Transforming Your People Resources: A
Continual Learning Approach

Global IT Priorities Going into 2010

A recent BMC-sponsored survey* of 400 enterprise-level IT managers across the U.S. and Europe revealed their top 15 priorities through 2010. Among them, the **top three priorities** were:

No. 1:   *Reduce IT costs*

No. 2:   Address regulatory compliance issues

No. 3:   *Improve the availability and performance of business services*

According to the survey "*The challenge is to reduce costs and provide a high level of service while continuing to make investments that will position IT organizations to become more competitive and meet emerging business challenges.*"

Admirable objectives, but how will IT managers achieve these objectives? Technology can play an enabling role, as can mature and integrated processes. But we mustn't neglect our people resources – key resources that deliver and support your services in the daily operating environment.   One sure-fire way is to improve the effectiveness and efficiency of people resources is to implement a *Continual Learning Approach* to training and education. Rather than continuing a process of reactive, under-funded and piece-meal training, *integrate a continual learning program into the very fabric of your organization* so it becomes a part of your culture. The result: reduced IT costs, and improved delivery of business and IT services.

The ITIL View: Continual Improvement Should Be Ubiquitous

Resources Must Continually Be Transformed into Capabilities

ITIL make the case that IT organizations should position themselves as "service providers", and that services are produced through service management by optimizing an organization's "service assets":
> **Resources**
> And
> **Capabilities**

Resources are the tangible, 'raw material' assets that an organization has to begin with ..
> Financial capital
> People resources
> Hardware & software Infrastructure

1

Network resources
Applications
Informational resources

Capabilities are the intangible assets that an organization ***develops over time***, to provide it with a unique potential for delivering service and support to its target customers.   Examples include:

Talented, knowledgeable and skilled people
Optimized infrastructure for service delivery
Effective organizational structure
Mature processes
Talented and skilled management
Knowledge management

Capabilities evolve over time as a by-product of the way to organization is structured, the management talent at hand, the level of process maturity, how knowledge is shared and leveraged, and so forth.

Resources without being transformed by the development of distinctive capabilities are just so much "raw material" – imagine the resources required to build a house - a load of lumber, siding, windows, nails, piping, workers and so forth. Without talented carpenters, plumbers, and electricians to do the work, and well thought-out plans to provide guidance, such resources would never result in a completed home.

To be useful, resources ***must be transformed*** into a distinctive set of "capabilities" that enable the service provider to develop, deliver and maintain an ***optimal set of services*** to satisfy its customers and maintain an edge on the competition. One of the most effective ways to accomplish this is through an embedded program of continual learning.

Continual Improvement Should Apply to Not Just to Process and Technology, but to People as Well!

ITIL's best-practice framework teaches us that to be best-of-breed, service providers should implement a program of "C**ontinual Service Improvement**" (the CSI process in ITIL V3). According to the ITIL framework, this program should apply to…

All stages of the service lifecycle
All processes within and across the IT organization
All functions
All aspects of the supporting technology infrastructure
All of the people involved in service delivery

The CSI model specifies a number of processes and models that be applied to achieving continual improvement in our people, process and technology:

PDCA – Plan-Do-Check-Act – a basic model for a cycle of continual improvement
The **7 step improvement process** – for arriving at an optimal measurement process
The CSI model – a framework for continual improvement that be applied to people, processes, and technology

ITIL V3 discusses how to apply these models to the stages of the service life-cycle, processes, and technology – but it is ***equally important, if not more so***, to apply a process of "continual improvement" to our **people resources.**

People are our ***most valuable asset***, for a number of reasons…

> People are unique in that they are **both a resource**, and have the **potential for capability.**
>
> > If undeveloped, we are underutilizing an asset – and wasting resources
> >
> > If fully developed, we are maximizing resource utilization, and potentially minimizing costs while maximizing productivity
>
> People often **deliver the services** we offer – and thus often make the difference, in terms of customer satisfaction.
>
> > Quality being a function of **what you get**, and **"how" you get** the service
> >
> > Level of customer satisfaction is a function of both, and **the stronger our people capabilities, the more likely we will achieve** a high level of customer satisfaction
>
> People are the **major contributors** to an on-going Knowledge Management process
>
> > As we develop our people assets, we can then leverage these capabilities through an effective knowledge management process and system
>
> People are also normally our **largest financial investment**
> > So getting the most ROI and ROA from our people resources just **makes good business sense.**
> > And it just so happens that when people are educated, trained, and invested in, they tend to be **more productive**, and stay around longer – also contributing to improved productivity and reduced costs.

