









Training – Loss of Investment

Why not determine a comprehensive ROI? Calculating ROI is rather simple. It is, after all, the net annual benefit (savings) divided by the net costs. However, the challenge is in the details. Measuring training ROI should involve isolating the impact of training in dollar terms. This should include both hard and soft impacts. Hard effects could be measured as productivity (output), quality (reduced rejects or rework), material costs (reduced waste), time for production (hours), equipment availability (less equipment failure), sales per customer, number of complaints, employee retention, etc. Soft effects could be measured as employee satisfaction, teamwork, communication, etc.

Knowing or calculating the cost of training is the second part of the equation and perhaps not as difficult. These costs would include training development and trainer time (internal or external), employee wages (including benefits) for the training duration, associated loss of production (potential revenue), materials, equipment and facilities, administration, and possible travel costs.

Even if an organization does not get down to this level of detail, but uses a simple standard format for calculating training ROI and this starts appearing on the financial statements, it will get the due attention and respect it deserves. Training will no longer be just an 'activity' or 'a cost' to be cut at every opportunity. It will be a valuable investment.

What does your training generate? *ROI or LOI?*

Akhilesh's website is <http://www.pivotmc.com> or you can E-mail him at gulati@pivotmc.com

Networking for Quality Professionals

Have you visited any of the other ASQ sections' websites? The local sections share many of their resources, etc. So if you see anything you are interested in, tell one of your board members. They will inquire to see if we can bring it to section 702.

ASQ Orange Section www.asqorangeempire.org

ASQ Los Angeles Section www.asqla.org

ASQ Inland Empire Section www.asq711.org

ASQ Temecula Valley Section www.asqtemecula.org

ASQ San Fernando Valley Section www.asqsfv.org

Educational and Professional Developments

For many ASQ members, and even ASQ leaders, the organization structure of our professional society can be a little confusing. I'd like to take the opportunity, in this Regional Brief, to clarify this point.

ASQ is a professional society of over 90,000 members. It is one of the largest not-for-profit professional societies. To run the "business end" of ASQ, there is a very small staff of folks that sit in Milwaukee, Wisconsin, our corporate headquarters. The primary responsibilities of this small staff is to handle the money, ensure that the business is run smoothly, maintain the infrastructure, and make sure all the records are kept. They do not lead programs or offer member services...that is done by us, the member leaders of the society. In ASQ, much of the value to members is delivered by other members!

The two primary organizational units of these member leaders is the "Section Affairs Council", or SAC, and the "Division Affairs Council", or DAC. Again, these units are filled with member leaders...not paid staff. SAC is responsible for the management of the 255 geographic sections of the society, and DAC is responsible for the 25 divisions of interest. As Regional Director for Region 7, I am a member of SAC. Our Region is one of 15, and we have 14 Sections in our Region. Our Region has about 6,000 members. For each of these Sections, there is an Executive Committee, of member leaders, who volunteer their time and energy to ensure that the members of that Section, or local geographic area are served. You are receiving this brief from your Section leadership.

In summary, as a full member, you are a Section member, your Section is part of a Region, which is part of the Section Affairs Council. This Council is filled with member leaders who are responsible to deliver value to you. This service is delivered by member leaders, who volunteer their time to manage the society. This ensures that almost all of the membership fees you pay, are returned right back to you in value. But it also means that the society is only as good as the members volunteering to provide value and leadership. ASQ is a respected professional society because of the hard work and dedication of your member leaders, and we thank them for their service.

Holly Duckworth
ASQ Region 7, Director

Thank you to everyone who contributed to this newsletter.

To all 702 MEMBERS, tells us what you liked and didn't like about this newsletter. The goal is to make a newsletter that has value to YOU.

Send your feedback or material for inclusion in the newsletter to:
chair@asq702.org