

# Where Training Resources Should be Allocated

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# Where training resources should be allocated

Programs that offer greatest value at lowest costs.



Key questions:

- How to determine the value?
- When should value be determined?

# Where training resources should be allocated

## ■ How to determine training value?

Value is derived from soldiers' ability to effectively apply the skills and competencies needed to support mission success.



# Where training resources should be allocated

## ■ When should value be determined?

**Typically:** During the post-implementation, evaluation and validation phase (i.e., after training has been delivered).

**Proposed:** During the up-front planning phase i.e., before training has been delivered.



# Where training resources should be allocated

## ■ What are we proposing?

Six strategies to help you determine training effectiveness during the up-front planning stage.



**Strategies to  
increase value &  
decrease costs**

**1**

**Align Training  
with Organization Goals**  
Which problems are we  
trying to resolve?

**2**

**Improve Human  
Performance**  
How much of the problem is  
resolved by training?

**3**

**Reduce Time to  
Competency**  
How fast can the  
problem be resolved?

**4**

**Select Right Blend of  
Delivery Options**  
What is the best way to  
deliver the training?

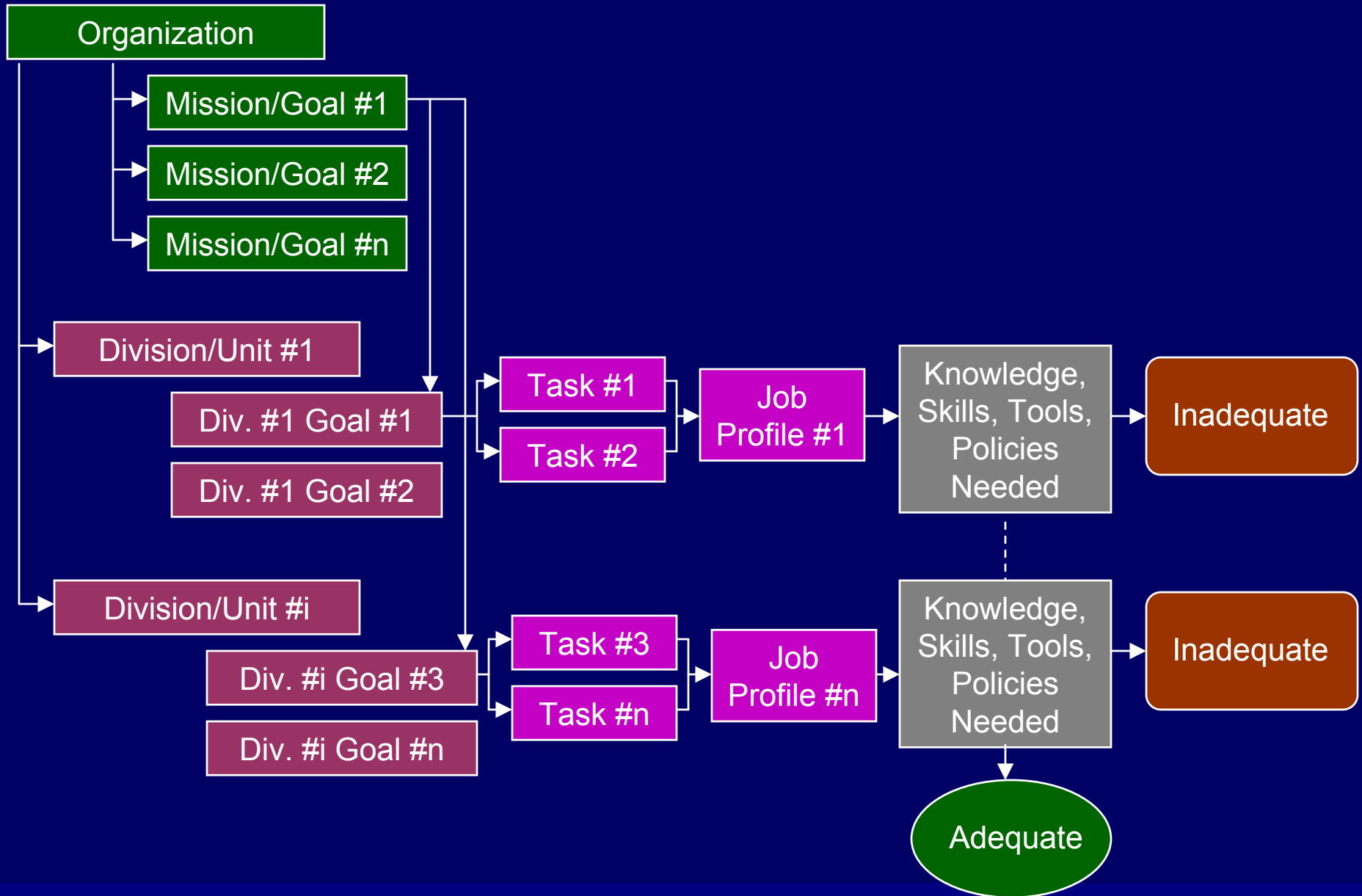
**5**

**Consider Internal Versus  
External Options**  
What is the fastest and most  
economical alternative?

**6**

**Manage Training  
Budgets & Resources**  
Are we making the most  
out of resources?

# 1. Align Training with Organizational Goals



# 1. Align Training with Organizational Goals

## Forecast Training Impact & ROI

**Parameters:** Training Division: Army Training Division  
 Year: 2006  
 Including Subdivisions: yes  
 Search Criterion:

**Prepared by:** Jay Bahlis

**Date:** September 12, 2005

### Courses ROI

ROI between 0 and 20%

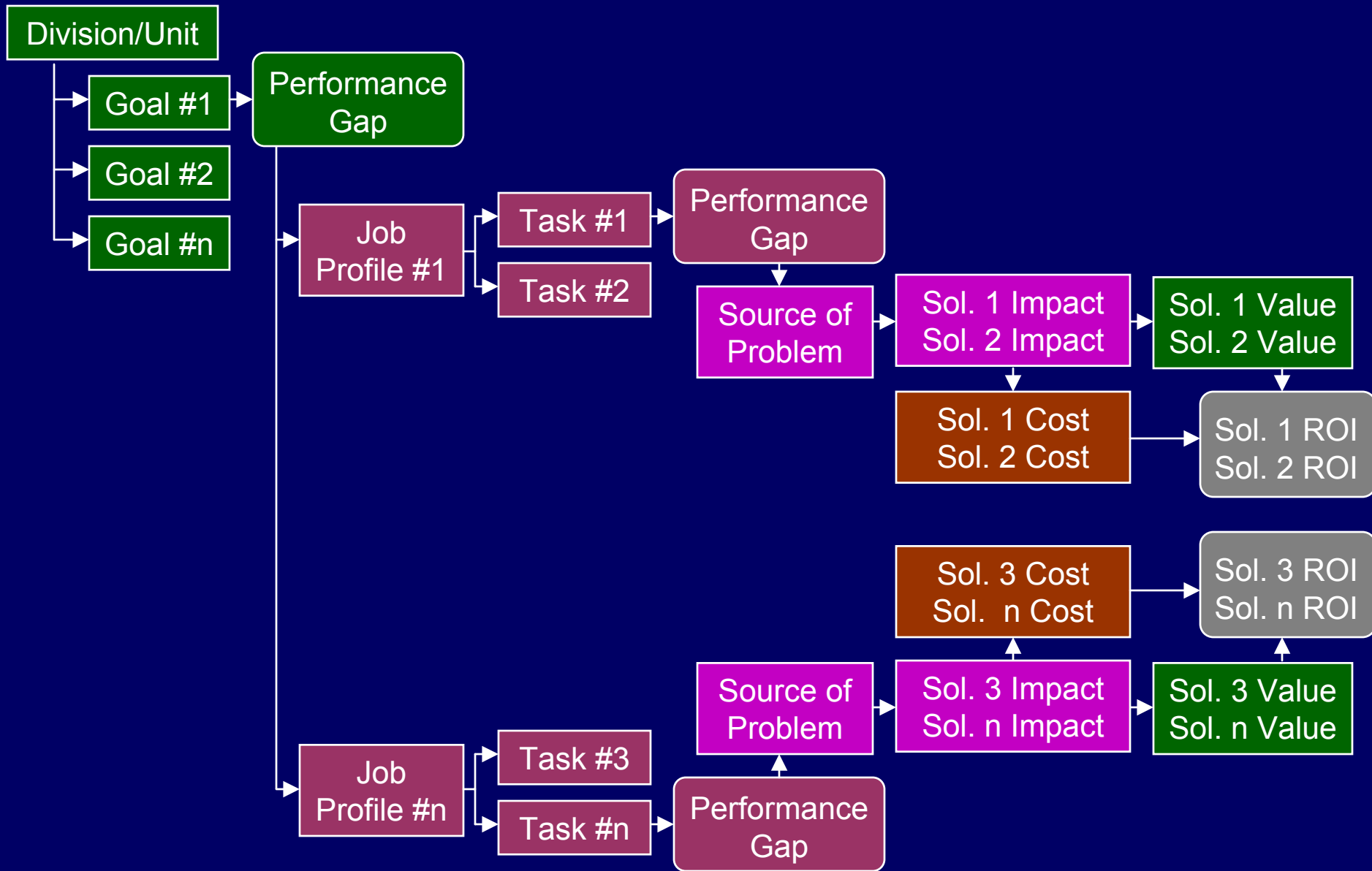


ROI greater than 20%	90.9%
ROI between 0 and 20%	9.1%
Total:	100%

Task	Job Profile	Mission	Client Division
<b>Army: Destroy Hostile Missiles (ROI = 122.81%)</b>			
Destroy hostile missiles	Radar Operators	Intercept 99% of hostile missile lau	Ground Missile Unit
<b>Army: Detect Hostile Missiles (ROI = 141.90%)</b>			
Detect hostile missiles	Radar Operators	Intercept 99% of hostile missile lau	Ground Missile Unit
<b>Army: Lock on Hositle Missiles (ROI = 36.16%)</b>			