A program of ***continual people improvement***, in the form of an integrated ***education and training program***, can help ensure that your most valuable resource – **people** – continue to evolve distinctive capabilities that can set your organization apart and ahead of the competition.

The Problem Today: Learning Receives too Little Attention, and is Based on a Fragmented, Reactive Approach

The problem is, many IT and support centers today are **not taking** a proactive, integrated approach to continual improvement of their people resources.

In fact, many support centers and IT organizations consider training in **a reactive manner**, as opposed to planning, organizing and deploying a proactive integrated program for continuous learning and development.

The **HDI 2009 Practices Survey** cited these findings:

Top areas where support staff received **formal training:**

Customer Service	66.2%
Technologies used by customers	59.4%
Technologies used to provide support	58.3%
Trouble-shooting/problem solving	48.4%
Teamwork skills training	37.4%
Service management processes	35.0%

Days per year spent on formal training for each support staff member:

None	**10.8%**
1-5 days	**47.8%**
6-10 days	25.8%

Methods used to train new hires in the support center

On-the-job	89.9%
Mentoring	82.7%
Call monitoring	56.7%
Computer-based training	40.7%
Class room training	35.8%
Other	1.5%

Points to note:
Almost **a third provide no training on customer service skills**
Almost **half provide no formal training on technologies** used by customers, or technologies used in support delivery
More than **half receive no formal training in trouble-shooting skills**, or teamwork
Almost **2/3rds receive no formal training on service management processes**

The bottom line, according to the HDI study, was that "16% of support centers *do not provide any formal training for their staffs*. In addition, those that are providing training are *spending <u>less time on it than previous years</u>."*

So why is this? Too often, in times of financial cutbacks, organizations freeze or cut back on training to try to save dollars. This view is **short-sighted, and counterproductive** in the long run.

The Impact of a Reactive Approach: Lower Return on Assets, Higher Costs, Customer Dissatisfaction

As a result of this **haphazard, reactive approach** to learning, new hires are not brought up to speed adequately, resulting in lower effectiveness, and higher levels of customer dissatisfaction. Existing staff are not kept up-to-date on ..

New technologies used by the organization, or customers
Customer service skills
Technologies used to deliver service & support

Process best-practices
Trouble-shooting new technology and/or releases

Consequently, staff are operating at **sub-par effectiveness** and efficiency. And we are not making the best use of our resources, in terms of realizing our potential capabilities.

Net effect:

Higher costs
Lower productivity
Lower customer and staff satisfaction

Taking a Reactive Learning Approach is <u>No Longer an Option</u> to Compete Effectively in Fast Paced, Global Environment

IT managers **can no longer afford** this reactive disposition to compete effectively in today's fast past, competitive global environment.

