

PRESENTATION OF THE BUSINESS CASE

AVALNET

Presentation of a case

About CENFIM:

CENFIM (Vocational Training Centre of the Metal Industry) is a national agreement centre which promotes professional guidance and improvement in the metallurgical, metalomechanical and electromechanical sectors, 1985.

The protocol was created CENFIM has been signed by the Portuguese Public Employment Service - IEFP and the two associations of companies in the metals sector: ANEMM and AIMMAP.

Objectives of CENFIM:

With its **11 training centres** in:

- Arcos de Valdevez,
- Caldas da Rainha,
- Ermesinde,
- Lisboa,
- Marinha Grande,
- Oliveira de Azeméis,
- Peniche,
- Porto,
- Santarém,
- Torres Vedras
- Trofa.

CENFIM support and promote Competences of People and Enterprises of Metallurgical and Electromechanical sector aiming at their modernisation and the increase of their productivity and competitiveness.

The public of CENFIM are:

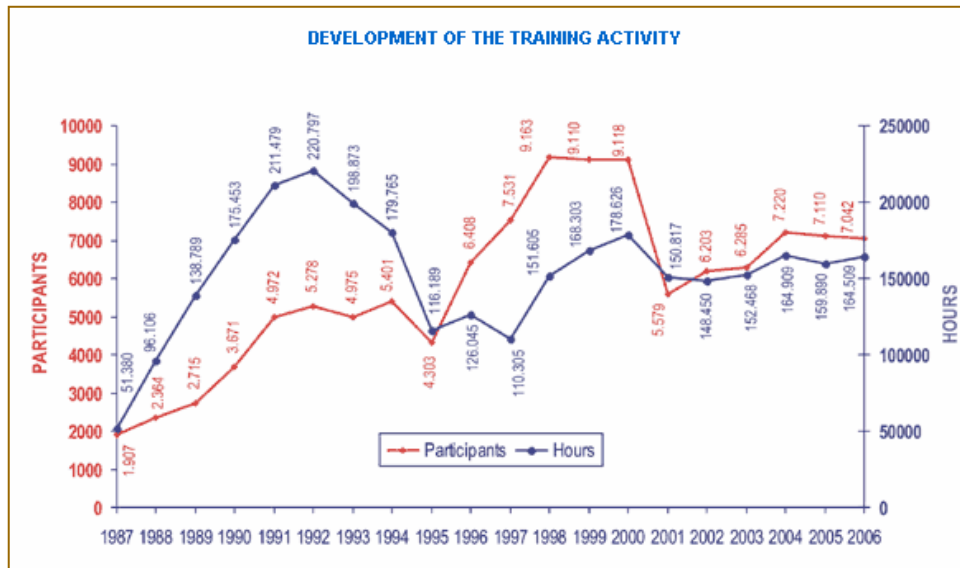
- Employed workers;
- Younger people in order for them to be easily integrated into the labour market.

CENFIM – Training Activities

In 2006 CENFIM has 165.000 training hours and 7.300 participants in his courses distributed by the eleven centres.

Over the past 20 years more than **100.000 trainees** have attended CENFIM, **15.000 young people**, 8.000 of which are in the metallurgic and electro-mechanic sector, and over **85.000 active workers**.

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MULTIMEDIA PRODUCTS Training Course – a business case with workers from CENFIM

CENFIM – PROJECT PARTICIPATION objectives:

- 1- Sharing of “know-how” with CECO.A.
- 2- Create general model for Training Evaluation Efficacy which includes ROI procedures

Methodology applied project:

Apply the measurement instruments (questionnaires) used in with the participation of 7 trainees of a training course at CENFIM and after due the:

Analysis of suitability through the use of measurement tools (questionnaires).
Apply the results of analysis in the General model of CENFIM.

1. When did we apply the ROI Methodology?

We have applied the ROI methodology given by the support instruments from CECO.A and it was applied before the beginning of the course, at the end of the course and 3 months after the course to measure the knowledge, skills and competence acquired with the training and also the analysis of the questionnaires.

What did we apply?

We have applied the questionnaires given by CECO.A in our training course called Multimedia products and only with the workers of CENFIM who are trainees at this course.

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2. Which were the methods or tools?

The Case Study Data are:

TRAINING COURSE: Multimedia Tools (allows Portuguese Professional certification - CAP)

Nº of hours: 60 hours

Nº of Trainees: 7 (participants in the project)

4- Training Technicians (trainers)

1- Training Technician (coordinators)

2- Specialized Technicians (Quality Management, Health and Safety)

Profits expected: Renovation of CAP and the improvement of competencies in multimedia training products

3. What were the results?

The Evaluation of results was:

Level 1 – Kirkpatrick model - Satisfaction of trainees (end of course): all trainees considered the course has full field their expectations (organization and knowledge achievement)

Level 3 – Kirkpatrick model - Workplace (3 months later): 4 trainees, who are trainers at their job, applied regularly the knowledge acquired and as improved some of their multimedia products who apply in training courses. All trainees obtained the renovation of Portuguese Professional Certification.

