

Business Value Assessment Toolkit

An innovative set of tools from the Workforce Strategies Initiative (WSI) can help you assess various ways your workforce development services create value for your business customers. Developed for practitioners by a practitioner-business partner working group, the Business Value Assessment (BVA) Toolkit can be used for:

- Workforce service development and planning
- Learning about outcomes in the workplace
- Program staff development
- Marketing
- Informing fee-for-service efforts
- Improving communication with your business customers

The BVA Toolkit, including a Handbook, an automated Excel Workbook for tracking business value outcomes, and Assessment Planning Worksheets, is available for free download at:

www.aspenwsi.org/BVAtoolkit.asp

What Can Be Learned from a Business Value Assessment?

Most businesses are eager to explore the link between training programs and such important business concerns as retention, efficiency and quality. But finding the right tools to learn more about this link has long been a challenge. Our development team, drawn from the manufacturing and health industries, found that using the BVA methodology and tools allowed them to measure results in such areas as:

Retention: A manufacturer found that employees hired after receiving skills training and placement services were twice as likely to remain with the company – resulting in significant reductions in turnover and its associated costs.

Soft Skills & Retention: Health care employees in career preparation courses were more likely to show flexibility, problem-solving and confidence than were employees who did not attend training. Supervisors attributed a noticeable reduction in demands on their time to employees' participation in training. Turnover and related costs were also reduced.

Efficiency: A manufacturer learned that machine programming skills training for incumbent workers was linked to an increase in the amount of time workers spent in directly productive activities, a reduction in time spent on re-work, and an overall increase in efficiency.

“ ... By using the Business Value Assessment, we were able to measure significant improvements in quality, efficiency and retention.”

– Mike Hipsher, Director of Manufacturing Operations, TEAM Industries, Inc., Cambridge, Minn.

“...The Business Value Assessment can help prove that training is a value-added endeavor that can contribute to the bottom-line on an ongoing basis.”

– Mary Jane Ryan, Radiology Sourcing Specialist, Partners HealthCare, Boston, Mass.

BVA Development Partners

Business Customers of Sector Programs

- Barber Foods, Portland, Maine
- Children's Hospital Boston, Boston, Mass.
- Curtiss-Wright Electro-Mechanical Corporation, Cheswick, Pa.
- Dudek & Bock Spring Manufacturing Co., Chicago, Ill.
- Home Care Associates, Philadelphia, Pa.
- Lamb Weston-RDO, Park Rapids, Minn.
- Partners HealthCare Radiology Departments, Boston, Mass. (Brigham and Women's, Faulkner, Massachusetts General, and Newton-Wellesley hospitals; North Shore Medical Centers/Salem and Union)
- S&C Electric Co., Chicago, Ill.
- Superbolt, Inc., Carnegie, Pa.
- TEAM Industries, Inc., Cambridge, Minn. and Bagley, Minn.
- Tucson Medical Center HealthCare, Tucson, Ariz.
- UCSF Medical Center, San Francisco, Calif.

Sector Programs/Training Providers

- Boston Private Industry Council, Boston, Mass.
- Boston Health Care and Research Training Institute, Boston, Mass.
- Jane Addams Resource Corporation, Chicago, Ill.
- Jewish Vocational Services, San Francisco, Calif.
- New Century Careers, Pittsburgh, Pa.
- Paraprofessional Healthcare Institute, South Bronx, N.Y.
- Teamworks, Inc., Park Rapids, Minn.
- Tucson Medical Center University, Tucson, Ariz.
- University of Southern Maine Pathways to Higher Education Program, Portland, Maine

The Workforce Strategies Initiative is a project of the Economic Opportunities Program at the Aspen Institute. Through applied research, facilitated dialogue, and dissemination of findings and new ideas, WSI identifies and advances strategies that help low-income Americans gain ground in today's labor market.

WSI works primarily with [sectoral workforce projects](#), which typically:

- Target a specific industry.
- Act as a strategic partner with deep knowledge of the targeted industry.
- Provide or coordinate training, supportive services and/or business assistance to improve opportunities for low-wage, low-income or unemployed workers in that industry.
- Work to achieve lasting benefits for the workers and the industry.

Development of the BVA Toolkit was funded by grants from the Charles Stewart Mott Foundation and the Ford Foundation.



For more information about WSI and Business Value Assessment visit:
www.aspenwsi.org
or
e-mail: wsi@aspeninstitute.org



Workforce Strategies Initiative
A project of the Aspen Institute

Business Value Assessment Toolkit

“Practical and adaptable are the best ways to describe this aid in conducting a Business Value Assessment of workforce services.”

– Paul Anselmo,
Director, New Century Careers,
Pittsburgh, Pa.

“These tools help the employer and the training provider to determine and measure the desired outcomes of training.”

– Emily Jenkins,
Director, Government and Community
Relations, TMC HealthCare
Tucson, Ariz.



Workforce Strategies Initiative
One Dupont Circle, NW, Suite 700
Washington, DC 20036
202.736.1071 (phone) 202-467-0790 (fax)
www.aspenwsi.org