With IT being the 'life-blood' of most businesses today, and the pace of change and progress in process and technology, it is imperative that IT managers **build in a culture of 'continuous learning'** for people within their organizations.
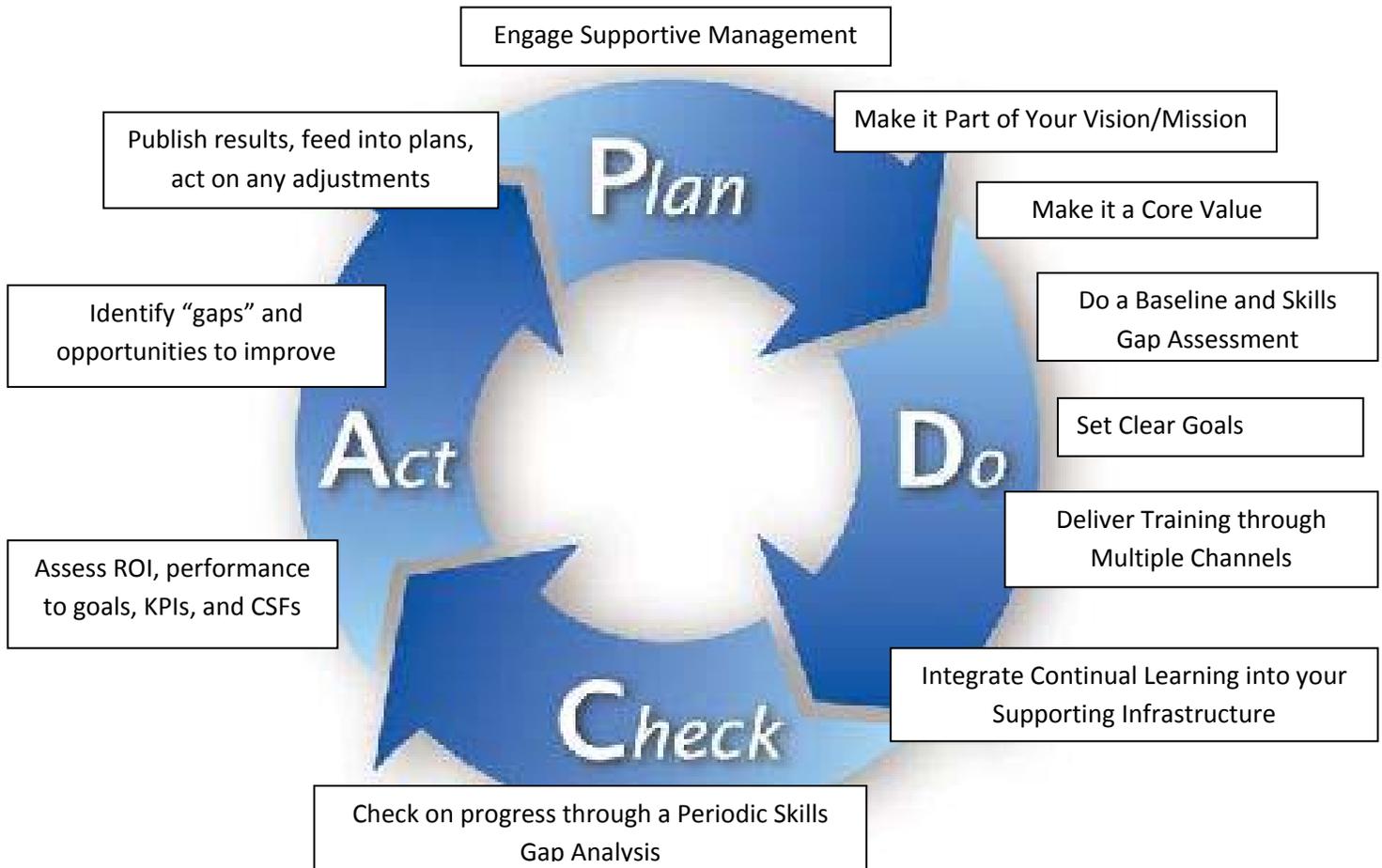
Successful execution requires process, technology **and people**. And just as CSI ensures that all stages and processes of the ITSM life-cycle are operating optimally, and technology is properly leveraged, a *continual learning program for people* that becomes <u>an integral part</u> of the organization's culture can ensure that valuable people resources continuously learn and develop into distinctive capabilities that can help the organization perform optimally.

The Solution: "Building in" a *Continual Learning Approach* that Transforms Your People Resources

The solution to this costly, reactive approach is to integrate a **continual learning system** into your business policies, processes, supporting infrastructure, and corporate culture. ***Just as we implement CSI to provide a Continual Service Improvement program for processes and technology, so we should do the same for our*** <u>***people resources.***</u>

As a result of this approach, "continual learning" will become **"built-in"** to your organization's culture, rather than added on as an after-thought each year. Continual learning will become an accepted aspect of the way quality work gets done. You will become a **"continual learning" service and support organization,** leveraging experience and knowledge to develop and refine your people resources on an on-going basis.

So how do you "build-in" a continual learning approach? Follow these 9 steps:

Engage Supportive Management

Make it Part of Your Vision/Mission

Publish results, feed into plans, act on any adjustments

Make it a Core Value

Identify "gaps" and opportunities to improve

Do a Baseline and Skills Gap Assessment

Set Clear Goals

Assess ROI, performance to goals, KPIs, and CSFs

Deliver Training through Multiple Channels

Integrate Continual Learning into your Supporting Infrastructure

Check on progress through a Periodic Skills Gap Analysis

Plan

1. Ensure Strong, Supportive Management is in Place

- Having top management support for a continual learning system is **vital** to show staff that management is behind this effort
- Ensures supportive decision-making, adequate facilities, time, and effort is expended to support the program
- Also critical for funding and budget approval, as well as managing upward

2. What is the Vision? Integrate Continual Learning into your organization's Vision and Mission Statements

- Vision and Mission statements are the cornerstones of an organization's strategy

- Including continual learning here *demonstrates its importance* and centrality to the organization's service strategy
- Making it part of your Vision and Mission statements conveys to all stakeholders that a continual learning environment is vital for support staff to deliver consistent, quality service on an on-going basis

