional story.

Saving Your Documents to ePortfolio

You will need a place to store your documents in an organized fashion so that you can access them at a later date. Do not rely on the courseroom to store your assignments for you as you will lose access to the courseroom after you have completed the course. Capella uses a cloud-based portfolio platform to facilitate your organization of the artifacts you create throughout your program.

To make an online portfolio useful, it is essential that it is organized clearly and that important files of any format are accessible. Read the Online ePortfolio Guidelines [PDF] to ensure you set up your online portfolio correctly. For more information on ePortfolio visit the Campus ePortfolio page.

Privacy Statement

Capella complies with privacy laws designed to protect the privacy of personal information. While you may voluntarily share your own information publicly, you are obligated to protect the personal information of others that may be associated with your academic or professional development. Before sharing information and material in any ePortfolio that is set up to be shared externally to your program at Capella, please consider privacy obligations in relation to protected populations who may be included or referenced in your academic or clinical work. Refer to the Family Educational Rights and Privacy Act (FERPA) and/or the Health Insurance Portability and Accountability Act (HIPAA) if you have specific questions or concerns about your choices.

u01d1 - Building Block: Background Information

Prepare for the Background Information assignment in this unit by completing the following:

1. Be sure to read the details in the Background Information assignment and the related scoring guide.
2. Use the ROI Impact Study Proposal Template and the Evaluation Planning Workbook Template to complete a draft of the assignment.
3. Attach a draft of the assignment and post it to this discussion to receive feedback from your peers. Your draft should be complete, as though you were submitting it to your instructor for grading.
4. After you have received peer feedback, revise your Background Information assignment as necessary and then submit it to your instructor in the assignment area.

Response Guidelines

Review the background information presented by other learners. Choose one assignment and evaluate it for completeness and clarity. What questions do you have for this learner? What needs further clarification or explanation? Are the bottom line goals and the performance issue clearly stated?

Note: Your initial discussion post is due by Thursday, 11:59 P.M. CST. Interaction participation is due no later than Sunday, 11:59 P.M. CST. Make sure to follow response guidelines.

Graduate Discussion Participation Scoring Guide

APA Style and Format

Evaluation Planning Workbook Template [XLSX]

ROI Impact Study Proposal Template [DOCX]

ROI Application Guide [PDF]

u01d1 - Learning Components

- Apply masters level skill in critical thinking, research, and writing.
- Compose an organizational description to provide background for an impact evaluation project.
- Cite and reference resources, using APA style and format, and giving appropriate credit for another's work.
- Plan for a program designed as a solution to a performance issue.
- Use feedback from instructor and peers to improve writing skills.
- Determine potential root causes of a performance analysis.

u01a1 - Background Information

Complete the Building Block: Background Information discussion prior to submitting this assignment. In the discussion, you will submit your assignment for peer feedback so you can make changes, as necessary, using the feedback you receive prior to submitting the assignment to your instructor.

For this assignment, write a 2–3 page description of the background information of your selected organization for the ROI impact proposal. Use the following paragraph headings:

- Target Organization (Include stakeholders).
- Needs Analysis/Business Alignment (Link to Payoff and Business Needs).
- Intervention Selection Process, using the Business Alignment Needs Analysis Data (Link to Application, Learning, Preference, and Input Needs).
- Intervention Description resulting from the Intervention Selection Process (Show how needs alignment at five levels determined selection).

To prepare the Background Information component in the Unit 1 assignment, use the Project Selection Guidelines [DOC] and then complete the following worksheets in the Evaluation Planning Workbook Template [XLSX] (both of these items are linked in the Resources):

- Tab u01-Org Readiness.
- Tab u01-Guidelines.
  - Steps 1–7.
- Tab u01-u03-Alignment Analysis.
  - Answer the questions for the two "Start With Why" needs (Payoff and Business) and write those two organization performance need levels in the appropriate Need column.
  - Then answer the Needs questions for the next four levels to determine those workplace performance improvement needs (Application, Learning, Preferences, and Input). Ensure you select an intervention that aligns to meet each of those needs which address workplace and organization performance needs.

Describe the organization selected for the ROI Impact Proposal. Note: Use the Background sections in your *Value for Money: Measuring the Return on Non-capital Investments. Analytics in Action. ROI Case Studies Volume 1* text for examples on how to write this section. Include the following:

- What is the name of the organization?
- What is the location(s) of the organization?
- When was the organization established?
- What is the size of the organization (number of employees, revenues, et cetera)?
- What is the organization's mission and business purpose?
- How is the organization structured (number of departments, divisions, et cetera)?
- What are the business opportunities and challenges?
- Who are the key stakeholders for your program (titles only)?
- What is the readiness for your organization to conduct an ROI evaluation?

Explain the needs assessment conducted to justify the executives approving the performance improvement intervention. State the aligned organization and workplace needs based on the questions from your Evaluation Planning Workbook Template. Include the following:

- What role did you play during the needs assessment?
- What needs assessment process or methodology process did you follow?
- What needs (gaps) did you determine? (If using a performance gap analysis and root cause analysis, place this information in the appropriate appendix.)

Include the following in the selection process for the project solution:

- Describe the process used to determine the performance improvement intervention, in detail, after completing the needs assessment, and provide specific, appropriate, and convincing examples.
- Describe what events led to the intervention selected and include an overview of needs analysis data. Who were the decision makers? When was a decision made? Why was the needs analysis performed and who conducted it? When and how was it conducted? What were the results? You will need to establish baseline metrics to demonstrate measurable changes.
- Determine if the selected intervention is aligned to address the Payoff and Business Needs. Consider the Criteria for Selecting Programs for Level 4 & 5 Evaluation listed in the Evaluation Planning Workbook Template under the u01-u03-Alignment Analysis tab.
  - Life cycle of the project program.
  - Linkage to operational goals and issues.
  - Important to strategic objectives.
  - Cost.
  - Visibility.
  - Target audience size.
  - Time investment.
  - Driven by a comprehensive needs assessment/analysis.
  - Top executive interest in evaluation.

Provide a full description of the performance improvement program under evaluation and include the following:

- Include enough detail to understand the organization and its bottom line goals.
- Describe the performance issue that was impacting the goals.

Demonstrate clear and concise informational writing skills.

- Develop the background information within two to three pages (Use appendices as appropriate.).
- Do not use pronouns (I, me, he, him, she, or her) genders (him or her, she or he), or bullets.
- Develop a title page and TOC using the Background Information Scoring Guide criteria as paragraph headings. For the title, use the name of the organization and do not include abbreviations or the wording ROI Study in the title.
- Apply proper GUM and current APA style and formatting.

Note: This intervention and its results will be the subject of your ROI Impact Study. This project must be a real work, actual program, project, or intervention in your organization.

When complete, submit your Background Information document in the assignment area.

Note: Your instructor may also use the Writing Feedback Tool to provide feedback on your writing. In the tool, click the linked resources for helpful writing information.

Note: The ROI Application Guide has been included in the Resources section. This document is not a part of the Unit 2 assignment. It can be used as an additional tool as you prepare for ROI Certification.

Course Resources

APA Style and Format

Writing Feedback Tool

Project Selection Guidelines [DOC]

Evaluation Planning Workbook Template [XLSX]

ROI Impact Study Proposal Template [DOCX]

ROI Application Guide [PDF]

u01d2 - Program Selection and Evaluation

Use the following selection criteria found in your Evaluation Planning Workbook Template to write a 2–3 paragraph essay justifying the program you selected to evaluate (either existing, in-development, or new):

- Tab u01-Org Readiness.
    - Complete the readiness assessment for the organization whose performance improvement programs, projects, or initiatives you want to evaluate to determine if they are ready to support and handle the results of using the ROI Methodology.

- Tab u01-Guidelines.
    - The Project Selection Guidelines provide information that is necessary to select an appropriate performance improvement program, project, or initiative to complete your final project.
    - Note: Refer to the Project Selection Guidelines at the beginning of each week for the first seven units of this course.

- Tab u01-u03-Alignment Analysis.
    - Criteria for Selecting Programs for Levels 4 & 5 Evaluation.

You may also refer to your ROI Application Guide (Business Alignment) for responding to this discussion.

Response Guidelines

As you review your peer's responses, respond to one and identify what is unclear or perhaps incorrect. What is missing from the justification behind the program he or she selected to evaluate? What suggestions do you have to improve the analysis?

Note: Your initial discussion post is due by Thursday, 11:59 P.M. CST. Interaction participation is due no later than Sunday, 11:59 P.M. CST.

Course Resources

Graduate Discussion Participation Scoring Guide

APA Style and Format

Project Selection Guidelines [DOC]

Evaluation Planning Workbook Template [XLSX]

ROI Impact Study Proposal Template [DOCX]

ROI Application Guide [PDF]

u01d2 - Learning Components

- Apply masters level skill in critical thinking, research, and writing.
- Cite and reference resources, using APA style and format, and giving appropriate credit for another's work.
- Plan for a program designed as a solution to a performance issue.
- Use feedback from instructor and peers to improve writing skills.

Unit 2 ≫ Evaluation Planning: Start with Why, Make it Feasible, and Expect Success

Introduction

The ROI Methodology adds a fifth level of evaluation to Kirkpatrick's traditional Four Levels of Evaluation (Kirkpatrick, 2015). The levels move progressively from individual trainee reactions to the collective impact on the organization's financial performance. Reaching the fifth level, return on investment (Phillips et al., 2018), requires a significant collection of impact data that can be converted into monetary values.

Five-Level Framework for Evaluation Table

Level	Brief Description

Level	Brief Description
1. Reaction and Planned Action	Measures participant's reaction to the program's immediate relevance, et cetera, and outlines specific plans for implementation.
2. Learning Changes	Measures skills, knowledge, or attitude changes.
3. Application	Measures changes in on-the-job behavior and specific application and implementation.
4. Business Impact	Measures business impact consequences of the program workplace improvements.
5. ROI	Measures return on investment.

Evaluation

The performance improvement specialist must consider three specific elements if evaluation is to be a success:

1. **Identify the purpose:** Stakeholders need to understand the purpose of the analysis or they will not believe in it or agree to it.
2. **Determine feasibility:** Can the effects of the intervention be isolated? Can the impact data be converted to a monetary value?
3. **Determine measurable objectives:** The objectives will determine the depth of the evaluation.

In an effort to develop viable objectives for your ROI proposal, you will review a number of case studies in your ROI case studies text that showcase examples of successful ROI Impact Studies.

References

Kirkpatrick, J. & Kirkpatrick, W. (2015). *The four levels of evaluation - An update*. Alexandria, VA: ATD.

