

PRESENTATION OF THE BUSINESS CASE

AVALNET

Presentation of a case

About ISS:

ISS is one of the world's largest Facility Service providers. Founded in Denmark in 1901, ISS has grown to become a global service provider with operations in 50 countries, distributed between Europe, Asia, South America, North America and Australia.

More than a century in the service industry has taught that long-term business success is closely linked to the concept of sustainable development. By setting high social, environmental and ethical standards, ISS are paving the way for profitable growth and at the same time demonstrating leadership within the industry.

ISS employing close to 500.000 people. In Portugal, ISS Facility Services exists since 1992 and employs more than 9,000 people and it's certified by the ISO 9001, ISO 14001 and by DGERT (Direcção-Geral do Emprego e das Relações de Trabalho). ISS Facility Services operates in specialised cleaning solutions, washroom services, food Hygiene, healthcare, daily office cleaning or industrial cleaning, Landscaping, Pest Control and other services.

1. When did you apply the ROI Methodology?

Investing in training and development is increasingly critical as ISS Facility Services grows and offers a widening range of integrated facility services. Training and development are an integral part of daily operations. It takes place on the job, at local training facilities, through ISS Academy and centrally at the ISS University. Training covers anything from induction training to a Corporate MBA. To be effective and inspiring training is closely linked to individual development needs, on the job practice and opportunities within ISS.

The ISS Facility Services training department is certify to organise and promote training interventions as well as to develop and execute training interventions and training activities. Between 2005 and 2006, the ISS Facility Services training department provided a set of changes in the training plan, addressed to deal with the organizational and operational growing and the acquisition of new companies into the group. Those changes carried out to development specific training programs and aimed at providing new skills and competences, as: changes in the programs dates, changes in the number of trainees involved, introduction of new training courses, changes in some training providers and changes in some training contents.

This material was created in the framework of the project nr. PT/06/B/F/NT-159165 – AVALNET. This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

In 2007, ISS Portugal offered a total of 59 training programmes and 50.355 hours of training volume, to 3.348 Trainees.

In 2008, ISS Portugal offered a total of 256 training programmes and 64.828 hours of training volume, to 2.887 Trainees. Those programmes covered topics from finance, general management, Health & Safety, Quality & Environment, Build Maintenance, technical Cleaning, personal development and technical development.

In 2007, 26.34% of the training courses was co-financed and in 2008 this percentage was 44.05%.

The training technicians are responsible to evaluate the training impact, to evaluate the training performance and to evaluate the human potential development. ISS adapts the training offer to the company local level requirements. Plus, having trained staff brings cost benefits of having more loyal staff, fewer accidents, less sickness and more clients' satisfaction. For this reason, ISS recognises the importance of skilled and motivated employees. It is the employees' attitude, service level and efforts that ensure the best possible service to customers.

2. What did you apply?

Until 2006, the training report presents the results of the reaction evaluation from the trainees. From a scale of 1 to 6, the trainees evaluated the training satisfaction were 4.5 points. The indicators evaluated were: the global appreciation of the training, the training organization, the group participation and the trainer's performance. Usually, ISS Facility Services applies also the 3rd evaluation level – the impact of training (*the impact on behaviour change at work and capacity to transfer the new learning and skills, to the job*).

For the period of 2008 - 2009, the ISS training department prepared the introduction of the 4th evaluation level (*the impact on the global performance organization*) and the 5th evaluation level (*the return on training investment - ROI*). More recently, the Portuguese training department developed a method and some interesting tools to link the training need with the impact, as well as the benefits of the training for the employees and for the company (see the document in annex).

3. Which were the methods or tools?

To evaluate the 3rd evaluation level – the impact of training - the training technicians applied interviews, with all trainees and leaders, to evaluate their perceptions and to appraisal the *learning skills* transferred to the job as well as to collect inputs of best practices and to collect evidences of that transference and improvement in the job context.

4. What were the results?

According to Gabriel Domingos the results coming from the evaluation level were the following:

- Behaviour changes in terms of working methods;
- Different planning of working activities;
- Different behaviour approaches address to customers, supervisors and other public;
- More efficacies on the time management.
- More quality of work produced toward the inclusion of new technologies in the development of their activities (as Microsoft Office), for example, production of reports, conception of budgets tables, power point presentations, etc;
- Best results on health and safety behaviours, like preventive behaviours, at work or more risk perception, on workers;
- Best results in terms of the customers' quality satisfaction, special, on items like "*Satisfaction with Supervisor responsible*";
- Business Process Reengineering, where after the processes mapping, the identification of their dysfunctions, improve services and implementing them, with an big impact throughout the Organization.
- Reducing turnover in strategic public for the organization.

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Suggestions of Improvement	Objectives of Improvement	Process	Critical factors unsuccess of application	Critical factors success of application
<p><u>Specify</u>, with your Supervisor, the components of your Function in terms of Qualitative Objective, specific Objectives and the respective <u>Goals</u>.</p>	To obtain guidelines of orientation regarding the expect performance	<p>Organization of meetings to define Objectives, Goals and the Measurement of Performance Indicators.</p>	<p>Lack of involvement from the supervisor, in the process</p>	Practices of performance evaluation in the company, among the supervisors and coordinators
	To win awareness about “ <i>who is who</i> ” in the company and what is expect from the employees			Implementation of the system of performance appraisal with the top management support
	To have the conditions for the individual rewarding and to obtain recognition from the company			
<p>Define, with your direct collaborators (<i>Supervision and, who provide that support, as your Administrative Technicians</i>), the <u>Objectives</u>, <u>Goals</u> and <u>Measurable Indicators of Performance</u>.</p>	To provide guidelines and orientation toward the performance indicators		<p>Lack of personal involvement, in the process</p>	Intrinsic motivation toward the definition and the organization of the individual performance
	To be aware about that is expected from each person in the company			Functions describe in terms of competences, tasks and responsibilities
	To provide the possibility to get individual merit and to obtain the recognition from the supervision.			