3. **Make Continual Learning a "Core Value" of Your Organization**
   - If you already have a set of core values that provide guidance for desired behavior, why not add 'continual learning' as **a core value?**
   - Making continual learning a core value underscores its importance as a part of your culture
   - This ensures everyone know that, where policies/procedures don't seem to fit the situation, the organization always *endorses continual learning* as a core value

4. **Where Are You Now? Do a <u>Baseline</u> in Performance and an Initial and Periodic "<u>Skills Gap Analysis</u>"**
   - **<u>Baseline</u> Projected Effects of Training:** To be able to assess the effects of an effective continual learning program, you must **capture where you are today** in terms of hard ROI and "soft" benefits.
     - **Baseline current performance** in areas where training would have a *positive impact.* **Examples of areas include …**
       - **Productivity measurements**
         - Average Resolution Time (or MTRS)
         - Contribution to Knowledge Management System
         - Ramp up time for new staff members
       - **Financial & cost measurements**
         - Average cost per incident
         - Absenteeism / tardiness rates
         - Turnover
       - **Quality Measurements**
         - Customer satisfaction level
         - Staff satisfaction level
       - **Other "Soft" benefits**
         - Improved teamwork
         - Increased organizational commitment
         - Improved succession planning
         - Improved communications regarding career planning
         - More clearly defined promotional opportunities

   - **Quantify the projected positive effects of the continual learning program** as much as possible by netting all of the tangible benefits out to a **monetary value ($).** In this way you will be able to better assess cost/benefits ratio and ROI of the program periodically, on an on-going basis.

- **Having captured a baseline** in terms of projected hard and soft ROI, you are now in a position to **periodically assess improvements in these critical areas** – and determine to what extent the program is successful and returning value
- **Do a "Skills Gap Analysis": Where is your support staff today** in terms of customer service skills and technical skills & knowledge? To keep your continual learning program on track, you will have to engage in an **initial and periodic** process of **skill & knowledge "gap analysis"**

- Assessment of learning and competency is for **both** …
    - *"Soft" customer service skills*
    - *"Hard" technical skills and knowledge*

- This typically utilizes a **spreadsheet tool** (see sample below) to periodically assess the skill and competencies of support staff (normally on a quarterly basis)

- Team leads/managers perform this skill/knowledge inventory **initially, as a baseline**, and then on a regular basis, **using as input:**
    - Call monitoring records
    - Ticket monitoring results
    - KPI performance statistics
    - Incident/event survey results
    - Formal and informal appraisal results

- Each team member is **scored on a competency scale** of 1-5 basis (5=best), in terms of their soft skills and technical knowledge/skills (see sample score sheet below). Think of the 1-5 scale as:
    - 1=Beginner, 2=Intermediate, 3=Advanced, 4=Expert, 5=Master

- **Set a target for each skill and knowledge area. Gaps can then be identified** for individuals, or the entire team in terms of soft / hard skills and knowledge
    - "Gaps" would be instances where you have no skill, knowledge or competency (0 rating)
    - A weakness would be a low rating – ie., <3
    - A strength would be a 5

- **Output from this periodic gap analysis:**
    - **Gaps where there are no skills** or knowledge – for instance, on a new product launch, or in a critical soft skills area. These should be **marked as priorities!**
    - **Weaknesses** where there is a need for **targeted training & development**

- This allows the supervisor or manager to **plan for targeted learning and development to close the gap**

Sample Periodic Skills & Knowledge Gap Analysis Worksheet

Team –wide gap in **customer service skills!**

IT Support Center Skills Gap Analysis
Date: Feb 23, 2010 By: Mr. Jones

Skill Level Scale 1-5	Analyst JCB	Analyst PYS	Analyst LWR	Analyst TEN	Analyst POM	Total	Average
Soft Skills							
Listening	3	5	4	3	5	20	
Verbal Skills	4	4	3	4	4	19	3.8
Telephone Skills	2	0	1	4	2	9	1.8
Questioning Skills	4	4	3	5	4	20	4
Problem-solving Skills	4	4	2	4	4	18	3.6
Writing Ability	0	3	3	5	4	15	3
Interpersonal Skills	2	3	4	3	5	17	3.4
Total	18	22	20	28			23.6
Average	2.57	3.14	2.85	4			3.37
Technical Knowledge/Skills							
Windows 7	2	0	3	2	0	7	1.4
Office 2007	5	3	3	2	4	17	3.4
Financial Applications	2	5	3	4	4	18	3.6
Internet Support	4	3	5	4	3	19	3.8
Basic PC hardware	3	3	2	4	0	12	2.4
Total	15	4	16	16	11	73	14.6
Average	3	2.8	3.2	3.2	2.2	14.6	2.92

Team-wide gap in **Technical knowledge & skills!**

Individual gaps in skills/knowledge

5. Where Do You Want to Be? Define Critical Success Factors, and set clear Goals and Objectives

- *You can't manage it if you don't measure it.* And you can't continually improve if you don't measure. So just as in CSI, *its vital that you set individual as well as organization goals and targets* for your continual learning program.

