



Evaluating & Developing Supervisory Skills

Regional Discussion Forum January 11, 2013

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Agenda

Welcome & Introductions

8 - 9:10 ~ Discussion 1: Evaluating investments in training; evaluating & developing supervisory skills

9:10 - 9:30 ~ Discussion 2: seVEDS update on regional economic and workforce development efforts

9:30 - 10:00 ~ Open discussion, Adjourn



What attendees said about the last session...

Great but...

- ▶ More discussions
- ▶ Less “selling”



Training Return on Investment (ROI)

Group Questions:

- ▶ Do you calculate ROI on training?
- ▶ How do you do it?
- ▶ What have you discovered?



Benefit/Cost Ratio

$$BCR = \frac{\text{Program Benefits}}{\text{Program Costs}}$$

ROI (%)

$$ROI(\%) = \frac{\text{Benefit} - \text{Cost}}{\text{Cost}} \times 100$$

▶ What's the ROI of wearing a clean shirt every day?



Levels of Return

- Level 1: Learner satisfaction
- Level 2: Learner demonstration of understanding
- Level 3: Learner demonstration of skills or behaviors on the job
- Level 4: Impact of those new behaviors or skills on the job
- Level 5: Impact of those new behaviors on society



▶ Only 10 – 15% of organizations measure ROI of training.

▶ Why?



Training – Why do so few calculate ROI?

- ▶ No one asks for it
- ▶ Few calculate it correctly
- ▶ Few are confident of the results
- ▶ Few want to share the results

<http://www.shrm.org/Education/hrededucation/Pages/ReturnonInvestmentTrainingandDevelopment.aspx>



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- ▶ Could measuring training ROI help your organization?



ROI Studies Vary

- ▶ Typically, only 10 of 100 trainees change their behaviors
- ▶ Technology certification: \$300 return per \$1 invested
- ▶ The ROI from meeting training = 558%.
- ▶ Invest \$1,500 per employee (v. \$125) = 24 % gross profit margins and 218 % higher revenue per employee
- ▶ U.S. DOL: training = 16% increase in productivity.
- ▶ Construction Industry Institute: \$1 training, = returns \$1.30 and \$3.00.

http://clomedia.com/articles/view/case_studies_in_the_roi_of_training/7

http://aetcnec.ucsf.edu/evaluation/Brinkerhoff_impactassess1.pdf

http://www.onesmartworld.com/drupal/1/sites/default/files/WestJet_ROI_Report_Highlights.pdf

<http://awfi.org/training-return-on-investment>



▶ Is there interest in learning or understanding more about training ROI?



-
- ❖ Leading
 - ❖ Supervising
 - ❖ Managing



Leading Supervising Managing



- ❖ Leading
- ❖ Supervising
- ❖ Managing

What's the difference?

What's the relationship?



Leading Supervising Managing

- ▶ Managing – Coordination among resources
- ▶ Leading – Create and develop organizational purpose, culture, change
- ▶ Supervising – Establish, encourage, and monitor individual behaviors



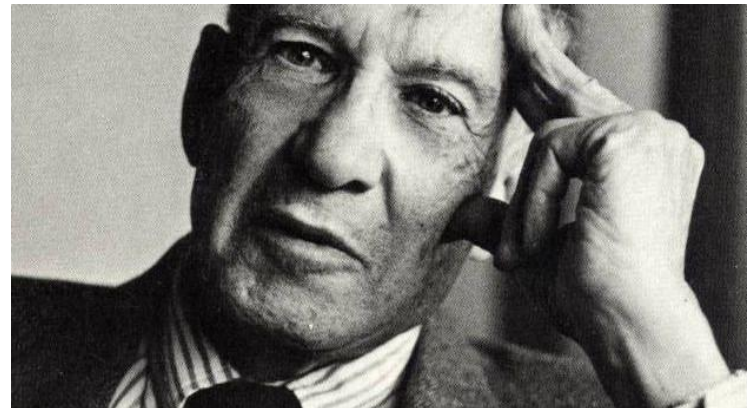
Leadership Skills

- ▶ Envisioning the future
- ▶ Engaging others in the visioning process
- ▶ Inspiring participation and commitment
- ▶ Using vision and inspiration to solve problems