Lock on hostile missiles	Radar Operators	Intercept 99% of hostile missile lau	Ground Missile Unit

\* Course Title Dimmed = incomplete

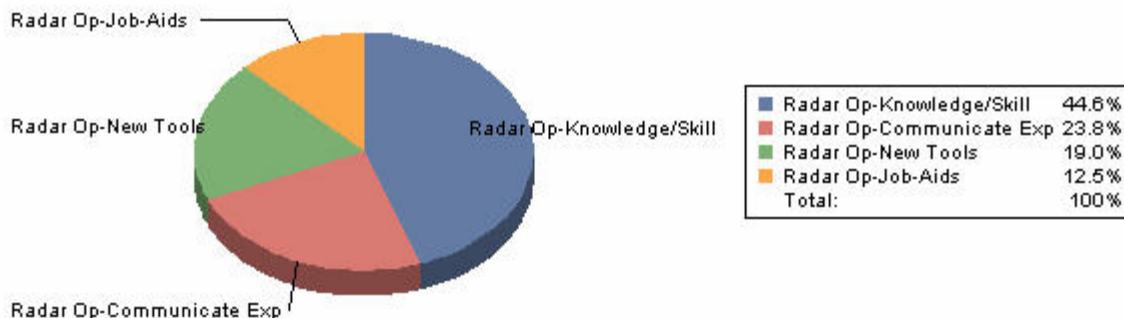
# 2. Improve Human Performance



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## Solutions

For Ground Missile Unit



Division: Ground Missile Unit

Job Profile	Task	Recommended Solutions	Solution Impact on Goal
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Mission: Intercept 99% of hostile missile launches

Radar Operators	Detect hostile missiles	Job-Aids	12.50%
		Knowledge/Skills Training	20.83%