Phillips, P. P., Phillips, J. J., Poane, G., & Gaudet, C. H. (2018). *Value for money: How to show the value for money for all types of projects and programs in governments, non-governmental organizations, nonprofits and businesses*. Hoboken, NJ: Wiley & Sons.

Learning Activities

u02s1 - Studies

Readings

The readings in this unit relate to planning for evaluation and results. The design steps include aligning programs with the business, selecting the right solution, and designing for results. You will also begin to analyze a case study based on needs assessment and objectives.

Use your *The Business Case for Learning* text to read the following:

- Chapter 4, "Expect Success: Designing for Results."

Use your *ROI Certification Workbook* to complete the following:

- Read Module 3: Expect Success: Design for Results.
- Complete Aligning Needs and Objectives Exercise on page 2-25 to prepare for Unit 3.
    ◦ Compare your scores using the ROI Certification Workbook Answer Key [PDF].

Use your ROI Methodology Process Model [PDF] to read the following sections:

- Plan the Evaluation.
- ROI Objective Options.
- Guiding Principles 1–3.

Use your ROI Application Guide [PDF] to review the following:

- Step 1: Develop Project Objectives.

Multimedia

Complete the following Capella multimedia:

- Unit 2 Knowledge Check .
  - This five-question quiz will test your knowledge of the Unit 2 content. This ungraded activity will help you prepare for the readings, assignments, and discussions.
- Phillips ROI Methodology Step 1.
  - This animation's focus in on the ROI methodology.

u02s1 - Learning Components

- Align standards of performance with appropriate levels of evaluation in the ROI methodology.
- Create objectives using the five levels of evaluation in the ROI methodology.
- Identify critical objectives for an intervention that address the requirements for determining ROI.
- Organize assessment activities to align with measures of outcomes.

u02s2 - Assignment Preparation: ROI Case Studies

Your course instructor will assign you to a case study to develop during Units 2–8 of the course. The case studies are located in your *ROI Case Studies* text. After you are assigned a case, you will develop a PowerPoint presentation, which will be submitted for feedback and grading in Unit 8.

You will create a presentation that meets the criteria found in the u08a2 Case Study Analysis Scoring Guide and answers the following questions:

1. How does the case study compare to the ROI Process Model?
2. How are the various levels of objectives used by the organization?
3. What steps in the process were effectively illustrated?
4. What could have been done to improve the presentation?

Your presentation of the case study analysis should follow this outline:

- Case Summary.
- Comparison to the ROI Methodology.
- Analysis of Objectives.
- Effectiveness of the Illustrated ROI Methodology.
- Areas for Improvement.
- Conclusion.

Use your work in Unit 1 to begin analyzing how well your case study compares to the ROI Process Model. The Unit 2 studies should also help you begin analyzing how the objectives are used by the organization as described in the case study. You may also find it useful to include various graphics that illustrate the ROI methodology found in the course resources. These graphical displays will help make your presentation both informative and appealing.

u02s2 - Learning Components

- Align standards of performance with appropriate levels of evaluation in the ROI methodology.
- Create objectives using the five levels of evaluation in the ROI methodology.
- Identify critical objectives for an intervention that address the requirements for determining ROI.
- Organize assessment activities to align with measures of outcomes.
- Identify the Guiding Principles and ROI Methodology illustrated in the case study.

u02d1 - Building Block: Proposal Objectives

Prepare for the Proposal Objectives assignment by completing the following:

1. Read the details in the Proposal Objectives assignment and the related scoring guide.
2. Create a draft of the assignment and post it to this discussion to receive feedback from your peers. Your draft should be complete, as though you were submitting it to your instructor for grading.
3. After you have received feedback, revise your Proposal Objectives assignment as necessary and then submit it to your instructor in the assignment area.

Complete the following:

- Discuss the needs you identified for each of the five levels of evaluation and your objectives for each need that defines stakeholder success for the intervention you are evaluating using the Business Alignment V-Model.
- Create Reaction, Learning, Application, Business Impact, and ROI Objectives for your project. Be certain the detailed objectives are measurable by using action verbs. Emphasize which objectives will relate to data collection that can ultimately be converted to monetary values.
  - Use the u03-Data Collection Plan worksheet in your Evaluation Planning Workbook Template, any supplementary materials posted by your instructor, and the *ROI Certification Workbook* to build the business action verb objectives for each of the five levels.
    - Complete the Program Objectives and the Measures columns.
- Include the revised Background Information based on Unit 1 feedback and submit the background narrative and objective narrative for peer review.

Note: The initial discussion reply is due by Wednesday, 11:59 p.m. (CST). Interactive participation is due no later than Sunday, 11:59 p.m. (CST). Make sure to follow response guidelines.

Response Guidelines

Review the objectives presented by your fellow learners. Respond to one learner and address the following questions:

- Are the objectives stated clearly enough to be understood?
- Are the objectives measurable? Is there a clear numeric measurement in place?
- Do you agree with fellow learners' conclusions about which objectives relate to data collection that can ultimately be converted to monetary values?

Course Resources

Graduate Discussion Participation Scoring Guide

APA Style and Format

Evaluation Planning Workbook Template [XLSX]

ROI Impact Study Proposal Template [DOCX]

ROI Application Guide [PDF]

u02d1 - Learning Components

- Apply masters level skill in critical thinking, research, and writing.
- Align standards of performance with appropriate levels of evaluation in the ROI methodology.
- Cite and reference resources, using APA style and format, and giving appropriate credit for another's work.
- Create objectives using the five levels of evaluation in the ROI methodology.
- Use feedback from instructor and peers to improve writing skills.
- Identify critical objectives for an intervention that address the requirements for determining ROI.
- Organize assessment activities to align with measures of outcomes.

u02a1 - Proposal Objectives

Complete the Building Block: Proposal Objectives discussion prior to submitting this assignment. In this discussion, you will submit your assignment for peer feedback so you can make changes, as necessary, using the feedback you receive prior to submitting the assignment to your instructor.

Incorporate the following Proposal Objectives Scoring Guide criteria in this assignment:

- Write clear objectives for each of the five levels: Reaction, Learning, Application, Business Impact, and ROI.
- Indicate expected standards of performance that are measurable.
- Write objectives for performances critical to determining the ROI for the selected intervention.
- Indicate assessment activities that are appropriate for measuring the outcome for each performance.
- Write objectives for each domain (cognitive, affective, and psychomotor) critical to achieving the performance standard.

Create Reaction, Learning, Application, Business Impact, and ROI Objectives for your project. Be certain the detailed objectives are measurable by using action verbs. Emphasize which objectives will relate to data collection that can ultimately be converted to monetary values.

In your Evaluation Planning Workbook Template, use the u01-u03 -Alignment Analysis worksheet to complete the Program Objectives column.

- Build the business action verb objectives for each of the five levels.

- Complete the broad program objectives and measures only for this building block.
- Develop quantifiable objectives and measures for each level on the template.

Then, using your work in the Program Objectives column of the Evaluation Planning Workbook Template, write an objective narrative, approximately two pages long, to support and describe your work.

When complete, submit your documents in the assignment area.

Note: Your instructor may also use the Writing Feedback Tool to provide feedback on your writing. In the tool, click the linked resources for helpful writing information.

Note: The ROI Application Guide has been included in the Resources section. This document is not a part of the Unit 3 assignment. It can be used as an additional tool as you prepare for ROI Certification.

Course Resources

[APA Style and Format](#)

[Writing Feedback Tool](#)

Evaluation Planning Workbook Template [XLSX]

ROI Impact Study Proposal Template [DOCX]

ROI Application Guide [PDF]

Unit 3 ≫ Data Collection Plan: Make It Matter and Make It Stick

Introduction

This unit focuses on Guiding Principle 3: When collecting and analyzing the data, use only the most credible sources. This dictates the importance of both hard and soft data collection, using a variety of methods. Careful consideration must be given to the method of collection, and also to the convenience, organizational culture, instrumentation cost, timing, and reliability.

Data collection is a time-consuming process in the ROI model. It is often seen by an organization as the most disruptive process to undertake. It is critical to note that deep thought must be given to both baseline data collection measures and post-intervention data collection at this early phase in the ROI process model. The data collected before and after the intervention must be comparable if gains or changes are to be illustrated.

It is also important to consider whether or not impact can be converted to monetary values. As in any research study, you are encouraged to triangulate your data collection for both the baseline and the post-intervention data collection. This involves collecting data from several sources to develop a reliable picture of the pre- and post-intervention situations. This unit reviews a variety of data collection methods (Phillips & Phillips, 2018).

Consider these Data Collection Plan elements as you work through this critical step:

- **Determine measures and develop baseline data:**
  - Measures based on objectives of solutions.
  - Hard measures.
  - Soft measures.
  - Capture baseline data.
  - Forecast ROI as necessary.

- **Match evaluation levels with objectives:**
  - Level 1: Reaction and Planned Action.
  - Level 2: Learning.
  - Level 3: Application.
  - Level 4: Business Impact.
  - Level 5: Return on Investment.

- **Determine evaluation instruments to use:**
  - Questionnaires.
  - Surveys.

- Tests or demonstrations.
        - Interviews.
        - Focus groups.
        - Observation.
        - Performance records.
- **Determine data sources to use:**
        - Organizational performance records.
        - Participants.
        - Supervisors of participants.
        - Subordinates of participants.
        - Senior management.
        - Team or peer groups.
        - Internal or external groups.
- **Determine evaluation timing:**
        - Availability of data.
        - Ideal time for application (Level 3).
        - Ideal time for business impact (Level 4).
        - Convenience of collection.
        - Constraints of collection.

Note: All of these critical elements need to be considered as you develop your assignment in this unit, a Data Collection Plan, that targets your chosen organization.

Reference

Phillips, P. P., Phillips, J. J., Poane, G., & Gaudet, C. H. (2018). *Value for money: How to show the value for money for all types of projects and programs in governments, non-governmental organizations, nonprofits and businesses*. Hoboken, NJ: Wiley & Sons.

Learning Activities

u03s1 - Studies

Readings

The readings in this unit relate to data collection. The data collection process ensures that the program is needed and relevant to the stakeholders. Data collection includes input to the program, reactions to the program, and learning to make it work.

Use your *The Business Case for Learning* text to read the following:

- Chapter 5, "Make It Matter: Designing for Input, Reaction, and Learning."
- Chapter 6, "Make It Stick: Designing for Application and Impact."

Use your *ROI Certification Workbook* to complete the following:

- Read Module 4 – Make It Matter: Design for Input, Reaction, and Learning.
- Read Module 5 – Make It Stick: Design for Application and Impact.
- Complete the Applications of Data Collection Instruments Matching Exercise. Match the data collection method with the instrument and level.
        - Compare your scores using the ROI Certification Workbook Answer Key [PDF].

