

ARE YOU READY?



BELOW IS A LIST OF CRITICAL ELEMENTS TO EFFECTIVELY MEASURING THE RETURN ON INVESTMENT (ROI) OF YOUR MENTORING PROGRAM

While it is not essential to have every element in place, it is valuable to know what is readily available. For those elements not in place, you should consider whether or not you want to put something in place to capture this data in the future. Evaluation processes often become more sophisticated as programs mature. Additionally, the more effective your measurement process is, the more compelling your success story will be.

ELEMENTS	DATA READILY AVAILABLE?		IF NOT, SHOULD IT BE CAPTURED IN THE FUTURE?	
	Y	N	Y	N
RETENTION				
Employee Turnover Data	Y	N	Y	N
Involuntary vs Voluntary	Y	N	Y	N
Performance (low, average, high)	Y	N	Y	N
Salary Data (base salary plus perks)	Y	N	Y	N
Engagement (low, average, high)	Y	N	Y	N
ENGAGEMENT				
Engagement Survey Data	Y	N	Y	N
Engagement Level (low, average, high)	Y	N	Y	N
Correlation Between Engagement and Organizational Bottom Line (increased sales, faster product development, reduction in accidents, etc.)	Y	N	Y	N
ADVANCEMENT				
Employee Career Data	Y	N	Y	N
Employee Movement (lateral and grade changes)	Y	N	Y	N
Employee Salary History (should include performance bonuses and other perks)	Y	N	Y	N
Recruitment (fees for recruitment agency or executive search firms)	Y	N	Y	N
PROGRAM COSTS				
Program Design and Execution	Y	N	Y	N
External Experts (consultants)	Y	N	Y	N
Training Costs (materials, facilities, travel, food and beverage, etc)	Y	N	Y	N
Lost Productivity or Backfill Costs (for time spent in training)	Y	N	Y	N
Program Management	Y	N	Y	N
Administration (salaries and equipment)	Y	N	Y	N
Third Party Online Systems (implementation fees and annual costs)	Y	N	Y	N
BEHAVIOR CHANGE / LEARNING				
Program Evaluation Data	Y	N	Y	N
Reaction (enjoyment – affects program reputation)	Y	N	Y	N
Learning (affects program value)	Y	N	Y	N
Behavior (affects individual and, by extension, organizational performance)	Y	N	Y	N
Results (affects organizational bottom line)	Y	N	Y	N