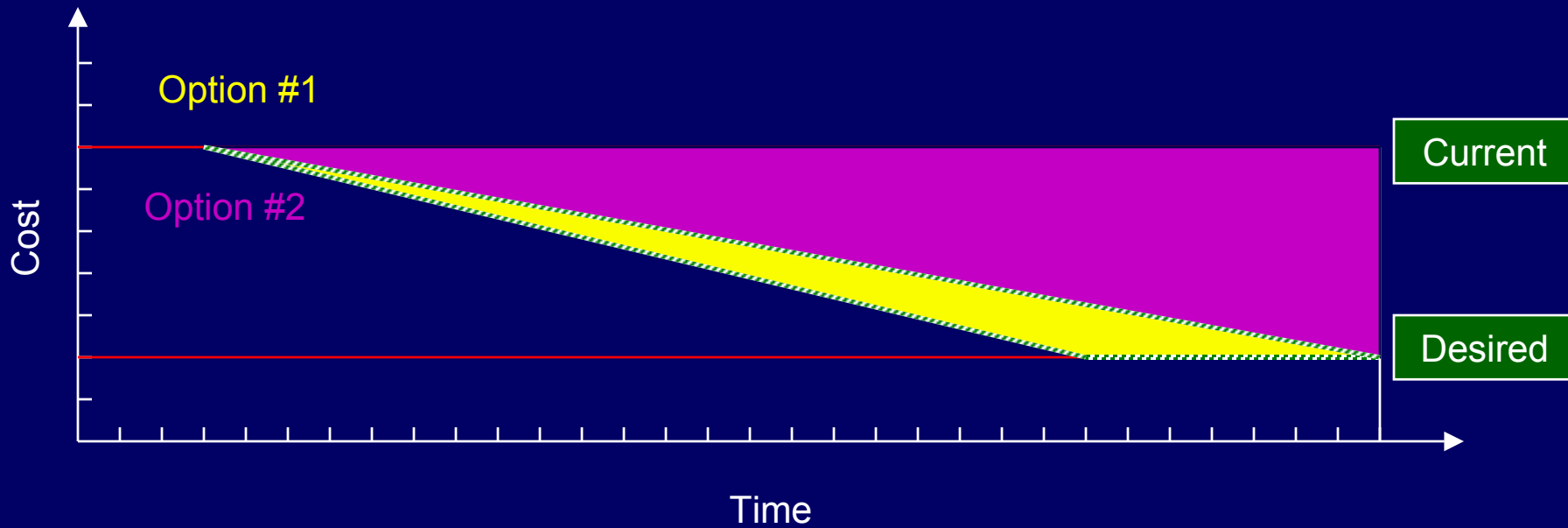
Solution / Course	Knowledge/Skills Training			20.83%
	Total Cost	Impact	Benefit	ROI
Army: Detect Hostile Missiles	\$128,679	\$1,041,665	\$912,986	141.90%