Management Skills

- ▶ Planning
- ▶ Delegating
- ▶ Allocating resources
- ▶ Clarifying goals
- ▶ Monitoring progress
- ▶ Managing self and others



Supervision Skills

- ▶ Assigning specific tasks
- ▶ Assigning specific individuals
- ▶ Creating and supporting effective teams
- ▶ Assuring that skills are appropriate for the tasks
- ▶ Refining performance
- ▶ Ensuring conformance to organizational goals and norms





Leading
Supervising
Managing

Which skills are most needed
in our organizations?

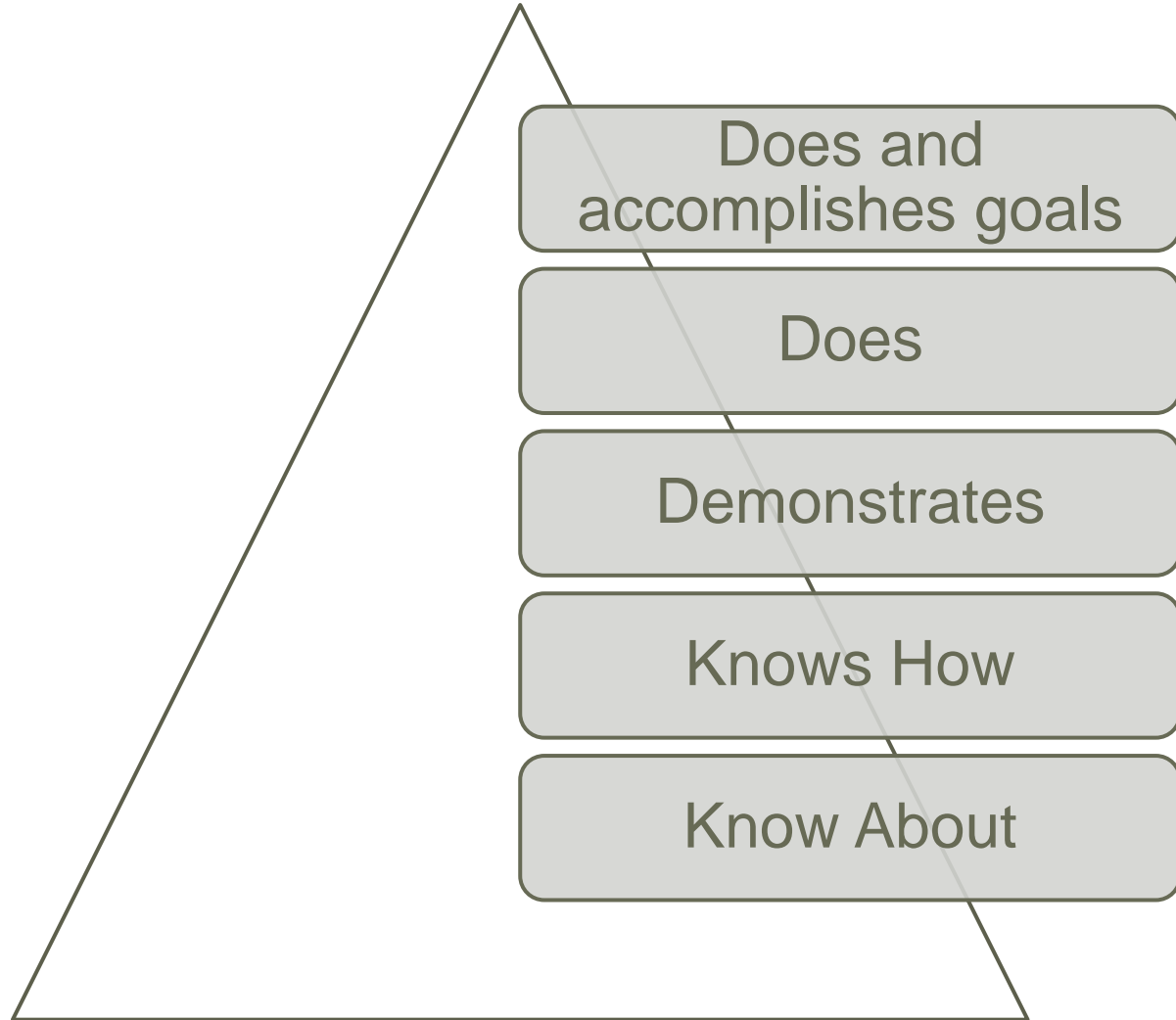


Evaluating Supervisory Skills

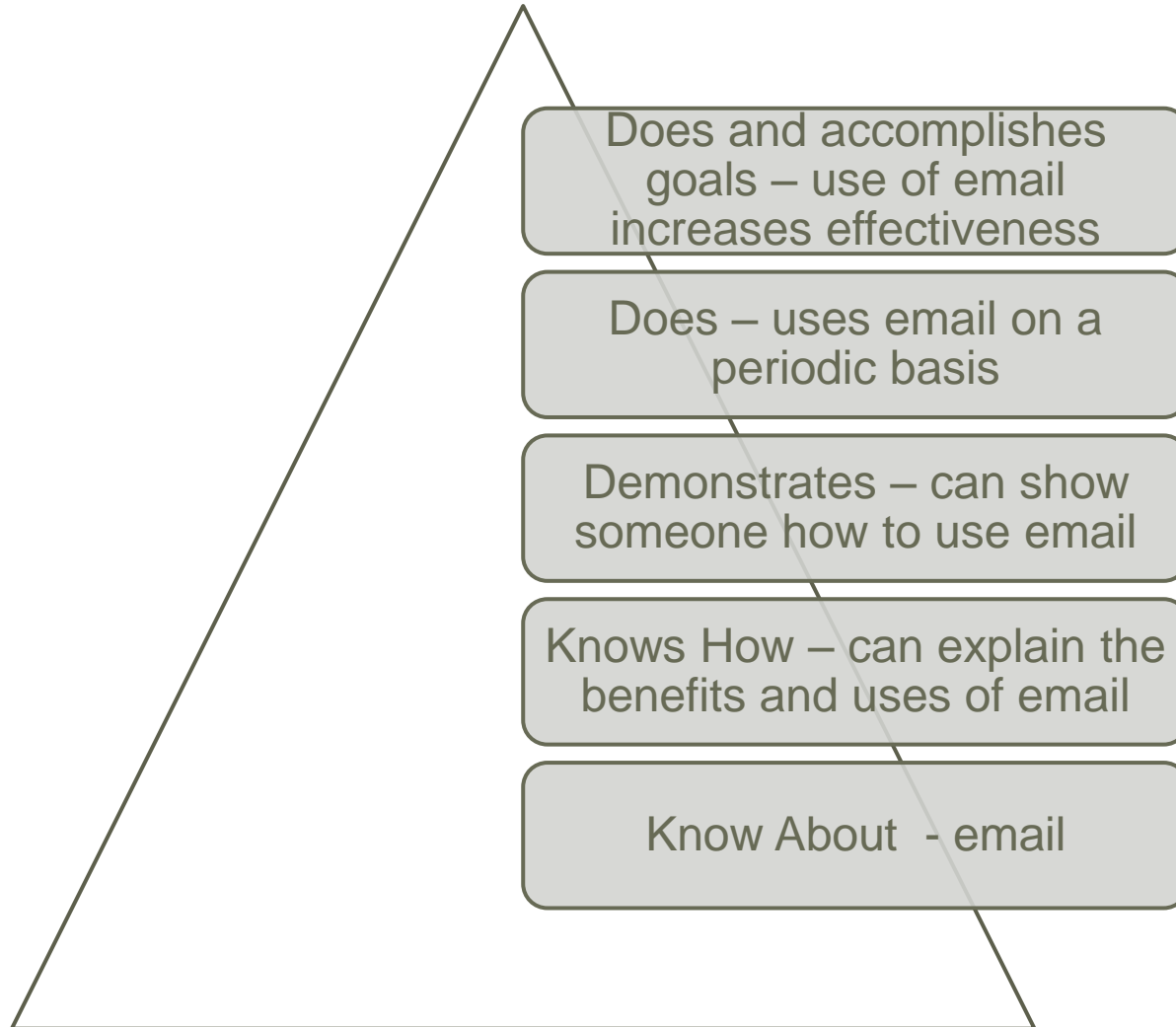
- ▶ Should we measure skills?
- ▶ How do we measure supervisory (& other) skills?