Use your Evaluation Planning Workbook Template [XLSX] to complete the following:

- Review the u03-Data Collection Plan worksheet.
        - You will create your plan and post it for peer review in the Building Block: Data Collection Plan discussion, and submit it for grading in the Unit 3 assignment.

Use your ROI Application Guide [PDF] to review the following sections:

- Step 2: Plan for Evaluation.
- Step 3: Collect Data During Project Implementation.
- Step 3: Collect Data After Project Implementation.

Use your ROI Methodology Process Model [PDF] to complete the following sections:

- Read Collect Data: Levels 1–4.
- Review Guiding Principles 1–3.

Research

Use your *ROI Case Studies* text to review case studies that used similar data collection methods in order to prepare for the ROI Case Studies discussion in this unit.

Multimedia

Complete the following Capella multimedia:

- Unit 3 Knowledge Check .
  - Complete a five-question quiz to test your knowledge of the Unit 3 content. This ungraded activity will help you prepare for the readings, assignments, and discussions.
- Phillips ROI Methodology Steps 2, 3, 4.
  - This animation is a continuation about ROI methodology.

u03s1 - Learning Components

- Align the timing for data collection methods with levels of evaluation.
- Compose data collection plans with the critical information included in the plan.
- Determine the appropriate responsibilities for data collection methods for levels of evaluation.
- List credibility of data sources for levels of evaluation.
- Select appropriate data collection methods and instruments for levels of evaluation.

u03s2 - ROI Case Studies

In your text, *Value for Money: Measuring the Return on Non-Capital Investments. Analytics in Action. ROI Case Studies Volume 1*, select one case study to read. Pay particular attention to the sections on the program objectives and data collection plans.

Continue analyzing the case study assigned in Unit 2 using your studies in this unit, and develop your case study analysis by responding to these questions:

1. How does the case study compare to the ROI Process Model?
2. How are the various levels of objectives used by the organization?
3. What steps in the process were effectively illustrated?
4. What could have been done to improve the presentation?

Use your work in Unit 3 to begin analyzing how well your case study compared to the ROI Process Model. The Unit 3 studies should also help you begin analyzing the steps in the process that were effectively illustrated.

u03s2 - Learning Components

- Align the timing for data collection methods with levels of evaluation.
- Compose data collection plans with the critical information included in the plan.
- Determine the appropriate responsibilities for data collection methods for levels of evaluation.
- Select appropriate data collection methods and instruments for levels of evaluation.

u03d1 - Building Block: Data Collection Plan

Prepare for the Data Collection Plan assignment by completing the following:

1. Read the details in the assignment and the related scoring guide.
2. Using the u03-Data Collection Plan worksheet in the Evaluation Planning Workbook Template, discuss what data you plan to collect; the measures; how you will collect the data; who you will collect the data from and when; and who has responsibility for the data collection at each level. Explain why each decision was made.
3. Create a draft of the assignment and post it to this discussion to receive feedback from your peers. Your draft should be complete, as though you were submitting it to your instructor for grading.
4. After you have received feedback, revise your Data Collection Plan assignment as necessary and then submit it to your instructor in the assignment area.

Complete the following:

- Develop a Data Collection Plan for your ROI Impact Proposal using the format found in the *ROI Certification Workbook* or the Data Collection Plan worksheet in the Evaluation Planning Workbook Template.
- Complete the remaining columns in the worksheet. (You completed the Program Objectives and the Measures columns in Unit 2.).
    - Data Collection Method/Instruments.
    - Data Sources.
    - Timing.
    - Responsibilities.
        - Provide details in the data collections: the type of tool applied, T/F test, formal observation with checklist, et cetera.
        - Include dates and times: a start date (for example: July 2019), and on each level a continued date (for example: August 2019).
        - Include responsibilities columns and use titles only (for example: project manager, training facilitator, et cetera) for all levels.
- Include the revised objectives based on Unit 2 feedback. Place the revised Objectives and Data Collection Plan in the designated worksheet.
- Provide a clear, half-page Data Collection Plan narrative within the business report, and submit the entire project in the Data Collection Plan assignment area.

Response Guidelines

As you review the Data Collection Plans of your fellow learners, choose one that you think has a plan that is doable (steps can actually be taken and results compiled) and comment on it. Also, choose another plan that you think still needs to more clearly define the steps for the plan and comment on it as well. Offer specific suggestions for improvement or ask questions that might help the learner refine the plan.

Note: Your initial reply is due by Wednesday, 11:59 p.m. (CST). Interaction participation is due not later than Sunday, 11:59 p.m. (CST). Make sure to follow response guidelines.

Course Resources

Graduate Discussion Participation Scoring Guide

APA Style and Format

Evaluation Planning Workbook Template [XLSX]

ROI Impact Study Proposal Template [DOCX]

ROI Application Guide [PDF]

u03d1 - Learning Components

- Apply masters level skill in critical thinking, research, and writing.
- Align the timing for data collection methods with levels of evaluation.
- Cite and reference resources, using APA style and format, and giving appropriate credit for another's work.
- Compose data collection plans with the critical information included in the plan.
- Use feedback from instructor and peers to improve writing skills.
- Determine the appropriate responsibilities for data collection methods for levels of evaluation.
- List credibility of data sources for levels of evaluation.
- Select appropriate data collection methods and instruments for levels of evaluation.

u03a1 - Data Collection Plan

Complete the Building Block: Data Collection Plan discussion prior to submitting this assignment. In this discussion, you will submit your assignment for peer feedback so you can make changes, as necessary, using the feedback you receive prior to submitting the assignment to your instructor.

Incorporate the following Data Collection Plan Scoring Guide criteria into this assignment:

- Identify appropriate data collection methods and instruments for each level.
- Identify credible data sources for each level.
- Identify timing for each level.
- Identify the responsibility for each level.
- Provide a complete Data Collection Plan narrative to be included in the business report.

- Demonstrate clear and concise informational writing skills.

Use your *ROI Certification Workbook* to complete the following:

- Develop a Data Collection Plan for your ROI Impact Proposal.
- Complete the following remaining columns in the Data Collection Plan worksheet. (You completed the Broad Program Objectives and the Measures columns in Unit 2.)
  - Data Collection Methods and Instruments.
  - Data sources.
  - Timing and responsibilities columns.
    - Provide details in the data collections: the type of tool applied, T/F test, formal observation with checklist, et cetera.
    - Include dates and times: a start date (for example: July 2019), and on each level a continued date (for example: August 2019).
    - Include responsibilities columns and use titles only (for example: project manager, training facilitator, et cetera) for all levels.

Use your Evaluation Planning Workbook Template to complete the following:

- u03 – Data Collection Plan.
- u01-u03 – Alignment Analysis, Evaluation column.
  - Include the revised objectives based on Unit 2 feedback.

Provide a clear, half-page Data Collection Plan narrative within the business report and modify the objectives (if applicable based on the objectives assignment feedback).

When complete, submit your documents in the assignment area.

Note: Your instructor may also use the Writing Feedback Tool to provide feedback on your writing. In the tool, click the linked resources for helpful writing information.

Note: The ROI Application Guide has been included in the Resources section. This document is not a part of the Unit 3 assignment. It can be used as an additional tool as you prepare for ROI Certification.

Course Resources

APA Style and Format

Writing Feedback Tool

Evaluation Planning Workbook Template [XLSX]

ROI Impact Study Proposal Template [DOCX]

ROI Application Guide [PDF]

u03d2 - Case Study Analysis

Provide a high level overview of your assigned case study. Identify the payoff need, the data collection methods, the isolation technique(s), the methods used to convert to monetary value, the intangibles, the cost categories (not a list of costs), and the ROI of the program evaluated.

Response Guidelines

Choose a case study that you find interesting. Offer specific suggestions for improvement or ask questions that might help refine the overview of the chosen case study to be analyzed.

Note: Your initial reply is due by Wednesday, 11:59 p.m. (CST). Interaction participation is due no later than Sunday, 11:59 p.m. (CST). Make sure to follow response guidelines.

Course Resources

Graduate Discussion Participation Scoring Guide

u03d2 - Learning Components

- Apply masters level skill in critical thinking, research, and writing.
- Cite and reference resources, using APA style and format, and giving appropriate credit for another's work.
- Use feedback from instructor and peers to improve writing skills.
- Select appropriate data collection methods and instruments for levels of evaluation.

Unit 4 ≫ ROI Analysis Plan – Make It Credible: Isolation

 Introduction

"What difference did the intervention make?" This appears to be a simple question but, in reality, it requires careful planning and analysis to respond accurately. It is important to remember that what is really being asked is, "What impact did this intervention have on the bottom line results of this organization and was the return worth the investment?"

The savvy performance specialist anticipates this question and prepares accordingly by isolating the effects of the intervention and developing a credible response. In an effort to assist you in reaching this objective, the following nine techniques, which have historically demonstrated effectiveness, are presented in this unit:

1. Control groups.
2. Trend line analysis.
3. Forecasting methods.
4. End user's or performer's estimate of impact (percent).
5. Supervisor's estimate of impact (percent).
6. Management's estimate of impact (percent).
7. Use of experts or previous studies.
8. Calculate or estimate the impact of other factors.
9. Customer input (Phillips et al, 2018).

In this unit, you choose from among these nine techniques for isolating the effects of an intervention. You will also determine how a performance specialist would select appropriate isolation methods and describe the isolation methods to use in your project as a component of your proposal.

Reference

Phillips, P. P., Phillips, J. J., Poane, G., & Gaudet, C. H. (2018). *Value for money: How to show the value for money for all types of projects and programs in governments, non-governmental organizations, nonprofits and businesses*. Hoboken, NJ: Wiley & Sons.

Learning Activities

u04s1 - Studies

Readings

Use your *The Business Case for Learning* text to read the following:

- Chapter 7, "Make It Credible: Measuring Results and Calculating ROI."

Use your *ROI Certification Workbook* to complete the following:

- Read Module 6 – Make It Credible: Isolate the Effects of the Program.
- Complete the Applications of Isolating the Effects of a Program Matching Exercise.
  - Compare your scores using the ROI Certification Workbook Answer Key [PDF].

Use your Evaluation Planning Workbook Template [XLSX] to review the following:

- u04–u07 – Data Analysis Plan.
  - You will create your plan and post it for peer review in the Building Block: Isolation Methods discussion in this unit, and submit it for grading in the unit assignment

Use your ROI Methodology Process Model [PDF] to review the following section:

- Guiding Principle 5.