\* Solution / Course Title Dimmed = incomplete

# 3. Reduce Time to Competency

Current Skills/Competencies

Desired Skills/Competencies



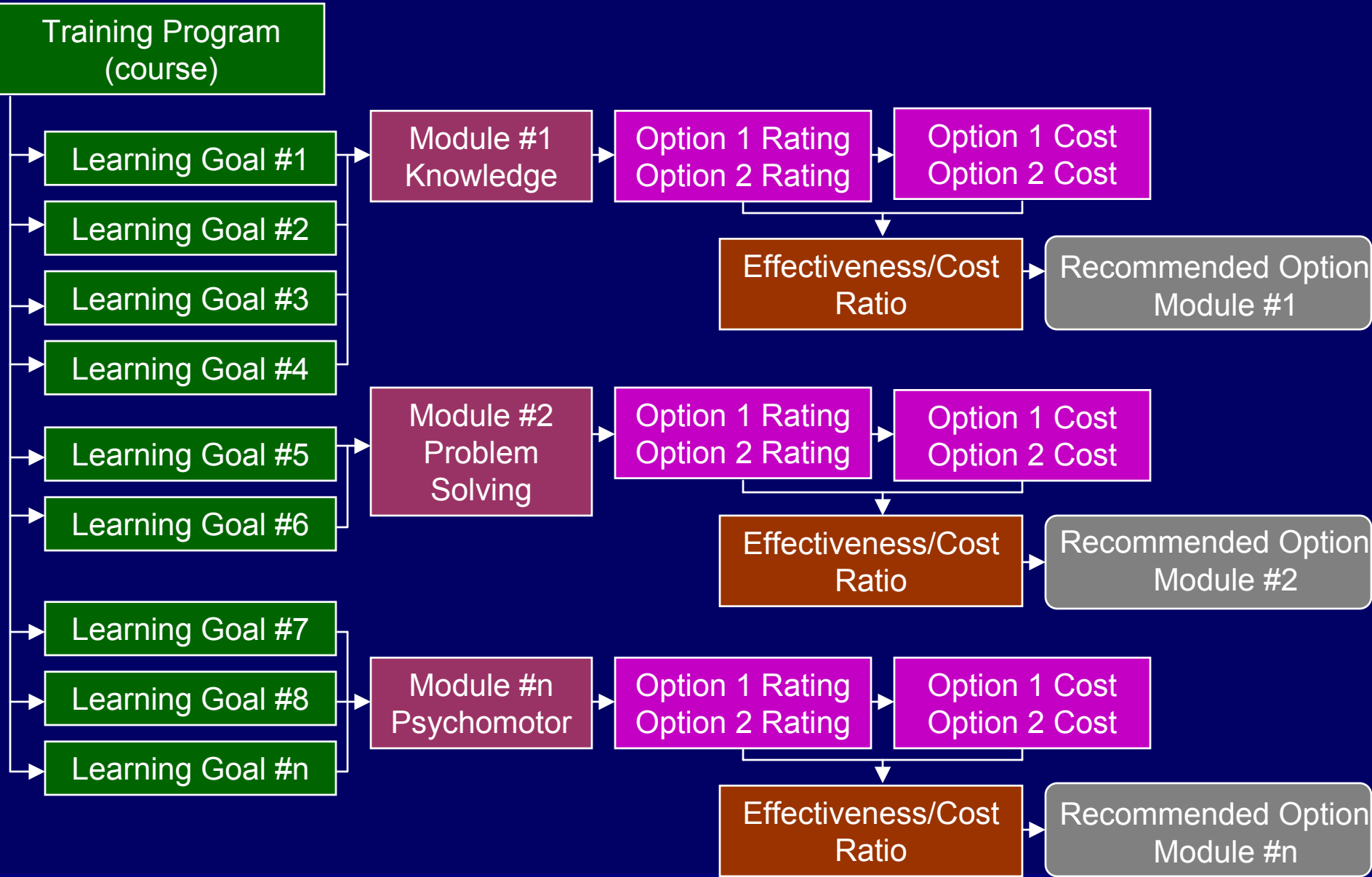
### 3. Reduce Time to Competency

#### Canadian Coast Guard

- Cross training of 700 employees (Marine Traffic Regulators and Radio Operators)
- Primary Objective: reduce 200 positions
- Average annual salary/benefits/overhead \$100 K
- How much savings can be generated by reducing time to competency by 1 year?

\$20 M (200 positions x \$100 K)

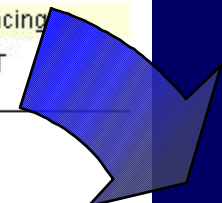
# 4. Select Right Blend of Delivery Options



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## Analyst Recommendations [over life of course]

Course Title	Direct Costs	Indirect Costs	Total Cost	Total Cost(PV)	Delivery Options
Army: Destroy Hostile Missiles	\$18,497	\$48,191	\$66,688	\$66,687	Video Conferencing
Army: Detect Hostile Missiles	\$33,994	\$94,685	\$128,679	\$128,679	Video Conferencing
Army: Lock on Hositle Missiles	\$68,559	\$185,811	\$254,370	\$254,371	Multimedia CBT
<b>Total:</b>	<b>\$121,050</b>	<b>\$328,687</b>	<b>\$449,737</b>	<b>\$449,737</b>	



## Current Delivery [over life of course]

Course Title
Army: Destroy Hostile Missiles
Army: Detect Hostile Missiles
Army: Lock on Hositle Missiles

**Total:**

## Potential Savings [over life of course]

Course Title
Army: Destroy Hostile Missiles
Army: Detect Hostile Missiles
Army: Lock on Hositle Missiles

