

Training & Development - Key Performance Indicators

It is helpful to classify Training & Development KPIs into the following three / four types, in order of value and effectiveness:

“Best”

KPIs which directly measure performance against the stated training, learning & development outcomes OR the business objectives themselves

Examples:

- Enhanced skill levels (e.g. versus competency levels)
- Improved performance v budget / reduced costs
- Increased sales / market share (e.g. where there was targeted product knowledge training)
- Shorter processing times, if applicable
- Reduced error rates / re-work
- Improved exam or qualification results / pass rates (if applicable)

“Also Useful”

Those KPIs which measure the efficacy of the Training & Development function

Examples:

- % occupancy rates on learning events versus optimal numbers
- Participant satisfaction scores both immediately after a learning event and 3-6 months later. The participant's manager can also score their satisfaction 3-6 months after an event. N.B. it is the trends / averages over time that are particularly useful, rather than the absolute satisfaction scores
- Individual cancellations / chargeable course cancellations, if applicable
- Costs for discrete programme elements

“Best avoided!”

KPIs where the link to training, learning & development is too far removed to be traced:

Examples:

- Share price performance
- Overall company profits / profitability

OR

KPIs which do not relate to an optimum position or meaningful target

Examples:

- Training days
- Total training spend (although spend per employee can be relevant for discrete programme elements - see above)