Use your <u>ROI Application Guide [PDF]</u> to review the following sections:

- Step 2: Plan for Evaluation.
- Step 5: Isolate the Effects of the Program.

Multimedia

Complete the following Capella multimedia:

- <u>Unit 4 Knowledge Check</u> .
    - ◦ Complete this quiz to test your knowledge of the Unit 4 content. This ungraded activity will help you prepare for the readings, assignments, and discussions.
- <u>Phillips ROI Methodology Step 5</u>.
    - ◦ View an animation to learn more about ROI methodology.

u04s1 - Learning Components

- Assess the feasibility of isolation methods to be used to determine impact of an intervention.
- Rank the feasibility of isolation methods to determine the impact of an intervention.
- Select isolation methods that can be used to determine impact of an intervention.

u04s2 - ROI Case Studies

In your text, *Value for Money: Measuring the Return on Non-Capital Investments. Analytics in Action. ROI Case Studies Volume 1*, select one case study to read. Pay particular attention to the sections on the isolation of the effects of the program. Continue analyzing the case study assigned in Unit 2 using your studies in this unit and develop your case study analysis by responding to these questions:

1. How does the case study compare to the ROI Process Model?
2. How are the various levels of objectives used by the organization?
3. What steps in the process were effectively illustrated?
4. What could have been done to improve the presentation?

Use your work in Unit 4 to begin analyzing how well your case study compared to the ROI Process Model. The Unit 4 studies should also help you begin analyzing the steps in the process that were effectively illustrated.

u04s2 - Learning Components

- Assess why isolation methods may not be feasible to be used to determine the impact of an intervention.

u04d1 - Building Block: Isolation Methods

Prepare for the Isolation Methods assignment by completing the following:

1. Read the assignment instructions and the related scoring guide.
2. Create a draft of the Isolation Methods assignment and post it to this discussion to receive feedback from your peers. Your draft should be complete, as though you were submitting it to your instructor for grading.
3. After you have received feedback, revise your assignment as necessary and then submit it to your instructor in the assignment area.

Review Guiding Principle 5: At least one method must be used to isolate the effects of the solution.

Complete the following:

- Identify the isolation methods you plan to use in your proposal.
- Complete the Isolation columns – B, C, and D and the Other Influences column – H of the u04–u07 – Data Analysis Plan worksheet in the Evaluation Planning Workbook Template.

- Describe why you chose the methods and your assumption of effectiveness for each Level 4 impact measure identified on the u03 – Data Collection Plan and transferred to the u04–u07 – Data Analysis Plan. Do not just list the nine techniques; describe how and why each would apply in your proposal.
- Post the entire project for grading once you have received feedback from fellow learners.

Once you have received feedback from fellow learners, modify the TOC, include previous feedback revisions, and submit the entire project for grading.

Response Guidelines

Review the isolation methods that your fellow learners plan to use for their ROI proposal and respond to one by evaluating the method. Do you agree with the reasons presented for choosing the method? In your opinion, will it be effective? Use information gleaned from the course to support your claim.

Note: Your initial reply is due by Wednesday, 11:59 p.m. (CST). Interaction participation is due not later than Sunday, 11:59 p.m. (CST). Make sure to follow response guidelines.

u04d1 - Learning Components

- Apply masters level skill in critical thinking, research, and writing.
- Assess the feasibility of isolation methods to be used to determine impact of an intervention.
- Cite and reference resources, using APA style and format, and giving appropriate credit for another's work.
- Rank the feasibility of isolation methods to determine the impact of an intervention.
- Use feedback from instructor and peers to improve writing skills.
- Select isolation methods that can be used to determine impact of an intervention.

u04a1 - Isolation Methods

Reminder: Prior to submitting your assignment to your instructor, submit it for peer feedback in the Building Block: Isolation Methods discussion area and make changes as necessary using the feedback you receive.

This assignment is based on Guiding Principle 5: At least one method must be used to isolate the effects of the solution.

Incorporate the Isolation Methods scoring guide criteria into this assignment as follows:

- Identify the isolation methods you will use in your proposal.
- Provide clear and defensible rationale for method selection; describe why you chose the methods.
- Explain your assumptions for the effectiveness of the methods you chose in your narrative.
- Evaluate why each technique chosen would apply and be effective to the study.
- Demonstrate clear and concise informational writing skills.

Use your Evaluation Planning Workbook Template to complete the following on the u04–u07 – Data Analysis Plan:

- Methods for Isolating the Effects of the Program/Process column.
- Other Influences/Issues During Application column.

Submit your documents in the assignment area.

Note: Your instructor may also use the Writing Feedback Tool to provide feedback on your writing. In the tool, click the linked resources for helpful writing information.

Note: The ROI Application Guide [PDF] can be used as an additional tool as you prepare for ROI Certification.

Unit 5 ❯❯ ROI Analysis Plan – Make It Credible: Intangible Benefit Value vs Monetized Tangible Value

Introduction

In this unit, you will examine costs and cost analysis principles and determine how to apply them to your proposal.

Developing a Level 5 evaluation requires that the performance specialist convert data to monetary values to demonstrate the total impact of improvement. It is important to analyze both hard data and soft data. Hard data is quantifiable and more easily converted to monetary values. These include output, quality, cost, and time of work-related processes. Soft data is more difficult to convert to monetary value. These include numbers of grievances, job satisfaction rates, and employee loyalty.

This unit illustrates examples of hard data and soft data, and strategies used to convert data to monetary values in a reliable way. This includes the use of estimations as well as more exact data. The goal is to establish credibility so that results can be presented to senior management with confidence (Phillips et al., 2018).

Phillips et al. (2018) emphasized that, "Costs are important and should be fully loaded in the ROI calculation using direct and indirect costs" (p. 278). The costs of a program should be presented along with the benefits of the program. In order to ensure credibility, the process of determining benefits and costs should be made very clear to the target audience.

Reference

Phillips, P. P., Phillips, J. J., Poane, G., & Gaudet, C. H. (2018). *Value for money: How to show the value for money for all types of projects and programs in governments, non-governmental organizations, nonprofits and businesses*. Hoboken, NJ: Wiley & Sons.

Learning Activities

u05s1 - Studies

Readings

The readings in this unit continue to focus on data analysis, and the text chapters relate to converting data to monetary value and intangible benefits.

Use your *The Business Case for Learning* text to review the following:

 • Chapter 7, "Make It Credible: Measuring Results and Calculating ROI."

Use your *ROI Certification Workbook to* complete the following:

 • Read Module 7 – Make It Credible: Convert Data to Money.
 • Read Module 8 – Make It Credible: Identify Intangibles.
 • Complete the Applications of Converting Data to Money Matching Exercise.
   ◦ Compare your scores using the ROI Certification Workbook Answer Key [PDF].

Use your the ROI Methodology Process Model [PDF] to review the following:

 • Make It Credible: Convert Data to Monetary Value.
 • Make It Credible: Identify Intangible Measures.
 • Guiding Principles 6–11.

Use your ROI Application Guide [PDF] to review the following sections:

 • Step 6: Convert Data to Monetary Values.
 • Step 7: Identify Intangible Benefits.

Use your Evaluation Planning Workbook Template [XLSX] to compete the following worksheets:

- u05 – DAP Intangible-Tangible.
- u06 – Cost Estimating.
- u04–u07 – Data Analysis Plan: Cost Categories column.
- u04–u07 – Data Analysis Plan: Intangible Benefits column.

Multimedia

Complete the following Capella multimedia:

- Unit 5 Knowledge Check .
    - Complete a five-question quiz to test your knowledge of the Unit 5 content. This ungraded activity will help you prepare for the readings, assignments, and discussions.
- Phillips ROI Methodology Steps 6, 7, 8.
    - View an animation to learn more about ROI methodology.

u05s1 - Learning Components

- Explain the selection of tangible measures for levels of evaluation based on objectives for level four of an ROI evaluation.
- Select appropriate intangible measures for levels of evaluation based on objectives for levels three and four of an ROI evaluation.

u05s2 - ROI Case Studies

In your text, *Value for Money: Measuring the Return on Non-Capital Investments. Analytics in Action. ROI Case Studies Volume 1*, select one case study to read. Pay particular attention to the sections on the intangible benefits and methods used to convert data to monetary value. Continue analyzing the case study assigned in Unit 2 using your studies in this unit and develop your case study analysis by responding to these questions:

1. How does the case study compare to the ROI Process Model?
2. How are the various levels of objectives used by the organization?
3. What steps in the process were effectively illustrated?
4. What could have been done to improve the presentation?

Use your work in Unit 5 to begin analyzing how well your case study compared to the ROI Process Model. The Unit 5 studies should also help you begin analyzing the steps in the process that were effectively illustrated.

u05s2 - Learning Components

- Explain the selection of tangible measures for levels of evaluation based on objectives for level four of an ROI evaluation.
- Select appropriate intangible measures for levels of evaluation based on objectives for levels three and four of an ROI evaluation.

u05d1 - Benefits and Costs Calculation

Guiding Principles

Review the following Guiding Principles:

- Principle 3: When collecting and analyzing data, use only the most credible sources.
- Principle 4: When analyzing data, choose the most conservative alternative for calculations.
- Principle 10: Costs of the solution should be fully loaded for ROI analysis.
- Principle 11: Intangible measures are defined as measures that are purposely not converted to monetary values.

Prepare for the Unit 6 Benefits and Costs Calculation assignment by completing the following:

1. Read the details in the assignment and the related scoring guide.
2. Describe the kinds of costs you need to account for in your final ROI Impact Proposal for this course. In Guiding Principle 10, all costs (both direct and indirect) need to be fully loaded; that is, all costs related to the intervention must be accounted for (Phillips et al., 2018). Given this principle, describe the kinds of costs you need to account for in your ROI Impact Study. How will you do that? What questions do you have?
3. Post the worksheets in the Evaluation Planning Workbook Template in this discussion to develop the Unit 6 Building Block discussion and Unit 6 assignment. This includes the columns in the ROI Analysis Plan for Intangible-Tangible, Cost Categories, and Intangible Benefits. You also complete the worksheet on Cost Estimating. You will submit these worksheets with the Unit 6 assignment.

4.   Discuss which isolated impact measures you will convert to a monetary value and which ones you will not, and how you made the determination for each.

After you have received feedback, revise your assignment as necessary and then submit it to your instructor in the assignment area**.**

Response Guidelines

Review the kinds of costs your fellow learners anticipate having to account for in their ROI Impact Studies. Choose one learner to respond to and add additional insights into how the costs can be successfully accounted for in this summary. Respond with specific suggestions to the questions that a learner has directed to you, using information from the course for support.