- **Define the Critical Success Factors (CSFs) that must be in place to demonstrate that the program is being successful. Base this on your previous research and baseline captured. Each of these should have one or two Key Performance Indicators (KPIs)** that allow you to assess the achievement of the CSF. Examples of a Continual Learning Program set of CSFs, with samples KPIs…
    - CSF: *Reduced support operating costs*
        - Educated and equipped support staff should be more productive, more work in the same period of time
        - KPI: Incident Average Resolution Time
    - CSF: *Improved customer satisfaction level*
        - More effective and productive staff should raise performance on leading indicators, resulting in higher customer satisfaction levels
        - KPI: Increased customer satisfaction levels in on-going and periodic surveys
    - CSF: *Improve staff utilization*
        - Empowered staff should be able to respond more quickly and resolve more issues in the same space of time.
        - KPI: Incident resolution time/per analyst
    - CSF: **Improved staff satisfaction**
        - More empowered and equipped staff are normally more satisfied staff, and less likely to leave – so retention rate rise over time
        - KPI: Increased retention rate (less turnover)
        - KPI: Employee satisfaction level

- **Ensure that you have processes and systems in place** to take periodic measurements and assess on a **regular basis** your effectiveness in meeting the KPIs

- **Define what's expected of individual positions:**
    - **Clear levels of customer service skills** as well as **technical knowledge and skills** in your core job descriptions for each position. This will provide clear, measurable criteria for all of your support staff…
        - Level 1, 2 and 3 support analysts
        - Team leads
        - Managers

- o **Make it clear** what levels of training and certification **are required to move to the next level** of advancement

- **Define goals and objectives at multiple levels.** Examples …
  - o **At an organizational level:**
    - "All service delivery managers will be ITIL V3 Foundations certified by the end of 2010"
  - o **At a team level**
    - For the Service Desk team, "all front-line analysts will be HDI Support Center Analyst certified by mid 2011".
  - o **At an individual level:**
    - Depending on the role, individual team members should establish personal training and certification goals that are in line with, and support of team and organizational goals.
    - Example: "as an L1 analyst, I will complete SCA training and certification by end of 2010."

Do

6. **How Do You Get There? Deliver Through <u>Multiple</u> Learning Channels**
   - **An effective, continual learning program** should offer *multiple channel s* of learning, to afford …
     - o Flexibility in scheduling
     - o A variety of learning experiences
     - o Optimum cost-effectiveness
     - o Support for continual learning

   - **Each training method/channel has pros & cons**, so making a number of channel available provides staff with choice and flexibility, to optimally tailor their plan to best meet their individual needs

   - **Pros & cons of each:**
     - o <u>Classroom style learning</u>
       - Live, in-person instructor led training
       - Best for learning core skills and knowledge related to the position/role
       - Pros:
         - Participant gets immersed in the learning experience, away from daily job-related interruptions
         - Live interaction reinforces the learning experience – exercises, role-playing
       - Cons:
         - Usually higher cost, may involve travel and scheduling considerations

- Virtual classroom online training
  - Live, instructor led, but delivered remotely over the Internet
  - Acceptable for basic core training, but best for additional skills and knowledge training
  - Pros:
    - Can be engaged in while at work, or at home – flexible
    - Reduced costs, may be more flexible in terms of scheduling
  - Cons:
    - Susceptible to interruption from work, home environment
    - Lacking face-to-face interaction for reinforcement, interactive discussion, role-playing exercises
- Blended learning
  - Combination of on-line virtual training, and live in-person classroom training
  - Acceptable for basic core training, as well as added skills and knowledge
  - Pros:
    - Help reduce travel time by providing some portion of the training online
    - Flexibility in scheduling, as the course can normally be taken in increments
  - Cons:
    - Attendees may not be able to schedule a series of time increments into their schedule
    - Requires participants have required workstations, equipment and Internet connectivity
- Online, self-paced training
  - Acceptable for basic level of core training, but best for training 'updates' that do not require in-depth attention, and can be studied in increments over time.
  - Pros:
    - Do at your own-pace – high level of flexibility
    - Low cost
  - Cons:
    - Not instructor led, lacking in value-added content
    - Lacking interactive, reinforcing learning activity
- On-the-job mentoring/coaching
  - Effective for addressing special situations and how best to handle, given the role assigned. Not appropriate for initial core training.
  - Pros:
    - Leverages experience of senior staff to help training & educate new/more junior staff
    - Good for accelerating new hire ramp up time to full productivity
    - Can be integrated with the daily work environment
  - Cons:

- Typically more reactive, addressing learning in reaction to an event that occurred

- A *multi-dimensional training program* should include a selection of channels listed above, to afford choice, flexibility, cost-effectiveness, and continuity of learning
  - Should be reflected in the budget
  - Should also be factoring into training strategy, plans, and be reflected in a continual learning "portal", as described below.

- **Ensure you have captured the costs of delivering training through each channel**, so you can do an assessment of costs vs. benefits periodically (and facilitate identifying ROI).
  - Be sure to identify **initial and on-going costs, as well as** all **direct and indirect costs**
  - **Sample indirect costs:**
    - Management time and attention to planning and administering the program
    - Costs and support for the portal
    - Course development
    - HR / training staff support
    - Equipment & facilities
  - **Sample direct costs (on a per channel basis):**
    - Course enrollment fees - tuition
    - Materials – manuals, etc.
    - Logistics – lodging, meals, other expenses
    - Travel time, if required for course
    - Time devoted to training activities
    - Opportunity costs (unable to perform other duties while training)

- **Ensure you have completed a cost/benefits analysis** of each delivery channel, as well as for the program in general, to ensure cost-effectiveness.
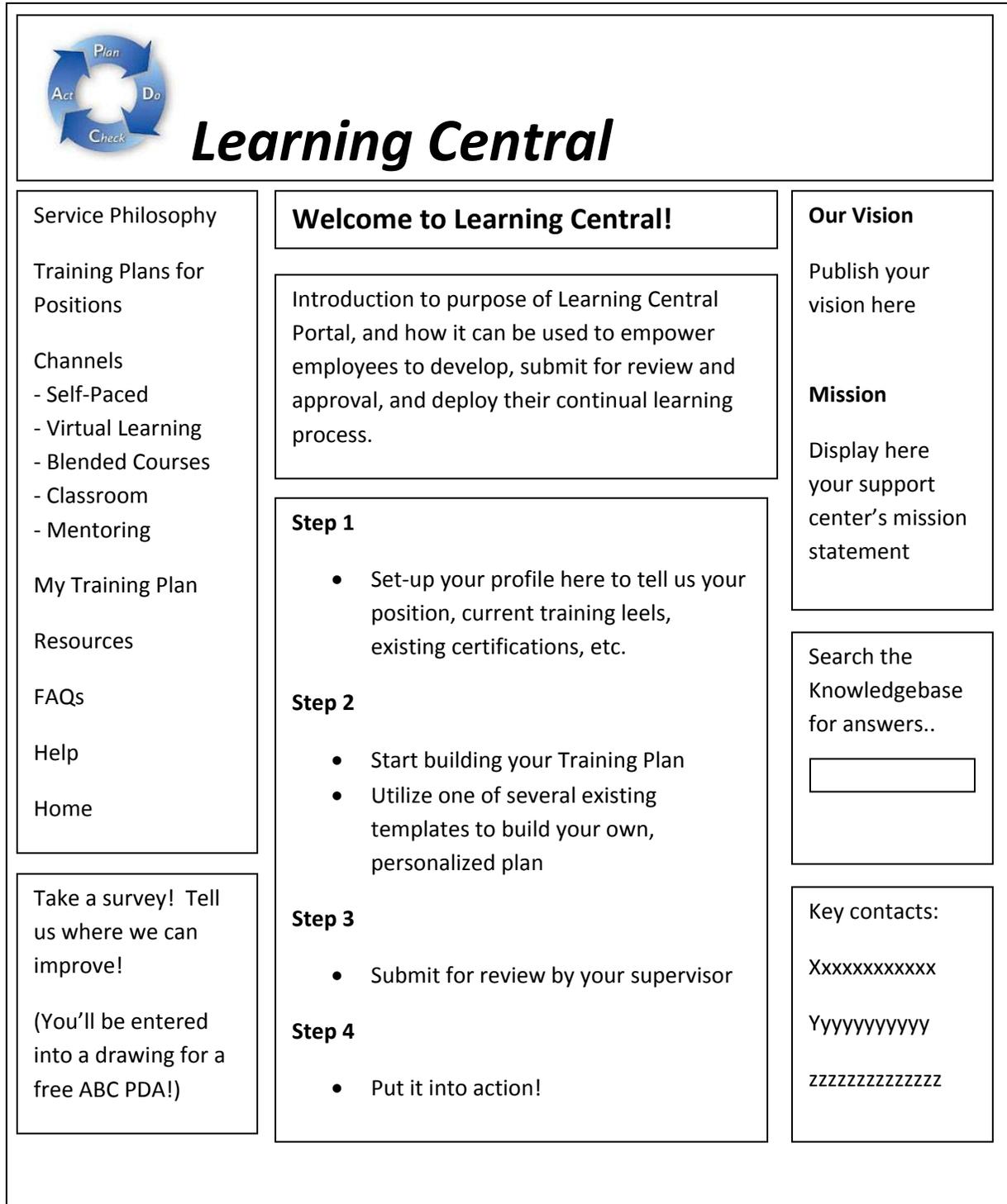
7. **Integrate Continual Learning into your Support Infrastructure**
   - **Develop and publish standard training plans** for each position – front-line analyst, second-line, team lead, manager, etc.
     - Leverage training plan **templates**, based on role – thus providing a "roadmap" for each position
     - Staff member can use these templates to build and "**customize" their own training plan**, operating within the policies and guidelines of the organization

