

Q&A

How can I justify attending a training class when budgets are constrained?

Many travel and training budgets are extremely limited, if available at all due to the economic downturn. How can I justify attending a training event in such a climate?

Training represents an investment, and like any investment a request to attend an event should be accompanied by a quantification of how its effect can positively impact the enterprise bottom line. The justification should be made prior to attending using tangible benefits that exchange time lost from work and expense incurred, for time saved by using the newly acquired knowledge. Where possible the knowledge should also be used immediately upon your return for at least one performance improvement.

UNDERSTANDING THE EXPENSE	
Registration fee:	
Materials:	
Flight:	
Excess baggage fees:	
Transportation - Airport to Hotel:	
Lodging:	
Taxis and incidentals:	
Meals:	
Transportation - Hotel to Airport:	
Mileage:	
Parking:	
Travel time cost:	
Work time cost:	
Other costs:	
TOTAL EXPENSE:	
Percent return on investment:	
Target number of hours to save:	

- Notes:
- ♦ Verify minimum required ROI percent with your finance representative
 - ♦ Target number of hours is calculated by multiplying 'Total Expense' % ROI and dividing by hourly travel and work rate, for example \$100/hour

UNDERSTANDING THE BENEFIT	
Hours saved by reduced effort or rework of project activities:	
Consulting hours avoided:	
Training hours avoided:	
Project hours avoided:	
Average hourly weight:	
TOTAL BENEFIT OF HOURS AVOIDED:	
OTHER BENEFIT	
Tool costs avoided:	
Benefit realized from initial performance improvement:	
Weighted additional benefit for accelerated delivery:	
TOTAL OTHER BENEFIT:	
TOTAL BENEFIT:	

- Notes:
- ♦ All hours are for first year of use only.
 - ♦ Complete hours avoided from information provided by education provider for class attending and create a supporting benefit statement for each line item that relates the savings to a proposed or existing project initiative/issue. pay particular attention to time saved to successfully develop an artifact
 - ♦ Add an 'average hourly weight' used by your organization, for example \$100/hour, inclusive of all burden (obtain from finance representative)
 - ♦ Project hours avoided represent effort spent on development of artifacts or elements now deemed either unnecessary or non-critical in first year
 - ♦ Add actual agreed benefit amount from first Lean statement, optionally add a percent factor for faster than anticipated delivery