

Spring into Spring!

Another hard winter! Living in Southern California is both a treat and a privilege. No one can deny how truly blessed we are to have truly mild winters that look more like autumn or spring to most of the country.

Due to family issues, we found ourselves traveling to the Midwest during one of the toughest winters in decades. How did we fare? Not great! Is it possible that our bodies did not know what hit them? We have a new appreciation of the wonderful weather we had taken for granted.

To our friends, colleagues, clients and family who have survived the winter of 2014-2015, we salute you. We wish you the best as you spring into spring.

Peace
Erica and Harold

Evaluation of Training

By Harold D. Stolovitch and Erica J. Keeps

We always seem to have time and resources to create new training programs, but seldom quite enough to verify whether or not they worked. What follows is a brief piece on key basics of evaluation. Embedded is a strong message about the value of building into your training development budgets and timelines evaluation practices that inform you and management about the quality and impact of your training efforts.

True learning and performance professionals focus on ensuring that any training they produce is developed according to principles that science and best practice have demonstrated to be effective within the workplace setting. As importantly, they also apply rigorous evaluation processes and standards, taking into account what is feasible to verify that their training is sound and can demonstrate quality and effectiveness. What exactly does "rigorous evaluation processes" mean? To continue reading to find out, visit http://www.hsa-lps.com/E_News/ENews_Apr15/Evaluation_of_Training.pdf.

Oldie but Goodie

By Harold D. Stolovitch

Calculating The Return on Investment in Training: A Critical Analysis and a Case Study

It's been a number of years since Jean Gabriel Maurice and I wrote and published this article on Return on Investment in learning and performance (1998). Since then, it has been cited numerous times. I still remember the project well. What excites me, even today, was the dramatic impact our interventions

had in transforming a poorly performing initiative into one that over a few years time brought in huge revenue returns to the banking client. I hope you enjoy reading the article as much as I did in re-reading it the article and reminiscing about what was a personally rewarding performance improvement adventure.

"I need a training program on..." is a frequent reflexive mantra that issues forth when organizations experience significant change or seek improved performance.

"We have to adapt to new systems."

"Our sales must improve."

"Customer service is inadequate."

"We need greater productivity from our workers."

These statements and other similar ones often result in hasty decisions to train. Before long, curriculum committees form; training managers, instructional designers and subject-matter experts embroil themselves in discussions about media; instructors gear up for the delivery of a new training blitz.

It is all very exciting... and expensive. It is also vastly time and resource consuming. What makes it bearable, however, is the comforting thought that "we are doing the right thing for our people." We are investing in our most important asset. The activity and expense is contributing to the career development of our human resources. We are increasing our human capital assets. Best of all, we are building our organization's competencies. To continue reading, visit http://www.hsa-lps.com/E_News/ENews_Apr15/ROI.pdf.

About Us

At HSA LEARNING & PERFORMANCE SOLUTIONS LLC, we've seen a lot over the years. We know the business of learning. We know the role human performance plays in business success. We know how to uncover and address needs, then create appropriate solutions. We pride ourselves on helping organizations achieve high levels of performance - and success. HSA is a leader in workplace learning and performance improvement. Our proven learning and performance solutions have helped maximize employee performance at dozens of organizations throughout the world. Our principals, Harold D. Stolovitch and Erica J. Keeps, share a common passion - developing people. Together they have devoted a combined total of over 80 years to make workplace learning and performance both enjoyable and effective. Their dedication to improving workplace learning and performance is reflected in the workshops they run

internationally on training delivery, instructional design and performance consulting. Together, they are co-editors of the first two editions of the Handbook of Human Performance Technology and co-authors of the best-selling, award-winning series of books *Telling Ain't Training - Updated, Expanded and Enhanced*, *Training Ain't Performance*, *Beyond Telling Ain't Training Fieldbook* and *Beyond Training Ain't Performance Fieldbook* published by ASTD Press. They are also co-authors of the Wiley/Pfeiffer Learning & Performance Toolkit Series. To learn more, visit www.hsa-lps.com.