**Total:**



## 4. Select Right Blend of Delivery Options

### Canadian Forces College

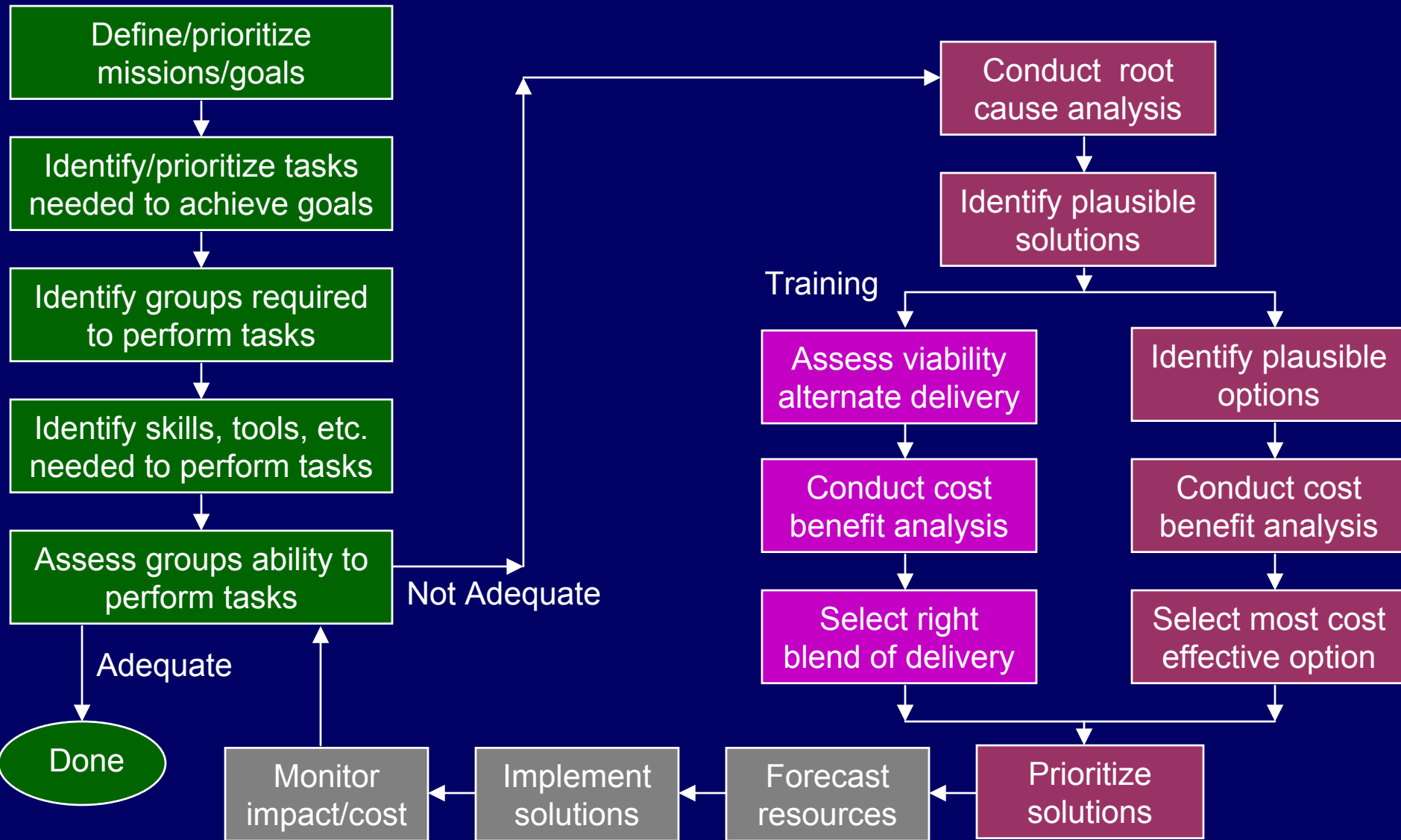
- Command & Staff Course to 390 officers
- 9 month training program
- How much savings can be generated by using a blend of delivery options?

