

How one LEAP Action Learning project saved 4.8 million US\$

In 2016-2017, the United States Department of Justice (DOJ) launched six action learning teams in its Leadership Excellence and Achievement Program (LEAP). Projects ranged from improvements to hiring processes to streamlining mandatory training for attorneys, to developing agency-wide professional development programs. The six teams were led by trained Action Learning coaches using the WIAL method of action learning, along with an innovative return on investment (ROI) strategy to demonstrate the value of the breakthrough strategies for the organizations within DOJ. Projects concluded in July 2017 with each team providing final reports to their agency executive sponsor as well as learning briefings for the DOJ Chief Human Capital Officer. Three participants from the current class will be trained for the 2017-2018 LEAP cohort as action learning coaches leading the learning for additional challenges and opportunities presented by DOJ agencies. In the example below, the action learning team assigned to the Office of the Deputy Attorney General of the United States (ODAG) produced innovative changes in the mandatory training curriculum to streamline and reduce the number of hours attorneys needed to spend completing mandated training. This opened up time and resources to be spent on critical case work in the mission of the DOJ to protect its citizens and enforce the laws of the United States.

In January 2017, a Department of Justice (Department) Leadership Excellence and Achievement Program (LEAP) team was assigned to address the December 29, 2016 Deputy Attorney General Memorandum (DAG memo) regarding Streamlining and Consolidating Mandatory Annual Trainings for the Department's Litigating and Prosecuting Components. The LEAP team consulted with training professionals across the Department to determine the existing mandatory training requirements, areas in need of streamlining, and other factors that may contribute to the goals of providing efficient and effective training to employees. The team also studied the effectiveness of "knowledge checks" and advised the Office of the Deputy Attorney General (ODAG) and the Justice Management Division (JMD) that incorporating knowledge checks would not be consistent with the directive of the DAG memo. ODAG approved this recommendation.

By consolidating overlapping topics and providing "read-and-certify" alternatives, while ensuring all statutory and regulatory requirements are met with approval from program owners, the LEAP team has:

- streamlined **nine** courses down to **six** (including Cybersecurity Awareness Training, which was streamlined by the program owner)

· produced an overall **time savings** for the litigating and prosecuting components of **69 percent** or **9.5 hours** over the first two years (down from 13.75 hours to 4.25 hours)

In addition, the team employed a Return on Investment (ROI) methodology¹. The methodology demonstrates a cost-benefit calculation of \$4.8 million, a 137 percent ROI, that can be re- allocated to work that supports the mission of the Department after taking into account development, analysis, and employee training costs.

ROI Calculation Streamline 9 Courses	
Return on Investment for Streamlining 9 Mandatory Training Courses, Two-Year Cycle	
Cost for Current Mandatory Training, 9 courses (Total training hours x average hourly rate) 152,898.75 x \$54.26	\$8,296,286.18
Cost for Recommended Streamlining of Mandatory Training 6 courses Streamlined to Read and Certify format (Total training hours x average hourly rate) 61,281.25 x \$54.26	\$3,325,120.63
Action Learning Team Analysis Costs Salaries (Average Salary x No. of Hours on Project) \$50 x 850	\$42,500.00
Development Costs Salaries (No. of People x Avg. Salary x No. of Hours on Project) ¹ 2 x \$75 x (220 x 4.25)	\$140,250.00
Total Cost Savings - Benefit	\$4,788,415.55
ROI Calculation % = $\frac{\text{Benefit}}{\text{Costs}} \times 100 = \%$	137%
Costs	
<u>\$4,788,415.55</u>	
\$3,507,870.63	
Percentage of time to reallocate for work that supports the mission: 137%	

¹ Assumes that it would take two training designers an average of 220 hours to create one hour of standard e-learning, which includes presentation, test questions and 20% interactivity (Chapman, Bryan, *PowerPoint to e-Learning Development Tools: Comparative Analysis of 20 Leading Systems*. Sunnyvale, CA: Brandon Hall Research (2006), p. 20).

Table 1 captures specific courses the LEAP team evaluated, and data regarding the current delivery format and duration for first and second year, recommended streamlining, target year for implementation, and program owner.

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¹ The ROI methodology measures the costs of planning, data collection, data analysis, and calculating the ROI against the tangible benefits. The ROI observes a tangible result of time saved to be re-appropriated back to the mission. This time is converted to a monetary value. The \$4.8 million cost benefit is calculated by subtracting the costs of streamlining the mandatory training and the time to complete the streamlined courses from the costs of the current mandatory training. Costs include the average salary of employees who take the training as well as streamlining costs such as the salaries of the LEAP team members and course development costs. The ROI percentage is based on the benefit (cost savings) divided by the total cost.