

Benchmark Your Organization's Learning Measurement Approach

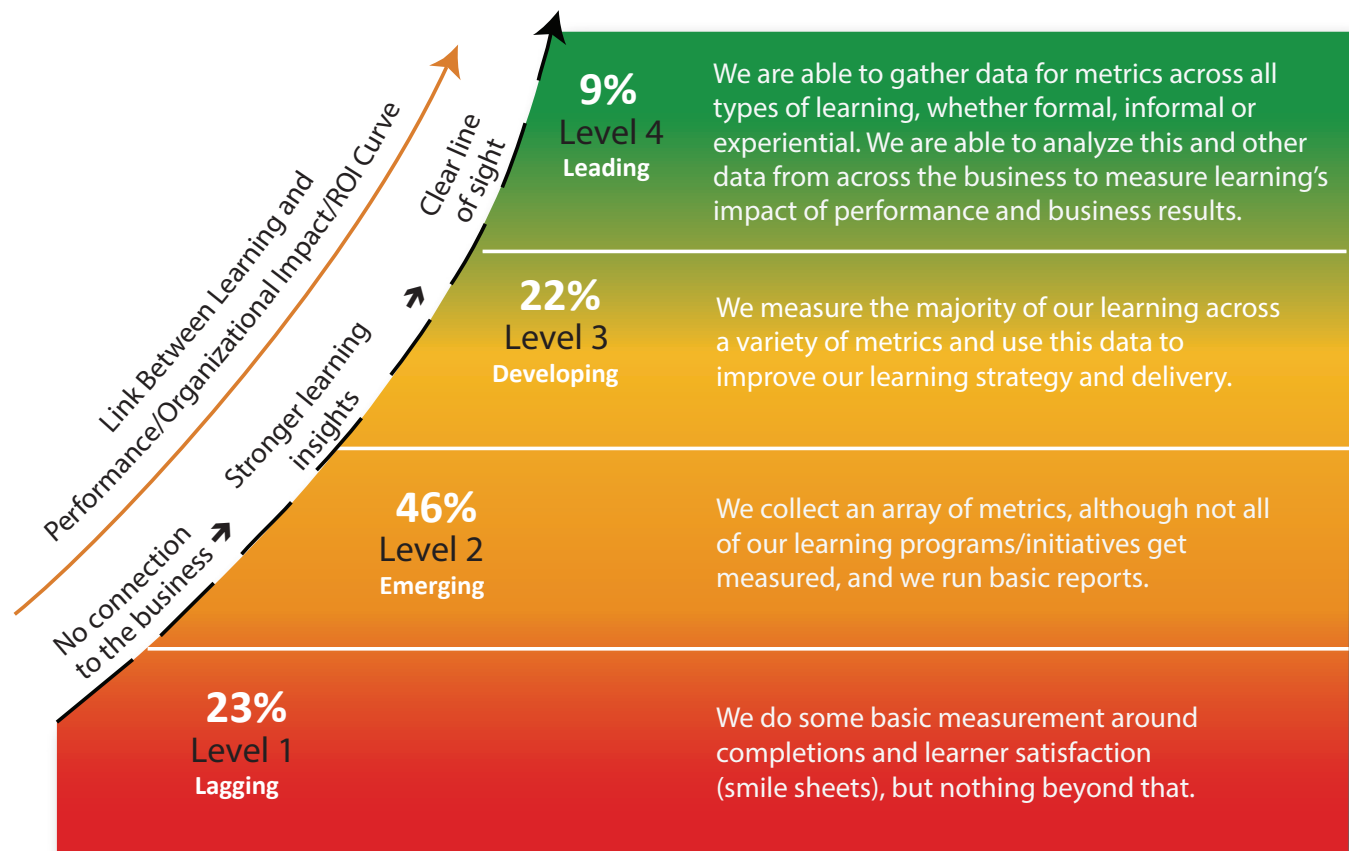
Tool to Use



Organizations put huge amounts of time, money and energy into delivering learning, but real insight into the impact learning has on a company remains elusive. Most companies do a good job tracking training completions, but that doesn't tell the whole story, let alone determine the ROI of learning.

Brandon Hall Group's 2018 Learning Measurement Study found few organizations collect the kind of metrics that help link learning to organizational and individual performance. In fact, only about 9% of companies measure types of learning with an eye toward business results.