   - Deploy a **"Learning Central" intranet web portal**, where staff can go to initiate and maintain their continual learning process. Such a portal would feature…
     - **Policies and procedures** governing the continual learning system
     - **Shared Vision**, Mission, goals & objectives

- o **Standard training plans** (roadmaps) for each position, allowing the staff member to select their position from a list
- o **Available training programs** based on the role and "roadmap" selected…
    - Class room training
    - On-line virtual classes
    - Blended learning delivery
    - Self-paced training
    - OTJ training
- o **Allows the staff member to "build" their own** customized training plan, and submit it to their supervisor for review and comment
- o The supervisor would add their input, approve, and the staff member would finalize their annual plan and submit it for **approval and scheduling**
- o **Periodically** throughout the year, supervisor and team member would monitor and touch base and assess progress toward goals, adjusting as needed

- **The Benefits of Using a Portal to Facilitate the Process:**
    - o Provides a basic **supporting infrastructure** for a continual learning system
    - o Provides automation to boost efficiency in carrying out the process
        - Creating plans
        - Receiving approvals
        - Training progress
        - Facilitating communications between staff and management
    - o **Empowers the staff members** with quick and easy 7 x 24 access to guidelines, templates, and the ability to "own" and drive their learning and development
    - o Provides a **single point of contact** for on-going learning and development
    - o **Provides for consistency in communication** of policies, standards and templates
    - o By leveraging a shared portal, **facilitates communications** between supervisors, managers and individual staff
    - o **Can help track and report progress against goals** - individually and collectively
    - o **Helps reduce costs of administering the program**

Diagram of Potential Learning Central Web Portal

Learning Central

Service Philosophy

Training Plans for
Positions

Channels
- Self-Paced
- Virtual Learning
- Blended Courses
- Classroom
- Mentoring

My Training Plan

Resources

FAQs

Help

Home

Take a survey! Tell us where we can improve!

(You'll be entered into a drawing for a free ABC PDA!)

Welcome to Learning Central!

Introduction to purpose of Learning Central Portal, and how it can be used to empower employees to develop, submit for review and approval, and deploy their continual learning process.

Step 1

- Set-up your profile here to tell us your position, current training leels, existing certifications, etc.

Step 2

- Start building your Training Plan
- Utilize one of several existing templates to build your own, personalized plan

Step 3

- Submit for review by your supervisor

Step 4

- Put it into action!

Our Vision

Publish your vision here

Mission

Display here your support center's mission statement

Search the Knowledgebase for answers..