Note: Your initial reply is due by Wednesday, 11:59 p.m. (CST). Interaction participation is due not later than Sunday, 11:59 p.m. (CST). Make sure to follow response guidelines.

Reference

Phillips, P. P., Phillips, J. J., Poane, G., & Gaudet, C. H. (2018). *Value for money: How to show the value for money for all types of projects and programs in governments, non-governmental organizations, nonprofits and businesses*. Hoboken, NJ: Wiley & Sons.

Course Resources
Graduate Discussion Participation Scoring Guide
APA Style and Format
Evaluation Planning Workbook Template [XLSX]
ROI Impact Study Proposal Template [DOCX]
ROI Methodology Process Model [PDF]
ROI Application Guide [PDF]

u05d1 - Learning Components

- Apply masters level skill in critical thinking, research, and writing.
- Explain the selection of tangible measures for levels of evaluation based on objectives for level four of an ROI evaluation.
- Cite and reference resources, using APA style and format, and giving appropriate credit for another's work.
- Select appropriate intangible measures for levels of evaluation based on objectives for levels three and four of an ROI evaluation.
- Use feedback from instructor and peers to improve writing skills.

Unit 6 ❯❯ ROI Analysis Plan – Make It Credible: Capture Program Costs and Calculate ROI

Introduction

Unit 6 explores several approaches for developing the return on investment, including selection of the proper formula to complete the analysis and an overview of identifying and reporting intangible measures. Intangible measures are the benefits or detriments directly linked to the training program, which cannot or should not be converted to monetary values. These measures are often monitored after the training program has been conducted and, although not converted to monetary values, they are still very important in the evaluation process (Phillips et al., 2018).

In this unit, you will summarize the data analysis plans that were developed in previous units. The ROI Analysis Plan details how the data will be analyzed, along with several different dimensions. You will also develop a plan to calculate the benefits and costs for your project as well as an overview of a list of intangibles that affect your study. It is understood that this requires considerable data collection, which may not be feasible for you within this 10-week course. Therefore, you are evaluated for the completion of this course on your understanding and communication of the process.

Note: To pursue the official ROI Certification, you must develop a benefits cost plan in detail that includes actual data from your organization. This can be developed and submitted to the ROI Institute after the course ends.

Reference

Phillips, P. P., Phillips, J. J., Poane, G., & Gaudet, C. H. (2018). *Value for money: How to show the value for money for all types of projects and programs in governments, non-governmental organizations, nonprofits and businesses*. Hoboken, NJ: Wiley & Sons.

Learning Activities

u06s1 - Studies

Readings

The readings in this unit focus on the direct and indirect costs of a program. ROI calculation and the pay-back period—how the long it would take to get the money back?—are detailed.

Use your *The Business Case for Learning* text to review the following:

- Chapter 7, "Make It Credible: Measuring Results and Calculating ROI."

Use your *ROI Certification Workbook* to read the following:

- Module 9 – Make It Credible: Capture Costs of the Program and Calculate ROI.

Use your ROI Application Guide [PDF] to review the following:

- Step 8: Tabulate the Costs of the Project.
- Step 9: Calculating the ROI.

Multimedia

Complete the following Capella multimedia:

- Unit 6 Knowledge Check.
  - Complete a five-question quiz to test your knowledge of the Unit 6 content. This ungraded activity will help you prepare for the readings, assignments, and discussions.
- Phillips ROI Methodology Steps 8 and 9.
  - View an animation to learn more about ROI methodology.

Course Resources

ROI Certification Workbook: Building Capacity and Expertise With ROI Implementation (4th ed.).

u06s1 - Learning Components

- Apply the benefits cost to the tangible benefits of an intervention.
- Develop a plan to follow the ROI methodology in determining benefits cost.

u06s2 - ROI Case Studies

In your text, *Value for Money: Measuring the Return on Non-Capital Investments. Analytics in Action. ROI Case Studies Volume 1*, select one case study to read. Pay particular attention to the sections on program costs. Continue analyzing the case study assigned in Unit 2 using your studies in this unit and develop your case study analysis by responding to these questions:

1. How does the case study compare to the ROI Process Model?
2. How are the various levels of objectives used by the organization?
3. What steps in the process were effectively illustrated?
4. What could have been done to improve the presentation?

Use your work in Unit 6 to begin analyzing how well your case study compared to the ROI Process model. The Unit 6 studies should also help you begin analyzing the steps in the process that were effectively illustrated.

u06s2 - Learning Components

- Apply the benefits cost to the tangible benefits of an intervention.
- Develop a plan to follow the ROI methodology in determining benefits cost.

u06d1 - Building Block - Benefits and Costs Calculation

Prepare for the Benefits and Costs Calculation assignment by completing the following:

1. Read the assignment instructions and the related scoring guide.
2. Create a draft of the Unit 6 assignment and post it to this discussion to receive feedback from your peers. Your draft should be complete, as though you were submitting it to your instructor for grading.
3. After you have received feedback, revise your Benefits and Costs Calculation assignment along with your Data Analysis Plan summary, as necessary, and then submit it to your instructor in the assignment area.

Guiding Principles

Review the following Guiding Principles:

*   Principle 7: Estimates of improvements should be adjusted for the potential error of the estimate.
*   Principle 8: Extreme data items and unsupported claims should not be used in the ROI calculations.
*   Principle 10: Costs of the solution should be fully loaded for ROI analysis.

Use your Evaluation Planning Workbook Template to complete a plan for calculating the benefits and costs for your ROI Impact Study. In this discussion, you will receive feedback from your peers and then submit your plan in the Unit 6 assignment area. Include the following in your plan:

*   u06-Cost-Estimating worksheet to show the actual facts and figures.
*   A narrative in the body of your report.
*   An overview in your template of the types of data you analyzed, the time frames for collecting and analyzing the data, and the measures that you took to ensure that the analysis is credible in the eyes of the management of the organization.

Response Guidelines

Review the plans that your fellow learners have posted for calculating the benefits and costs of their ROI Impact Studies. Choose one plan and analyze it. Specify any part of the plan that is confusing or could use further clarification and include any additions to the plan you think would be useful.

Note: Your initial reply is due by Wednesday, 11:59 P.M. CST. Interaction participation is due not later than Sunday, 11:59 P.M. CST. Make sure to follow response guidelines.

Course Resources

Graduate Discussion Participation Scoring Guide

APA Style and Format

ROI Methodology Process Model [PDF]

Evaluation Planning Workbook Template [XLSX]

ROI Application Guide [PDF]

u06d1 - Learning Components

*   Apply masters level skill in critical thinking, research, and writing.
*   Apply the benefits cost to the tangible benefits of an intervention.
*   Cite and reference resources, using APA style and format, and giving appropriate credit for another's work.
*   Develop a plan to follow the ROI methodology in determining benefits cost.
*   Use feedback from instructor and peers to improve writing skills.

u06a1 - Benefits and Costs Calculation

Complete the Unit 6 Building Block: Benefits and Costs Calculation discussion prior to this assignment. In this discussion, you will submit your assignment for peer feedback so you can make changes, as necessary, using the feedback you receive prior to submitting the assignment to your

instructor. In addition, complete a Data Analysis Plan to summarize the planning process based on your work from the previous units up to the Communications Plan.

This assignment is based on the following Guiding Principles:

- Principle 7: Estimates of improvements should be adjusted for the potential error of the estimate.
- Principle 8: Extreme data items and unsupported claims should not be used in the ROI Calculations.
- Principle 10: Costs of the solution should be fully loaded for ROI analysis.

Incorporate the following Benefits and Costs Calculation Scoring Guide criteria into this assignment:

- Select and identify appropriate intangible measures.
- Describe detailed and appropriate intangible measures.
- Delineate the process to be followed systematically in the calculation of benefits cost.
- Relate benefits and costs directly to the bottom line goals.
- Demonstrate clear and concise informational writing skills.

Using your Evaluation Planning Workbook Template, complete the following worksheets:

- u05-DAP Intangible-Tangible, 4 Step Data Conversion.
- u04-u07-Data Analysis Plan, Intangible Benefits column.
- u06-Cost Estimating.
- u04-u07-Data Analysis Plan, Cost Categories Column.

Provide a narrative for converting data to money and the plan for calculating benefits and costs for your project. The narrative should include how you will convert the impact benefit measures to a monetary value, what program costs you will collect, and how you will collect them. You will also explain how you will calculate ROI.

Revise your plan based on feedback from the discussion and your own additional insights, and use the worksheets in the Evaluation Planning Workbook Template. Continue to apply appropriate APA and GUM throughout.

Submit your documents in the assignment area.

Note: Your instructor may also use the Writing Feedback Tool to provide feedback on your writing. In the tool, click the linked resources for helpful writing information.

Note: The ROI Application Guide has been included in the Resources section. It can be used as an additional tool as you prepare for ROI Certification.

Course Resources

APA Style and Format

Writing Feedback Tool

Evaluation Planning Workbook Template [XLSX]

ROI Application Guide [PDF]

u06d2 - Intangibles

Guiding Principles

Review the following Guiding Principles:

- Principle 7: Estimates of improvements should be adjusted for the potential error of the estimate.
- Principle 8: Extreme data items and unsupported claims should not be used in the ROI calculations.
- Principle 10: Costs of the solution should be fully loaded for ROI analysis.
- Principle 11: Intangible measures are defined as measures that are purposely not converted to monetary values.

Discuss how you decided which isolated impact measures to leave as intangibles or convert to a monetary value. Discuss the intangibles, relating to Guiding Principle 11, to be included in the ROI Impact Study that you are preparing for the organization you selected. Describe why you feel that these intangibles are important in creating a full picture of the impact.

Response Guidelines

Review the lists and descriptions of the intangibles that your fellow learners are dealing with for their ROI Impact Studies. Choose one response and indicate any other intangibles that might be impacted. Do you agree that those selected are important?

Note: Your initial reply is due by Wednesday, 11:59 P.M. CST. Interaction participation is due no later than Sunday, 11:59 P.M. CST. Make sure to follow response guidelines.

Course Resources

Graduate Discussion Participation Scoring Guide

APA Style and Format

ROI Methodology Process Model [PDF]

ROI Impact Study Proposal Template [DOCX]

u06d2 - Learning Components

- Apply masters level skill in critical thinking, research, and writing.
- Apply the benefits cost to the tangible benefits of an intervention.
- Cite and reference resources, using APA style and format, and giving appropriate credit for another's work.
- Develop a plan to follow the ROI methodology in determining benefits cost.
- Use feedback from instructor and peers to improve writing skills.

