

Tool 32-2. Sample ROI Analysis Plan

The figure shows a completed ROI analysis plan for the absenteeism reduction project. This planning document captures information on key items that are necessary to develop the actual ROI calculation. In the first column, significant data items are listed. Although these are usually level 4 data, in some cases this column includes level 3 items. These items will be used in the ROI analysis.

The method used to isolate the project's effects is listed next to each data item in the second column. The method of converting data to monetary values is included in the third column. The cost categories that will be captured for the project are outlined in the next column. Normally, the cost categories will be consistent from one program to another. The intangible benefits expected from the program are outlined in the fifth column. This list is generated from discussions about the program with sponsors and subject matter experts. Communication targets are outlined in the sixth column. Finally, other issues or events that might influence program implementation would be highlighted in the last column. Such typical items would be the capability of participants, the degree of access to data sources, and unique data analysis issues.

The ROI analysis plan, when combined with the data collection plan, provides detailed information for calculating the ROI, illustrating how the process will develop from beginning to end.

ROI Analysis Plan—Metro Transit Authority

Program: _____ Absenteeism Reduction Responsibility: _____ Patti Phillips Date: _____ January 15

Data Items (Usually Level 4)	Methods for Isolating the Effects of the Program/Process	Methods of Converting Data to Monetary Values	Cost Categories	Intangible Benefits	Communication Targets for Final Report	Other Influences/Issues During Application	Comments
1. Absenteeism	1. Trend line analysis and supervisor estimates	1. Wages and benefits and standard values	Screening Process <ul style="list-style-type: none"> • Development • Interviewer preparation • Administration • Materials No-Fault Policy <ul style="list-style-type: none"> • Development • Implementation • Materials 	<ul style="list-style-type: none"> • Sustain employee satisfaction • Improve employee morale • Improve customer satisfaction • Fewer disruptive bottlenecks in transportation grid • Ease of implementation by supervisors 	<ul style="list-style-type: none"> • Senior management • Managers and supervisors • Union representatives • HR staff 	<ul style="list-style-type: none"> • Concern about supervisors' consistent administration • Partner with union representatives on how to communicate results of study to employees 	
2. Employee job satisfaction	2. Supervisor estimates	N/A					
3. Bus schedule delays (influence on customer satisfaction)	3. Management estimates	N/A					