Key contacts:

Xxxxxxxxxxxx

Yyyyyyyyyyy

zzzzzzzzzzzzzz

- Ensure all aspects of the continual learning program are **budget line items** going into each budget planning cycle.
    - o Provision should be made for various **types of training** needed through the year …
        - ▪ Specific job related training
        - ▪ Customer service and teamwork skills training
        - ▪ New products/services technology training
        - ▪ Support Tools technology training
        - ▪ Best-practice process training
    - o Support for the selected learning **delivery channels**
    - o **Learning center** support system

Check

8. **Did We Get There?** **Assess the Effectiveness of Your Continual Learning Program on a Regular Basis**
    - **ITIL emphasizes that all stages of the service life-cycle, as well as processes, function, projects and services, should implement the PDCA model** of continual improvement. A Continual Learning system should do the same.

    - **When to Check? Assess the effectiveness and efficiency of your Continual Learning Program** on a regular basis…
        - o Monthly – assess performance against **monthly training objectives**
        - o Quarterly – assess performance against **KPIs, Critical Success Factors**
        - o Annually – assess performance to the **KPIs, CSFs**, and **organization's goals & objectives**

    - **Basic assessment of effectiveness can be made** along these four major quadrants:
        - o **Survey the reaction of the participants** – did they feel the training that they participated in was effective? Did they take away valuable lessons, and apply them?
        - o **Assess the learning that occurred** – did the participants pass the course exams? Achieve the certification levels that were targeted?
        - o **Judge the positive Impact on job behavior** – if the training was skills based, did that result in improved customer service skills? Improved trouble-shooting skills? If the training was technical in nature, did that have a positive impact on problem solving effectiveness?
        - o **Assess what was the tangible impact to the business** - did the training have a positive effect on the quality of your service delivery, in terms of achieving your **CSFs and KPIs**? Assess *measurable impact* in terms of the KPIs you've adopted, for example …
            - i. Higher customer satisfaction results
            - ii. Faster response and resolution times
            - **iii.** Improved employee satisfaction and retention

- Calculating ROI can be more challenging. Return can be both "soft" (Value on Investment – VOI), as well as "hard" (Return on Investment, or ROI - or hard dollar savings or productivity improvements).
  - Having done a baseline initially, and having established the projected monetary value of productivity improvements and cost savings, assess the ROI of the program to the organization. For example, its impact on …
    - **Productivity measurements -** Average Resolution Time (or MTRS), Contribution to Knowledge Management System, Ramp up time for new staff members
    - **Financial & cost measurements -** Average cost per incident, Absenteeism / tardiness rates, Turnover
  - Assess the VOI (Value on Investment) by reviewing …
    - **Quality Measurements -** Customer and staff satisfaction levels
    - **Other "Soft" benefits -** Improved teamwork, Increased organizational commitment, Improved succession planning, Improved communications regarding career planning, More clearly defined promotional opportunities

Act

9. **How Do You Keep the Momentum Going?** **Publish Results, identify Opportunities to Improve, and Act to Adjust**
   - **Publish results, VOI and ROI to management** to demonstrate the positive impact on the business, the on-going value of the program, and to identify any areas to focus on for improvement
     - **Achievement of organizational goals**
     - **Achievement of CSFs and KPIs**
     - **Achievement of projected VOI and ROI**
       - *Reduced support operating costs*
       - *Improved customer satisfaction level*
       - *Improve staff utilization*
       - *Improved staff satisfaction*
       - *Realization of other "soft" benefits*
   - **Share periodic results with …**
     - **Team leads**, so individual teams can assess performance to goal, pinpoint opportunities, and optimize team performance
     - **Individuals** so that they may identify individual improvement opportunities
   - **Identify improvement opportunities** are all levels periodically…
     - At the Individual, team and support center level
     - Adjust training program activities accordingly
   - **Provide for continual improvement in the program itself** – ACT on any adjustments needed
     - Factor in feedback from staff during regular employee surveys on how the program itself can be improved

- o   Identify opportunities for improvement, implement changes, and assess results
- **Keep the momentum going!**

Summary

- Technology can play an enabling role, as can mature and integrated processes. **But we mustn't neglect our people resources** – key resources that deliver and support your services in the daily operating environment.
- **Just as CSI is applied to the continual improvement of processes and technology**, a sure-fire way is to improve the effectiveness and efficiency of people resources is to implement a *Continual Learning Approach* to training and education.
- Rather than continuing a process of reactive, under-funded and piece-meal training, *integrate a continual learning program into the very fabric of your organization* so it becomes a pat of your culture.
- Leverage the **Plan-Do-Check-Act** model of continual improvement, and **the CSI model**, to ensure you embed **a cycle of continual improvement of your people resources** within your organization
- *The result: exactly what IT managers are looking for in 2010 - reduced IT costs, and improved performance of business services.*

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