Unit 7 ≫ Reporting – Tell the Story: Communicating Results to Key Stakeholders

Introduction

"A golden rule of evaluation: If you ask for the data, do something with them. In order to do something constructive, the right people must know the results" (Phillips & Phillips, 2015, p. 97). It is important to strategically plan not only how to communicate results at the very end of an ROI study, but also plan how to communicate them throughout the process to key stakeholders so that necessary adjustments can be made.

The principles of communicating results covered in this unit include the following:

1. Communication must be timely.
2. Communication should be targeted to specific audiences.
3. Media should be carefully selected.
4. Communication should be unbiased and modest.
5. Communication must be consistent.
6. Testimonials are more effective coming from individuals the audience respects.
7. The audience's bias of the program will influence the communication strategy (Phillips et al., 2018, pp. 287–289).

In this unit, you will develop a communication plan to report the study results to your stakeholders. Use the ROI Results Communication Plan to develop the details necessary for results distribution methods of your study to the stakeholders.

You have an opportunity to seek feedback on areas related to the project. The final planning document developed in this unit is the project plan, which maps out each step of the evaluation process.

Reference

Phillips, P. P., & Phillips, J. J. (2015). *Making human capital analytics work: Measuring the ROI of human capital processes and outcomes*. New York, NY: McGraw Hill.

Phillips, P. P., Phillips, J. J., Poane, G., & Gaudet, C. H. (2018). *Value for money: How to show the value for money for all types of projects and programs in governments, non-governmental organizations, nonprofits and businesses*. Hoboken, NJ: Wiley & Sons.

Learning Activities

u07s1 - Studies

Readings

The readings in this unit describe how to communicate the data to the key stakeholders in your organization. This is an essential step in the ROI methodology to make sure that the stakeholders understand the data used in the study.

Use your *The Business Case for Learning* text to read the following:

- Chapter 8, "Tell the Story: Communicating Results to Key Stakeholders."
- Chapter 9, "Optimize Results: Using Black Box Thinking to Increase Funding."

Use your *ROI Certification Workbook* to read and compete the following:

- Module 10 – Tell the Story: Report Results to Key Stakeholders.
- Complete the Matching Exercise: Reporting Results.
    ◦ Compare your scores using the ROI Certification Workbook Answer Key [PDF].

Use your ROI Application Guide [PDF] to review the following:

- Step 10: Report Data to Key Stakeholders.
- Step 2: Plan for Evaluation – Evaluation Project Plan.

Use your ROI Methodology Process Model [PDF] to read the following:

- Tell the Story: Communicate Results to key Stakeholders.

Multimedia

Complete the following Capella multimedia:

- Unit 7 Knowledge Check .
    ◦ Complete a five-question quiz to test your knowledge of the Unit 7 content. This ungraded activity will help you prepare for the readings, assignments, and discussions.

- Phillips ROI Methodology Step 10.
    ◦ View an animation to learn more about ROI methodology.

u07s1 - Learning Components

- Identify the strategies of the principles of communicating implemented results in an ROI evaluation study.
- Choose the appropriate communication needs of stakeholders in an ROI evaluation study.
- Construct a specific communication delivery method that meets the needs of the stakeholders in an ROI evaluation study.
- Determine the timeframe of needed communications with stakeholders in an ROI evaluation study.

u07s2 - ROI Case Studies

In your text, *Value for Money: Measuring the Return on Non-Capital Investments. Analytics in Action. ROI Case Studies Volume 1*, select one case study to read. Pay particular attention to the sections on methods used to communicate results to key stakeholders.

Continue analyzing the case study assigned in Unit 2. Use your studies in this unit and develop your case study analysis by responding to these questions:

1. How does the case study compare to the ROI Process Model?
2. How are the various levels of objectives used by the organization?
3. What steps in the process were effectively illustrated?
4. What could have been done to improve the presentation?

Use your work in Unit 7 to begin analyzing how well your case study compared to the ROI Process Model. The Unit 7 studies should also help you begin analyzing the steps in the process that were effectively illustrated.

u07s2 - Learning Components

- Identify the strategies of the principles of communicating implemented results in an ROI evaluation study.
- Choose the appropriate communication needs of stakeholders in an ROI evaluation study.

- Construct a specific communication delivery method that meets the needs of the stakeholders in an ROI evaluation study.
- Determine the timeframe of needed communications with stakeholders in an ROI evaluation study.

u07d1 - Building Block - Results Communication Plan

Prepare for the Results Communication Plan assignment by completing the following:

1. Read the details in the assignment and the related scoring guide.
2. Create a draft of the assignment and post it to this discussion to receive feedback from your peers. Your draft should be complete, as though you were submitting it to your instructor for grading.
3. After you have received feedback, revise your Results Communication Plan assignment as necessary and then submit it to your instructor in the assignment area.

Communication Plan:

Review the following Guiding Principle:

- Guiding Principle 12: Communicate the results from the ROI Methodology to all key stakeholders.

Use your ROI Application Guide to refer to the following:

- Step 10: Report Data to Key Stakeholders.
- Step 2: Plan for Evaluation – Evaluation Project Plan.

In the Evaluation Planning Workbook Template, complete the following:

- u07-Communication Plan.
- u07-Implementation Action Plan.
- u04-u07-Data Analysis Plan: Communication Targets for Final Report column.

Consider the principles of communicating results presented in the Unit Introduction. Post a plan for communicating your results that includes the following:

- A refined communication plan to meet the needs of the stakeholders.
- A detailed stakeholders analysis and specific delivery dates, using the u07-Communication Plan worksheet.

Project Plan

Develop a project plan that maps out each step of the evaluation process. Refer to examples in your text and *ROI Certification Workbook*. This project plan should include the previously described plans in your proposal with additional detailed steps. As Phillips et al. (2018) stated, "Beginning with forming a team and concluding with meeting the targets previously described, this schedule is a program plan for transitioning from the present situation to the desired future situation" (p. 356). The more detailed these plans, the more useful it becomes. "The project plan should be reviewed frequently and adjusted as necessary" (p. 356).

You may develop your plan in a Microsoft Excel spreadsheet, a Word document, or create your plan using any tool available in your organization for internal project planning. This plan should reflect the major activities of your proposal, which can also be used to communicate your plan to management with sufficient levels of detail in order to gain approval for your project.

Response Guidelines

As you read over the Results Communication Plans of your fellow learners, choose one plan to analyze. Does the plan include responses for all of the Seven Principles for Communicating Implemented Results presented in the unit? Does the audience analysis seem complete? Is the action plan clear and feasible?

Note: Your initial reply is due by Wednesday, 11:59 p.m. (CST). Interaction participation is due not later than Sunday, 11:59 p.m. (CST). Make sure to follow response guidelines.

Reference

Phillips, P. P., Phillips, J.J., Poane, G., & Gaudet, C. H. (2018). *Value for money: How to show the value for money for all types of projects and programs in governments, non-governmental organizations, nonprofits and businesses*. Hoboken, NJ: Wiley & Sons.

Course Resources

Graduate Discussion Participation Scoring Guide

APA Style and Format

ROI Methodology Process Model [PDF]

Evaluation Planning Workbook Template [XLSX]

ROI Application Guide [PDF]

u07d1 - Learning Components

- Apply masters level skill in critical thinking, research, and writing.
- Choose the appropriate communication needs of stakeholders in an ROI evaluation study.
- Cite and reference resources, using APA style and format, and giving appropriate credit for another's work.
- Use feedback from instructor and peers to improve writing skills.
- Construct a specific communication delivery method that meets the needs of the stakeholders in an ROI evaluation study.

u07a1 - Results Communication Plan

Complete the Building Block: Results Communication Plan and the Project Plan discussion prior to this assignment. In this discussion, you will submit your assignment for peer feedback so you can make changes, as necessary, using the feedback you receive prior to submitting the assignment to your instructor.

For this assignment, refer to Guiding Principle 12: Communicate the results from the ROI Methodology to all key stakeholders.

Using your Evaluation Planning Workbook Template, complete the following:

- u07-Communication Plan.
- u07-Implementation Action Plan.
- u04-u07-Data Analysis Plan, Communication Targets for Final Report column.

Incorporate the following Results Communication Plan scoring guide criteria into this assignment:

- Explain the implementation action plan. How will you communicate the appropriate results to stakeholders?
- Describe the strategies of the Seven Principles for Communicating Implemented Results.
- Identify appropriate communication needs of stakeholders.
- Analyze who needs to know what and when to establish a time frame.
- Develop a detailed specific communication delivery method.
- Demonstrate clear and concise informational writing skills.

Project Plan

Develop a project plan that maps out each step of the evaluation process. Refer to examples in Chapter 17 of your textbook and *ROI Certification Workbook*. This project plan should include the previously described plans in your proposal with additional detailed steps. "Beginning with forming a team and concluding with meeting the targets previously described, this schedule is a program plan for transitioning from the present to the desired situation" (Phillips & Phillips, 2018, p. 356).

You may develop a spreadsheet using Microsoft Excel, a Word document, or any tool available in your organization for internal project planning. This plan should reflect the major activities of your proposal, which can also be used to communicate your plans to management with sufficient levels of detail to gain approval for your project.

Submit your documents in the assignment area.

Note: Your instructor may also use the Writing Feedback Tool to provide feedback on your writing. In the tool, click the linked resources for helpful writing information.

Note: The ROI Application Guide has been included in the Resources section. It can be used as an additional tool as you prepare for ROI Certification.

Reference

Phillips, P. P., Phillips, J. J., Poane, G., & Gaudet, C. H. (2018). *Value for money: How to show the value for money for all types of projects and programs in governments, non-governmental organizations, nonprofits and businesses*. Hoboken, NJ: Wiley & Sons.

ROI Methodology Process Model [PDF]

Evaluation Planning Workbook Template [XLSX]

ROI Application Guide [PDF]

Unit 8 ❯❯ Reporting and Sustaining the Process – Optimize Results: Using Black Box Thinking to Increase Funding and Sustain Results-Based Practice

Introduction

According to Phillips et al. (2018), "communicating results is critical to success. The results achieved must be conveyed to stakeholders, not just at program completion, but throughout the duration of the program" (p. 285). Data are collected at each step of the process to provide feedback to the stakeholders so that they may take action to make adjustments during the implementation of the program. Phillips et al. (2018) explained four reasons why communications is so important:

1. Communications is necessary to make improvements.
2. Communications is necessary to explain the contribution.
3. Communications is a sensitive political issue.
4. Different audiences need different information (pp. 285–286).

