

Annual Learning Report

L&D Basics. A basic overview of L&D activities in your company. *Which fundamental L&D activities are reported on?*

- Budgeted versus spent money on L&D
- Hours spent on training
- Programs delivered
- % of active learners
- % of certified employees
- Training cost per employee
- Ratio of L&D budget compared HR budget



L&D Efficiency. Besides basic L&D contributions, it shows how efficiently L&D has performed. *Has input been optimally used, to generate maximum output?*

- Time-to-competence
- Time-to-learn
- L&D cost per training hour
- Attendance rate – no show
- Venue occupancy rate

L&D costs. Key expenses of learning & development.

- Venue costs
- Travel costs
- Participant time away from business



Digital learning. Specifically for organizations involved in digital learning, an indication on the progression of digital learning offer. *How well advanced is digital learning inside the company and is it paying off?*

- % Digital learning
- % L&D hours trained routed via LMS
- Digital learning impact:
 - % employees with access to digital content
 - % employees who started digital content
 - % employees who completed digital content
- Digital learning cost avoidance:
 - Venue costs reduced
 - Travel costs reduced
 - Participant time away from business reduced



L&D operations & achievements. An overview with quantitative indicators and qualitative descriptions. *How does the L&D department run her business?*

Quantitative indicators. Measures on the L&D department.

- L&D headcount
- L&D headcount per employee
- L&D staff utilization
- New programs launched
- Financials externally generated
- Vendors and external contracts
- Operational excellence

Qualitative descriptions. An illustration on how L&D does business.

- Training delivery mix
- Marketing and communication channels



L&D effectiveness. Indicators on the impact of L&D initiatives. *To what extent have L&D initiatives impacted employee performance and business goals?*

General overview

- Employees skill and competency level:
 - Increased performance in role
 - Upskill of underperformers
 - Overall skill enhancements
- % employees with the right skill level
- Learners' individual perception on performance
- Employee engagement
- Learners' satisfaction with learning offer



New employees. Indicators specifically for new joiners. *How successful are your induction programs?*

- Induction programs within the company
- New-hire performance after 12 months
- New-hire performance gaps
- New-hire job satisfaction
- New-hire failures within 12 months



Talent and high potentials. Indicators specifically for talent development in your organization. *How is talent growing inside your company?*

- High-potential programs within the company
- Promotion of High potentials
- Retention of High potentials
- Successor pool growth rate



Leadership. Indicators specifically for leadership development in your organization. *Is your leadership development impactful?*

- Leadership programs within the company
- Promotion of leadership
- Upskill underperforming leaders
- Leadership turnover