Level 4 – Kirkpatrick model Results (at organization level): their activities in the next 5 years are granted. The improvement of some of their multimedia products that are applied in the training courses brings the improvement of quality of service, the increase of client satisfaction and the improvement on team results.

ROI Calculation- Training Costs

Nº of worked hours - 20 hours/trainee

20 sessions of 3 hours, but only one hour in work
schedule:

Value: 2.100 euros

Transports – 3 trainees x 20 x 100 km

Value: 500 euros

Organization and others

Value: 100 euros

School registration costs

Value: 2.000 euros

Total Costs: 4.700 euros

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ROI Calculation-Benefits

4 of the trainees

- (95%) CAP - Extension for more 5 years
Reliable Level in the indicator: 70%
- (5%) - Multimedia products improvements
Reliable Level in the indicator: 50%

Nº of worked hours (5 years/trainee) (170hours month x 10 months/year x 5 years) =
8.500hours 34.000 hours
% of activity who needs CAP (4 trainees) x **20%** (34.000 x 0,2) = 6.800 hours
95% of benefit (6.800x0.95) = 6.460 hours
Reliable Level in the indicator: **70%** (6.460 x 0,7) = 4.522 hours

Total Value (4 trainees) (4.522 x 15€) = 67.830 euros

3 of the trainees

- (98%) CAP - Extension for more 5 years
Reliable Level in the indicator: 70%
- (2%) - Multimedia products improvements
Reliable Level in the indicator: 50%

Nº of worked hours (5 years)/trainee (170 x 10 x 5) = 8.500 hours 25.500 hours
% of activity who needs CAP (3 trainees) **5%** (25.500 x 0,05) = 1.300 hours
98% of benefit (1.300x0.98) = 1.274 hours
Reliable Level in the indicator: **50%** (1.274 x 0,5) = 637 hours

Total Value 3 trainees (637 x 15€) = 9.555 euros

Benefits - Total Value: (67.830 + 9.555) = 77.385 euros

ROI (Return on Investment): (Benefits/ Costs) x 100 =

Other result CENFIM started to create and implement of the ROI - CENFIM GENERAL MODEL to be applied as a product to help companies to calculate and evaluate the investments on training.

CENFIM – PROJECT PARTICIPATION (2008 objectives) :

- 1- Apply the ROI – CENFIM general model in a company and analyse his suitability.

Methodology applied project:

Apply the measurement instruments (questionnaires) used in the model from CENFIM with the participation of workers from a company who are trainees of a training course at CENFIM and after due the:

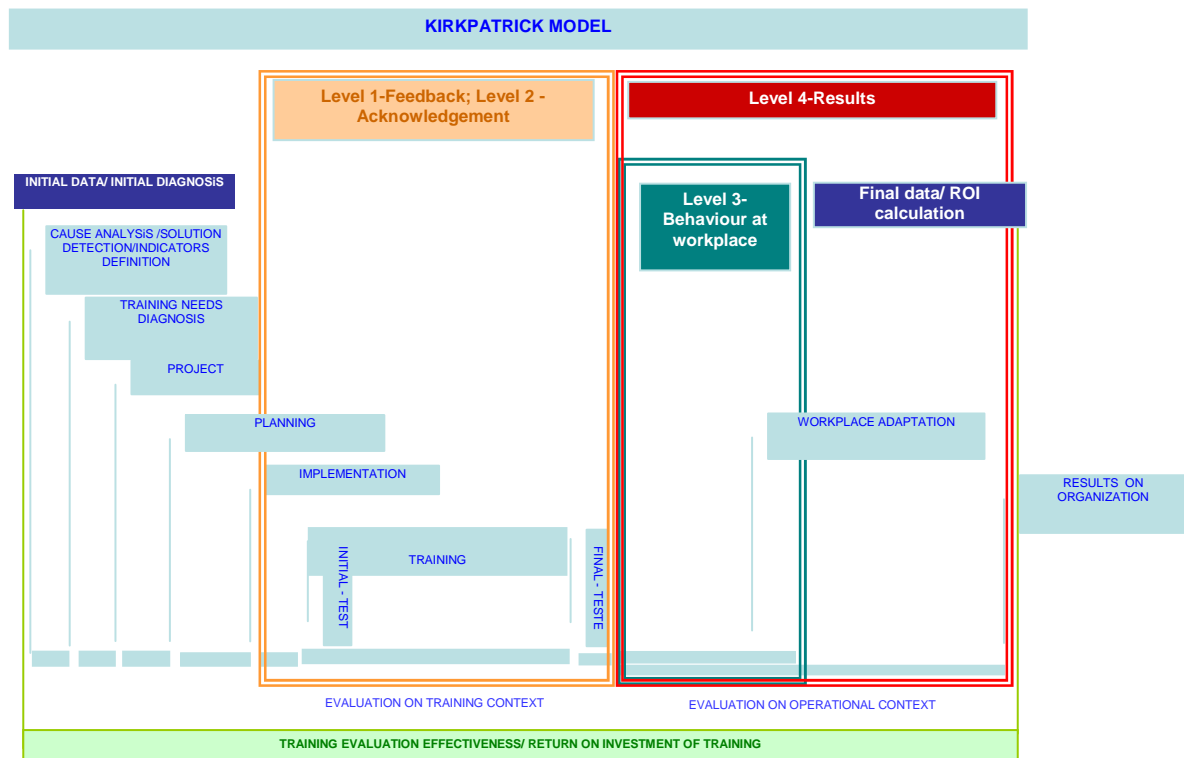
Analysis of the results of the ROI process

Analysis of suitability of measurement instruments (questionnaires).