This unit presents an overview of the principles of communicating results and the process for communicating results. You will review the following Guiding Principles:

• Principle 6: If no improvement data are available for a population or from a specific source, assume that little or no improvement has occurred.
• Principle 12: Communicate the results of ROI methodology to all key stakeholders.

You will also develop an Improvement Action Plan that includes key steps and time frames.

Reference

Phillips, P. P., Phillips, J. J., Poane, G., & Gaudet, C. H. (2018). *Value for money: How to show the value for money for all types of projects and programs in governments, non-governmental organizations, nonprofits and businesses*. Hoboken, NJ: Wiley & Sons.

Learning Activities

u08s1 - Studies

Readings

The readings in this unit describe how to make program improvements and justify future budgets. The readings will also describe how to show the value for the money spent on programs in order to sustain the changes implemented in the program.

Use your *The Business Case for Learning* text to read the following:

• Chapter 10, "Make It Work: Sustaining the Change to a Results-Based Process."

Use your *ROI Certification Workbook* to complete the following:

• Module 11 – Optimize Results: Use Black Box Thinking to Increase Funding.
• Module 13 – Make It Work: Sustain the Change to a Results-Based Process, Implementation Issues section.
• Complete the Implementation Strategies: Matching Exercise.
  ◦ Compare your scores using the ROI Certification Workbook Answer Key [PDF].

Use your ROIMethodologyProcessModel[PDF] to complete the following:

- Read Tell the Story: Communicate Results to Key Stakeholders.
- Review Guiding Principle 12.

Use your ROI Application Guide [PDF] to review the following sections:

- Use of Data and ROI Best Practices, page 14.
- Status of Measurement and Evaluation, page 15.
- ROI Implementation and Sustainability, page 16.

Read the following article:

- Hustedde, R., & Score, M. (1995). Force field analysis: Incorporating critical thinking in goal setting. *CD Practice*, 4, 2–7.
  - Despite the publication date, this article remains a classic; it describes the process of conducting a force field analysis that is applicable to today's industry.

Multimedia

Complete the following Capella multimedia:

- Unit 8 Knowledge Check .
  - Complete a five-question quiz to test your knowledge of the Unit 8 content. This ungraded activity will help you prepare for the readings, assignments, and discussions.

u08s1 - Learning Components

- Analyze the components of an implementation plan for improving measurement and evaluation in an ROI evaluation project.
- Assess the applicability of media to be used to support issues identified in an action plan for improvement in an ROI evaluation project.
- Assess the requirements for responsibility for each issue to support an action plan for improvement in an ROI evaluation project.
- Explain drivers that may improve measurement and evaluation in an ROI evaluation project.
- Select appropriate time frames to support issues identified in an action plan for improvement in an ROI evaluation project.

u08d1 - Building Block: Improvement Action Plan

Prepare for the Improvement Action Plan assignment by completing the following:

1. Read the details in the assignment and the related scoring guide.
2. Create a draft of the Unit 8 assignment and post it to this discussion to receive feedback from your peers. Your draft should be complete, as though you were submitting it to your instructor for grading.
3. After you have received feedback, revise your Improvement Action Plan assignment as necessary and then submit it to your instructor in the assignment area.
4. Post your Improvement Action Plan targeting the organization you have selected for your course project using the format found in the *ROI Certification Workbook*. You can customize the form to meet any special needs your project may have. Consider the different elements that might impact your study and develop an action plan and time frames to deal with each one.

Response Guidelines

Review the proposed action plans posted by your fellow learners and provide a response to one of them. Are there other elements you think should be included in this learner's Improvement Action Plan? Do the time frames seem realistic? What other insights do you have to share? What revisions do you suggest?

Note: Your initial reply is due by Wednesday, 11:59 p.m. (CST). Interaction participation is due not later than Sunday, 11:59 p.m. (CST). Make sure to follow response guidelines.

Course Resources

Graduate Discussion Participation Scoring Guide

APA Style and Format

- Apply masters level skill in critical thinking, research, and writing.
- Analyze the components of an implementation plan for improving measurement and evaluation in an ROI evaluation project.
- Cite and reference resources, using APA style and format, and giving appropriate credit for another's work.
- Assess the applicability of media to be used to support issues identified in an action plan for improvement in an ROI evaluation project.
- Assess the requirements for responsibility for each issue to support an action plan for improvement in an ROI evaluation project.
- Use feedback from instructor and peers to improve writing skills.
- Explain drivers that may improve measurement and evaluation in an ROI evaluation project.
- Select appropriate time frames to support issues identified in an action plan for improvement in an ROI evaluation project.

u08a1 - Improvement Action Plan

Complete the Building Block: Improvement Action Plan discussion. In this discussion, you will submit your assignment for peer feedback so you can make changes, as necessary, using the feedback you receive prior to submitting the assignment to your instructor.

Improvement Action Plan

Incorporate the following Improvement Action Plan Scoring Guide criteria into this assignment:

- Develop a realistic plan of implementation for improving measurement and evaluation in the proposed organization.
- Identify relevant obstacles and actions that could adversely affect implementation of the program (barriers).
- Identify appropriate media selection for each issue in the action plan.
- Identify realistic time for each issue in the action plan.
- Identify responsibility for each issue in the action plan.
- Demonstrate clear and concise informational writing skills.

Be sure to follow these instructions to complete the Improvement Action Plan:

- Consider the different elements that will impact your proposal and develop an action plan and time frames to deal with each one.
- Look at the project sample tables used in any supplementary materials posted by your instructor.
- Use your Evaluation Planning Workbook Template to complete the u08-Improvement Action Plan.
- Use each column heading, as well as action verbs that equalize the issues throughout. The plan captures the necessary multitasking areas of the project that could be raised to the multi-managing level to demonstrate the project's overall confidence. The key word here is *customize*.
- Explain, within the narrative (approximately two pages) of your Improvement Action Plan how you will include Black Box thinking to integrate a continuous process improvement element to your evaluation plan to sustain positive change.

Project Plan

Using the Project Plan tab in the Evaluation Planning Workbook Template, develop a plan that maps out each step of the evaluation process. Refer to examples in your text and *ROI Institute Certification Workbook*. This Improvement Action Plan should include the previously described plans in your proposal with additional detailed steps.

Submit your documents in the assignment area.

Note: Your instructor may also use the Writing Feedback Tool to provide feedback on your writing. In the tool, click the linked resources for helpful writing information.

Note: The ROI Application Guide has been included in the Resources section. It can be used as an additional tool as you prepare for ROI Certification.

Course Resources

APA Style and Format

Writing Feedback Tool

Evaluation Planning Workbook Template [XLSX]

ROI Application Guide [PDF]

u08d2 - Case Studies

Post your draft case study analysis presentation in the discussion area for feedback from your peers. Use the feedback to revise your presentation before submitting as an assignment in this unit.

Use the following presentation outline for the case study analysis:

- Case study summary.
- Comparison to the ROI Methodology.
- Analysis of objectives.
- Effectiveness of the illustrated ROI Methodology.
- Areas for improvement.
- Conclusions and recommendations.

Response Guidelines

Review at least one presentation posted in this discussion. Provide critical feedback on how well the presentation meets the criteria found in the Case Study Analysis Scoring Guide and answers the following questions:

1. How does the case study compare to the ROI Process Model?
2. How are the various levels of objectives used by the organization?
3. What steps in the process were effectively illustrated?
4. What could have been done to improve the presentation?

In your feedback, suggest ways the presentation can be improved as both an informative and appealing presentation.

Note: Your initial reply is due by Wednesday, 11:59 p.m. (CST). Interaction participation is due not later than Sunday, 11:59 p.m. (CST). Make sure to follow response guidelines.

Course Resources

Graduate Discussion Participation Scoring Guide

APA Style and Format

ROI Methodology Process Model [PDF]

u08d2 - Learning Components

- Apply masters level skill in critical thinking, research, and writing.
- Cite and reference resources, using APA style and format, and giving appropriate credit for another's work.
- Use feedback from instructor and peers to improve writing skills.

u08a2 - Case Study Analysis

For this assignment, you will create a PowerPoint Presentation, using detailed speaker notes that include recommendations for improvement and sustainability, that is based on a case study. Your completed presentation must address the following questions and meet the Case Study Analysis Scoring Guide criteria.

1. How does the case study compare to the ROI Process Model?
2. How are the various levels of objectives used by the organization?
3. What steps in the process were effectively illustrated?
4. What could have been done to improve the presentation?

Use the following presentation outline for the case study analysis:

- Case study summary.
- Comparison to the ROI Methodology.
- Analysis of objectives.
- Effectiveness of the illustrated ROI methodology.

- Areas for improvement.
- Conclusions and recommendations.

Submit your document in the assignment area.

Note: Your instructor may also use the Writing Feedback Tool to provide feedback on your writing. In the tool, click the linked resources for helpful writing information.

Course Resources

APA Style and Format

Writing Feedback Tool

Guidelines for Effective PowerPoint Presentations [PPTX]

ROI Methodology Process Model [PDF]

Unit 9 ❯❯ Sustaining the Process – Forecasting ROI

Introduction

Unit 9 addresses how to ensure that the process begun at the start of the ROI methodology can be sustained. Now that you have a program that aligns with the business impact measures, a forecast can be calculated. "Although ROI calculations based on post-program data are the most accurate, sometimes it is important to know the forecast before the program is initiated or before final results are tabulated" (Phillips et al. 2018, p. 331). Senior managers and decision-makers would want to know what recommendations you have to continue or discontinue a program based on the forecast.

"Certain critical issues drive the need for a forecast before the solution is completed, or even pursued" (Phillips et al., 2018, p. 331). Some of these critical issues include:

- Reducing uncertainty.
- New programs are too expensive to pursue without supportive data.
- The ability to compare forecasted expectations with post data.
- Saving costs.
- Complying with policy where ROI forecasts are required.

In this unit, you will analyze a case study in detail and prepare an ROI Forecast. The focus of the forecast is on expected benefits of the ROI study. Information that you learned in Unit 8 on communicating results should be considered as you prepare your deliverable for this week.

Reference

Phillips, P. P., Phillips, J. J., Poane, G., & Gaudet, C. H. (2018). *Value for money: How to show the value for money for all types of projects and programs in governments, non-governmental organizations, nonprofits and businesses*. Hoboken, NJ: Wiley & Sons.

Learning Activities

u09s1 - Studies

Readings

The reading in this unit shows how to forecast the ROI so that stakeholders would be able to make informed decisions on whether to contribute to the program or not.

Use your *ROI Certification Workbook* to review the following:

- Module 12 – Forecasting ROI.