We Can Measure at Several Levels



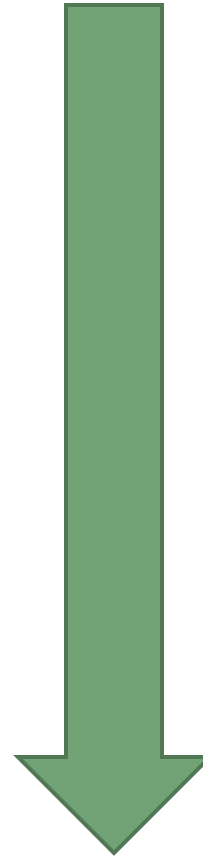
We Can Measure at Several Levels



Assessing Skills & Skill Gaps

How do we measure skills?

- ▶ **Asking**
 - ▶ Self
 - ▶ Other
- ▶ **Demonstrating**
 - ▶ Simulation
 - ▶ Actual
- ▶ **Observing**
 - ▶ Known
 - ▶ Unknown
- ▶ **Measuring Results**
 - ▶ Direct
 - ▶ Indirect



More Time, Cost, Impact,
Objectivity



Assessing Skills & Skill Gaps

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Does anyone use any of these methods of evaluating skills?



Best practices in skill evaluation

1. Clarify purpose
2. Clarify skill to be assessed
3. Establish measures
4. Develop methods
5. Use more than one measurement system
6. Check validity & reliability



Creating Supervisory Development Plans

- ▶ What are some successes and lessons learned in employee development plans?