\$22 M upfront investment

\$ 6 M recurring costs

30% reduction in staff

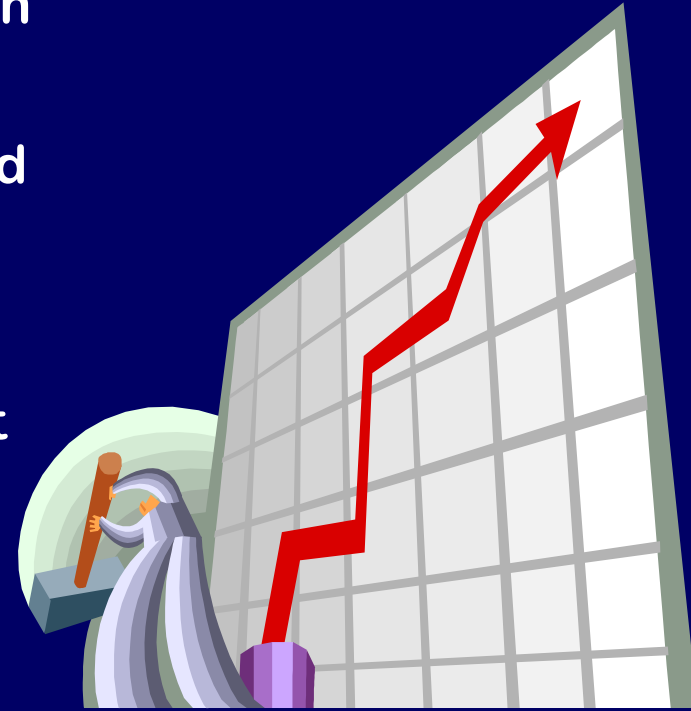
# A Four-Phase Approach



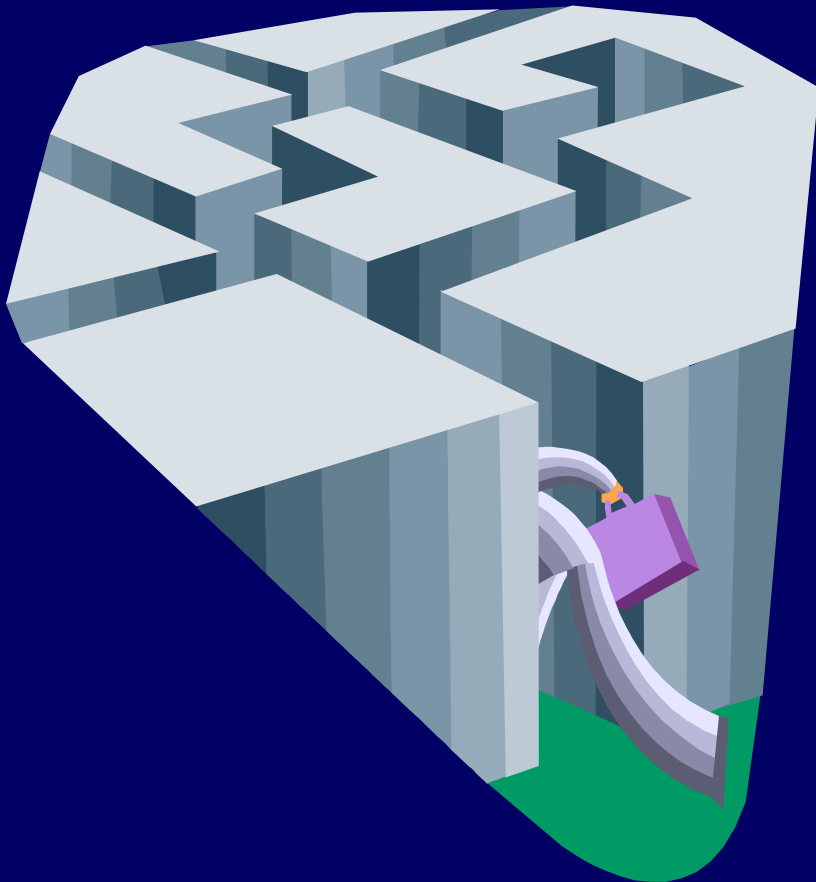
# Conclusions

Approach address critical issues that drain 90% of training budgets/resources.

- Focus on solutions that resolve identified performance deficiencies.
- Focus on most important initiatives.
- Provide the right information to the right individuals at the right time.
- Capitalize on strength of alternate delivery options.
- Identify/Replicate high performance programs.
- Consider multiple what if scenarios.



# Questions?



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