Multimedia

Complete the following Capella multimedia:

- Unit 9 Knowledge Check .
    ◦ Complete a five-question quiz to test your knowledge of the Unit 9 content. This ungraded activity will help you prepare for the readings, assignments, and discussions.

u09s1 - Learning Components

- Collect and convert data to monetary values to capture costs of solutions and predict ROI.
- Choose the appropriate communication needs of stakeholders in an ROI evaluation study.
- Estimate the amount and application of learning and change in impact data.

u09d1 - Building Block -ROI Forecast

For this discussion, write a 3-paragraph essay on how you could forecast ROI using levels 1, 2, and 3 data collected during your program.

Prepare for the ROI Forecast assignment by completing the following:

1. Be sure to read the details in the assignment and the ROI Forecast Scoring Guide.
2. Create a draft of the Unit 9 assignment and post it to this discussion to receive feedback from your peers. Your draft should be complete, as though you were submitting it to your instructor for grading.
3. After you have received feedback, revise your ROI Forecast assignment as necessary and then submit it to your instructor in the assignment area.

Using the ROI Impact Study Proposal Template, create a realistic ROI Forecast—one that is presented in a way that appeals to the stakeholders of the organization. Include the calculations for data collected for levels 1–4 and the ROI Calculation and be certain that your forecast is based on credible data.

In your Evaluation Planning Workbook Template, complete the following worksheets:

- u09-Pre-Program Forecast Steps.
- u09-Pre-Program Forecast Calculations.

Response Guidelines

Review the ROI forecasts posted by your fellow learners. Select one forecast and respond to its overall strength. Is it based on data from the different levels? Is it credible? Does the presentation improve or detract from the forecast?

Note: Your initial reply is due by Wednesday, 11:59 p.m. (CST). Interaction participation is due not later than Sunday, p.m. (CST). Make sure to follow response guidelines. Make sure to follow the response guidelines.

Course Resources

Graduate Discussion Participation Scoring Guide

APA Style and Format

ROI Impact Study Proposal Template [DOCX]

Evaluation Planning Workbook Template [XLSX]

u09d1 - Learning Components

- Collect and convert data to monetary values to capture costs of solutions and predict ROI.
- Apply masters level skill in critical thinking, research, and writing.
- Choose the appropriate communication needs of stakeholders in an ROI evaluation study.
- Cite and reference resources, using APA style and format, and giving appropriate credit for another's work.
- Use feedback from instructor and peers to improve writing skills.
- Estimate the amount and application of learning and change in impact data.
- Predict the reaction to a program.

u09a1 - ROI Forecast

Complete the Building Block: ROI Forecast discussion prior to this assignment. In this discussion, you will submit your assignment for peer feedback so you can make changes, as necessary, using the feedback you receive prior to submitting the assignment to your instructor.

Using your Evaluation Planning Workbook Template, complete the following:

- u09-Pre-Program Forecast Steps.
- u09-Pre-Program Forecast Calculations.

Incorporate the following ROI Forecast Scoring Guide criteria into your assignment:

- Create an appropriate ROI Forecast for your proposal, taking into consideration the type of study you are producing—either an after-the-fact or a future forecast.
- Include the essential facts and calculations for an ROI Impact Study.
- Include credibility by presenting realistic data in the forecast.
- Present the forecast in an appealing way for the stakeholders.
- Communicate in a manner that is scholarly, professional, and consistent with expectations for members of the education profession.

If you have already completed an after-the-fact ROI Impact Study as your course project, you can create a forecast from your data, going out 6–12 months from the date you stopped collecting data. In other words, the forecast will be a speculation of the projected future ROI for the intervention. **Note:** Your ROI project will use annualized costs, current costs over six months $10K, and annualized forecast cost $20K. For guidelines, review your *ROI Certification Workbook*.

If you have been working on a forecast for a future intervention, present the essential facts and calculations for your forecast in this assignment and explain whether you will base your forecast on a pilot program or some other credible means. The five steps for Forecasting ROI from a Pilot Program are located in your *ROI Certification Workbook*.

Be certain that your forecast is based on realistic data that it is credible and is presented in a way that will appeal to your stakeholders. Also, be sure to include the calculations for data collected for Levels 1–4 and the ROI calculation.

Note: Your instructor may also use the Writing Feedback Tool to provide feedback on your writing. In the tool, click the linked resources for helpful writing information.

Note: The ROI Application Guide and several optional templates have been included in the Resources section. They can be used as additional tools as you prepare for ROI Certification.

Course Resources

APA Style and Format

Writing Feedback Tool

Evaluation Planning Workbook Template [XLSX]

ROI Impact Study Proposal Template [DOCX]

ROI Application Guide [PDF]

Unit 10 >> ROI Impact Study Proposal – Making Your Convincing and Credible Business Case

Introduction

In this unit, you will initially post your ROI Impact Proposal and have the opportunity to receive peer feedback. If you want feedback on specific aspects of your course project, be sure to note these areas when you post your proposal in the discussion area. The final proposal is due at the end of this unit. Therefore, you need to incorporate any necessary revisions before the end of this week.

Additionally, you will make sure that you have placed all of the required components from this course into your ePortfolio. You will also complete your final self-assessment.

Learning Activities

u10s1 - Studies

Multimedia

Complete the following Capella multimedia:

- Post Assessment .
    ◦ The ungraded assessment has sixteen true or false questions that will test your knowledge of ROI against your baseline ROI tested in the Unit 1 Pre-assessment.
- Unit 10 Knowledge Check .
    ◦ Complete a five-question quiz to test your knowledge of the Unit 10 content. This ungraded activity will help you prepare for the readings, assignments, and discussions.

u10s1 - Learning Components

- Collect and convert data to monetary values to capture costs of solutions and predict ROI.
- Develop objectives and collect data to evaluate workplace performance, learning strategies, and interventions.
- Plan for a program designed as a solution to a performance issue.

u10d1 - ROI Impact Proposal Draft

Post a draft of your ROI Impact Proposal. Combine all building blocks into one document that flows smoothly from one section to another. You may need to add some text to transition between building blocks. Include a TOC and an Executive Summary. Observe current APA style and editing guidelines throughout. Organize the eight building blocks you created in Units 1–9 in the following order:

ROI Impact Proposal Components

Building Block Title	Posted as Discussion	Submitted as Assignment
Background Information	Unit 1	Unit 1
Proposal Objectives	Unit 2	Unit 2
Data Collection Plan	Unit 3	Unit 3
Isolation Methods	Unit 4	Unit 4
Benefits and Costs Calculation	Units 5 and 6	Unit 6
Results Communication Plan	Unit 7	Unit 7
Improvement Action Plan	Unit 8	Unit 8
ROI Forecast	Unit 9	Unit 9

Response Guidelines

Review the ROI Impact Proposal projects of your peers. Select one ROI Impact Proposal project, and give an in-depth critique, focusing on the accuracy and completeness of the information. Determine any changes that will strengthen the project and note any deficiencies that could compromise its quality. Carefully answer any questions or respond to any concerns that are posted, and use course information to support your response.

Note: Your discussion post is due by Tuesday, 11:59 p.m. (CST) to ensure timely feedback. Interaction participation is due no later than Thursday, 11:59 p.m. (CST). Make sure to follow response guidelines. Remember that all assignments are due by 11:59 PM CT at the close of the course. No late assignments will be graded after that time.

Course Resources

Graduate Discussion Participation Scoring Guide

APA Style and Format

Evaluation Planning Workbook Template [XLSX]

ROI Impact Study Proposal Template [DOCX]

ROI Application Guide [PDF]

u10d1 - *Learning Components*

- Collect and convert data to monetary values to capture costs of solutions and predict ROI.
- Apply masters level skill in critical thinking, research, and writing.
- Develop objectives and collect data to evaluate workplace performance, learning strategies, and interventions.
- Cite and reference resources, using APA style and format, and giving appropriate credit for another's work.
- Plan for a program designed as a solution to a performance issue.
- Use feedback from instructor and peers to improve writing skills.

u10a1 - ROI Impact Proposal

Final Course Project

Complete the Unit 10 ROI Impact Proposal Draft discussion prior to this assignment. In this discussion, you will submit your assignment for peer feedback so you can make changes, as necessary, using the feedback you receive prior to submitting the assignment to your instructor.

Incorporate the following criteria into your ROI Impact Proposal:

1. Evaluate an organization for performance strengths and deficiencies.
2. Evaluate an organization's workplace performance, learning strategies, and interventions.
3. Operationalize the business, project, and people aspects of performance improvement for the organization.
4. Communicate in a manner that is scholarly, professional, and consistent with expectations for members of the education profession.

Combine all previous building blocks into one document that flows smoothly from one section to another. You may need to add some text as you transition between building blocks. Include a table of contents.

Be certain to include the building blocks you created in Units 1–9 in the ROI order:

Building Blocks

Building Block Title	Posted as Discussion	Submitted as Assignment
Background Information	Unit 1	Unit 1
Proposal Objectives	Unit 2	Unit 2
Data Collection Plan	Unit 3	Unit 3
Isolation Methods	Unit 4	Unit 4
Benefits and Costs Calculation	Units 5 and 6	Unit 6
Results Communication Plan	Unit 7	Unit 7
Improvement Action Plan	Unit 8	Unit 8
ROI Forecast	Unit 9	Unit 9

Submit your entire ROI Impact Proposal project by the designated deadline. The final project is due at the close of this class, which is Friday, 11:59 PM CST. No late projects will be accepted.

Portfolio Prompt: You are required to save this learning activity to your ePortfolio.

Note: Your instructor may also use the Writing Feedback Tool to provide feedback on your writing. In the tool, click the linked resources for helpful writing information.

Note: The ROI Application Guide has been included in the Resources section. This document is not a part of the Unit 10 assignment. It can be used as an additional tool to help you prepare for ROI Certification.

Course Resources

APA Style and Format

ePortfolio

Online ePortfolio Guidelines [PDF]

Writing Feedback Tool

Evaluation Planning Workbook Template [XLSX]

ROI Impact Study Proposal Template [DOCX]

ROI Application Guide [PDF]

u10d2 - ePortfolio Confirmation

Continual updating of your ePortfolio is critical to the completion of your degree. It is important that you add files to your ePortfolio as you progress through your program, as you will eventually lose access to your courses and the files in them. Return to the assignment area for your course project and ensure that you have added your final deliverable to your ePortfolio.

Post a statement to this discussion indicating that you have uploaded your file to your ePortfolio.

Course Resources

Graduate Discussion Participation Scoring Guide

ePortfolio

Online ePortfolio Guidelines [PDF]

u10d2 - Learning Components

- Apply masters level skill in critical thinking, research, and writing.