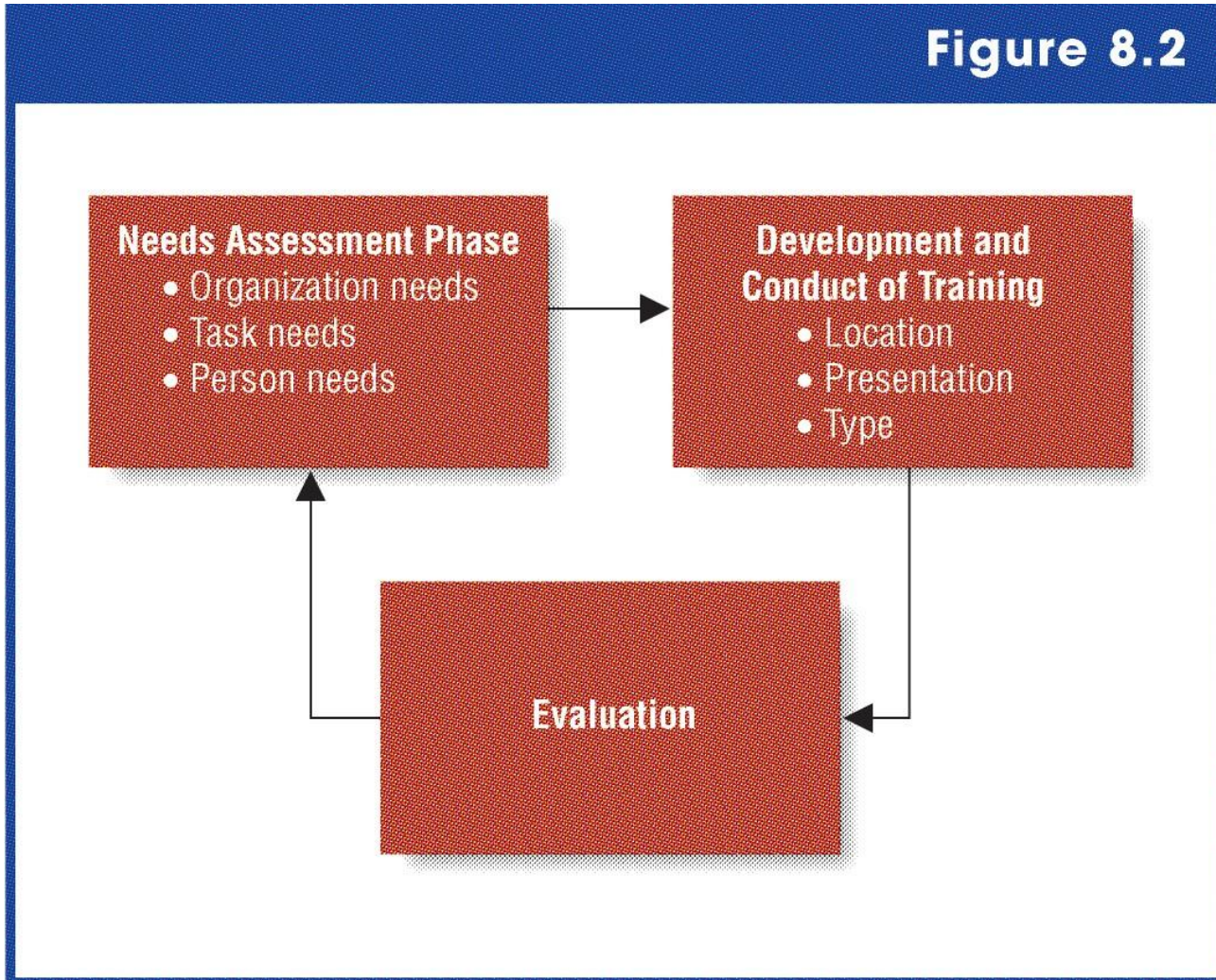


Creating Development Plans – Content Development



Creating Development Plans - Process

Figure 8.2



Selecting Trainers

- ▶ What are questions to ask when selecting trainers and training organization?



How Can We Help?

- ▶ In what ways could CCV and Vermont Tech help your organization or region in developing your supervisory skills?



Okay, one slide with selling 😊

- ▶ CCV offers **Applied Supervision I** and **Applied Supervision II** - Customizable, 4 month program, includes one on one coaching. Funding may be available through Vermont Training Program. (Beginning Feb 11th in Brattleboro)
 - ▶ Vermont Tech offers a variety of on-site deliverable leadership trainings, including these **DDI trainings**
 - ✓ Adaptive Leadership
 - ✓ Essentials of Leadership
 - ✓ Getting
 - ✓ Started as a New Leader
 - ✓ Leadership: Facilitating Change
 - ✓ Leading Change
 - ✓ Leading High-Performance Teams
 - ✓ Supporting Leadership Development
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How to Calculate ROI

- ▶ http://www.businessstrainingexperts.com/white_papers/training_return_on_investment_roi/How%20to%20Determine%20ROI%20-%20Non%20Manufacturing%20Environment.pdf
- ▶ http://www.shrm.org/Education/hrededucation/Documents/09-0168%20Kaminski%20ROI%20TnD%20IM_FINAL.pdf
- ▶ <http://www.peopledev.co.za/library/Determining%20ROI%20in%20ETD.pdf>



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