2018 Brandon Hall Group Learning Measurement Maturity Model



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This tool enables you to benchmark at the Kirkpatrick Levels at which your organization measures learning, compared to organizations that participated in the 2018 Brandon Hall Group Learning Measurement Study. Identify in the table below the level that best describes where your organization is with measurement, and add up the points. Then compare your organization to where others came out.

| Describe How You Are Measuring Learning | Percentage of Programs Measured at Each Level | | | Your Organization's Total |
|---|---|------------------------|----------------------------|---------------------------|
| | Less than half 1 point | About half 2 points | More than half 3 points | |
| Kirkpatrick Level 1 - The degree to which participants react favorably to the training | | | | |
| Kirkpatrick Level 2 - The degree to which participants acquire the intended knowledge, skills, attitudes, confidence and commitment based on their participation in a training event | | | | |
| Kirkpatrick Level 3 - The degree to which participants apply what they learned during training when they are back on the job | | | | |
| Kirkpatrick Level 4 - The degree to which targeted outcomes occur as a result of the training event and subsequent reinforcement | | | | |
| Total | | | | |

Organizational Benchmark Averages

High Performers: Organizations that show an increase from last year across most key performance indicators: employee engagement, customer satisfaction, customer retention, organizational revenue/performance, and market penetration/customer base

Points

8.8

Other Organizations (non High-Performers)

7.3

Large Organizations: 10,000 or more employees

7.9

Mid-Size Organizations: 1,000-9,999 employees

7.6

Small Organizations: Fewer than 1,000 employees

7.7

Indicate how effective your organization is at measuring different types of learning experiences.

How Effective Are You at Measuring Formal, Informal, and Experiential Learning

| | Effectiveness | | | Your Organization's Total |
|--|-----------------------|-----------------------|----------------------------|---------------------------|
| | Not at all 1 point | Effective 2 points | Very effective 3 points | |
| Formal - Primarily instructor-led, course-based learning events, as well as published materials and academic institutions | | | | |
| Informal - Learning that takes place typically in an unscheduled, ad hoc form, often through peer-to-peer collaboration and social networking | | | | |
| Experiential - On-the-job training, learning by doing, trial and error and observation | | | | |
| Total | | | | |

Organizational Benchmark Averages

| | Points |
|--|--------|
| High Performers: Organizations that show an increase from last year across key performance indicators: employee engagement, customer satisfaction, customer retention, organizational revenue/performance, and market penetration/customer base | 6.0 |
| Other Organizations (non High-Performers) | 5.1 |
| Large Organizations: 10,000 or more employees | 5.4 |
| Mid-Size Organizations: 1,000-9,999 employees | 5.0 |
| Small Organizations: Fewer than 1,000 employees | 5.8 |

In this section, indicate the degree to which your organization uses the following outcomes as a measurement of your learning programs.

| Which Outcomes Are You Using to Measure Learning? | Not at all | Effective | Very effective | <i>Your Organization's Total</i> |
|---|------------|-----------|----------------|--|
| | 1 point | 2 points | 3 points | |
| Individual performance | | | | |
| Employee satisfaction | | | | |
| Employee engagement | | | | |
| Manager/supervisor observations | | | | |
| Business process improvement | | | | |
| Team effectiveness | | | | |
| Voluntary turnover/employee retention rates | | | | |
| Rate of knowledge transfer | | | | |
| Revenue growth | | | | |
| Ability to respond to market conditions and competition | | | | |
| Profitability | | | | |
| Leadership promotion rates | | | | |
| Leadership turnover | | | | |
| Total | | | | |

| Organizational Benchmark Averages | Points |
|--|---------------|
| High Performers: Organizations that show an increase from last year across key performance indicators: employee engagement, customer satisfaction, customer retention, organizational revenue/performance, and market penetration/customer base | 27.4 |
| Other Organizations (non High-Performers) | 23.9 |
| Large Organizations: 10,000 or more employees | 25.3 |
| Mid-Size Organizations: 1,000-9,999 employees | 22.7 |
| Small Organizations: Fewer than 1,000 employees | 25.6 |

ABOUT BRANDON HALL GROUP

Brandon Hall Group is a HCM research and advisory services firm that provides insights around key performance areas, including Learning and Development, Talent Management, Leadership Development, Talent Acquisition, and HR/Workforce Management.

With more than 10,000 clients globally and almost 25 years of delivering world-class research and advisory services, Brandon Hall Group is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.



AUTHORS

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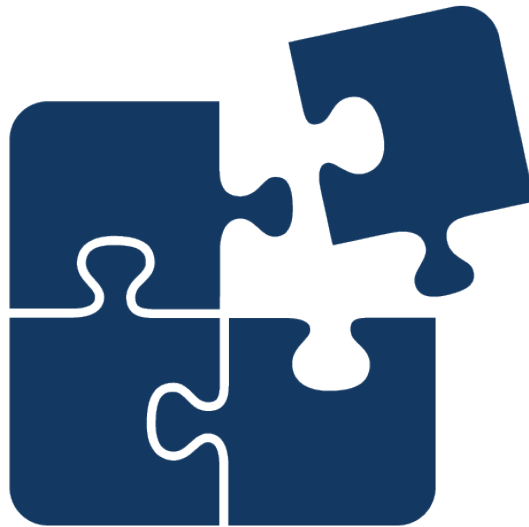
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