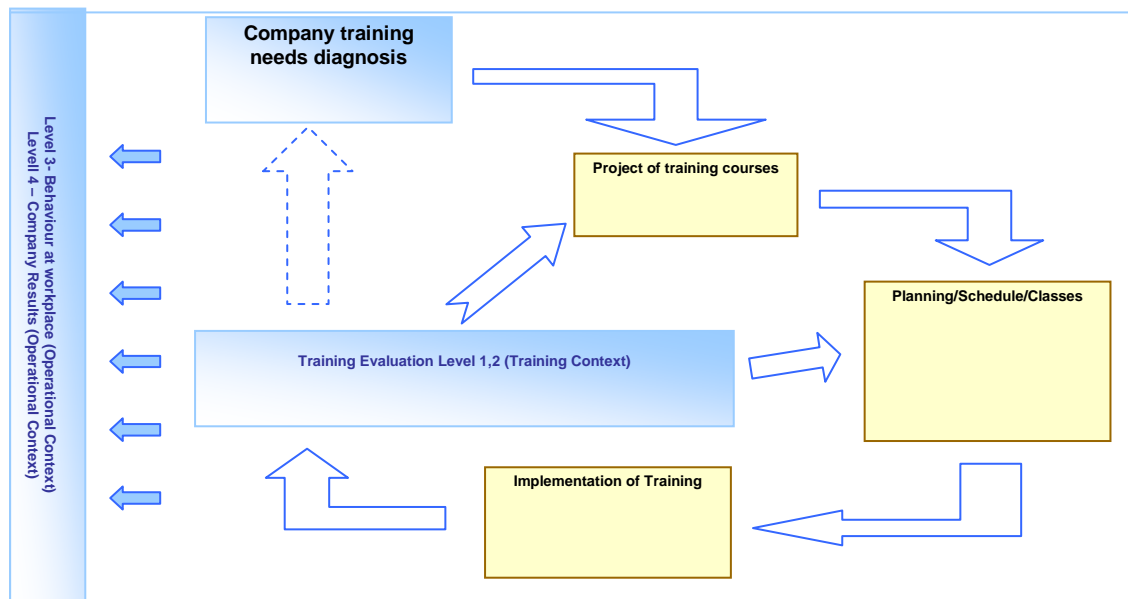
Use the results of analysis to improve the General model of CENFIM.

2. When did we apply the ROI Methodology?

We will apply the ROI methodology which is part of the ROI – CENFIM GENERAL MODEL:



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ROI – CENFIM GENERAL MODEL has 4 phases:

- 1^a Phase – DIAGNOSIS: Initial data and before training;
- 2^a Phase – FEEDBACK: after training, at the end of training courses;
- 3^a Phase – IMPACT: 3 or 6 months after the training courses or when is appropriated (according the indicators);
- 4^a Phase – ROI CALCULATION: at the end of the process.

What did we apply?

We will apply questionnaires and other support instruments in each phase:

1^a Phase – DIAGNOSYS

For the Organizational and technical characterization of company

Support Instruments:

- *Company characterization report*
- *R.O.I. Model – Indicators/Initial values (costs/return expected)*

For the Training Needs assessment

Support Instruments

- *Training Needs Survey – Sectors and Workers*

2^a Phase – FEEDBACK

Trainees/trainers level of satisfaction

Coordinator validation of training course

Support instruments:

- *Trainer Survey*
- *Trainee survey*
- *Coordinator report*

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(Validate training course)

3^a Phase– IMPACT

Evaluation of results on:

Workplace – Level of “changing in behaviour at workplace”: Knowledge/new skills/etc.

Organization – Results on company
New values of the indicators

Support instruments:

- Impact survey:
 - Trainee
 - Company
- R.O.I. Model – Indicators/Final Values (costs/return)

4^a Phase – ROI CALCULATION

According the results of previous phases we will calculate the profit obtained with the process with the equation: **(Benefits/Costs) x 100 (%)**

3. Which will be the methods or tools?

The Case Study Data will be supported by the methodology and instrument described earlier in this document.

At the end we will analyse the suitability of the ROI-CENFIM GENERAL MODEL and due the improvements needed.

4. What will be the expected results?

The expected results are:

- The application of this process in the business case is appropriate;
- The instruments and the model are suitable to be applied in any company with good results.

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