

KnowledgeAdvisors Case Study

**Effective Measurement Creates
Continuous Improvement**

Case Study at-a Glance

Company:
Breast Cancer Care

Industry:
Not for Profit

KnowledgeAdvisors Solution:

Automated evaluation to maximise limited resources and reduce wasted learning

Who is Breast Cancer Care?

Breast Cancer Care is here for anyone affected by breast cancer. We bring people together, provide information and support, and campaign for improved standards of care. We use our understanding of people's experience of breast cancer and our clinical expertise in everything we do.

Visit www.breastcancercare.org.uk or call our free helpline on 0808 800 6000.

Why Focus on Learning Measurement?

As a charity organisation that provides free services, through generous support from the public, Breast Cancer Care has limited human and financial resources to dedicate to learning and development. In fact, learning and development is managed by only one person. This means that all processes need to be optimised so that time is not wasted on administrative tasks that can be easily automated.

In addition, as many public sector organisations are aware, there is an added responsibility when dealing with public funds. It is vital that every pound dedicated to the training function is used optimally so that the maximum amount of funding is available for providing services.

At Breast Cancer Care there are three main ways that training pounds are optimised:

- Using automated tools to collect and analyse training evaluations
- Using evaluation data to eliminate under-performing resources
- Using evaluation data to improve existing programmes

Streamlined and Automated Measurement

Like many organisations, for many years learning measurement at Breast Cancer Care consisted of paper evaluations at the end of a class. Those results then had to be manually typed into a spreadsheet for analysis, a process that took up to 8 hours per month for data entry. For a "team of one" that is a considerable amount of time and doesn't even include time for analysis and reporting.

While this process provided enough information to know that training was generally well received, there was no consistent insight into the application or impact of training that leaders and stakeholders needed to see. The first step towards creating a measurement practice that met stakeholders' needs was to set up a data collection process that was automated so time could be spent on analysis and communication. To achieve this Breast Cancer Care worked with KnowledgeAdvisors to implement Metrics that Matter and now can:

- Automatically collect post class and on-the-job feedback about training impact with no additional administrative burden.
- Conduct easy analysis of qualitative and quantitative data through automated, online reporting.
- Benchmark results against other non-profit organizations via Metrics that Matter's 500 million data point benchmark database.
- Apply a consistent approach to all learning measurement using KnowledgeAdvisors psychometrically validated learning evaluations.

Measurement technology is not just for big organisations with big budgets. In fact, limited resources make efficient and effective learning measurement even more vital.

“For only four courses I spent about 8 hours a month just on data processing, now I spent about 8 minutes. That time saved is priceless. I now spend more time focusing on the organisation and I work on more strategic level.”

*Alex Dawson
Learning and Development
Manager*

Increase Accountability & Eliminate Underperforming Resources

The measurement process has also had a positive impact within the instructor community. Each instructor has online access to his or her results that are available almost immediately after a class ends. Instructors have expressed how they now feel more in control of their own performance and that having evaluation metrics reviewed on a regular basis encourages self improvement. Also, with easy access to results instructors can make adjustments quickly so content and approaches are more relevant and create a higher impact.

In addition, Breast Cancer Care has a number of vendors that provide the instructors for its programmes. By using data collected in Metrics that Matter, Breast Cancer Care is able to routinely discontinue use of underperforming instructors and vendors leaving only a bank of only the most highly performing and trusted instructors based on comparisons to both internal and external benchmarks available in Metrics that Matter.

Improve Existing Programs

KnowledgeAdvisors research shows that approximately half of learning is wasted. By using KnowledgeAdvisors' validated “Smart Sheet” evaluations, Breast Cancer Care can better understand the barriers to applying learning and other factors that lead to wasted learning. By continuously and consistently monitoring evaluation results, the environmental factors that may be limiting the application of learning can be more quickly identified and addressed rather than waiting for results of more infrequent impact studies or for manual analysis to be done on evaluation data.

Breast Cancer Care can also now communicate with Senior Leadership in a way that was not possible before. Every quarter key stakeholders receive a scorecard that summarizes performance against Key Performance Indicators, major successes, and areas for improvement allowing the organisation to make more objective and strategic decisions about learning.

Future of Measurement at Breast Cancer Care

As learning measurement successes have been shared throughout the organisation other departments have begun to take interest in how they might improve their measurement processes. For example, those responsible for performance appraisals are exploring how Metrics that Matter can help automate the appraisal process and create a big picture snapshot of employee performance. KnowledgeAdvisors and Breast Cancer Care are working closely together on these initiatives to develop a solution that will provide Breast Cancer Care the tools they need to measure and improve all areas of Human Capital.

If you would like to learn more about Human Capital measurement at Breast Cancer Care please contact KnowledgeAdvisors.