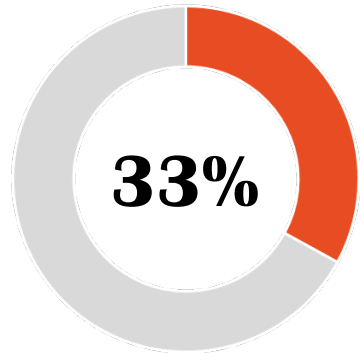# How to Create a Good Measurement and Reporting Strategy
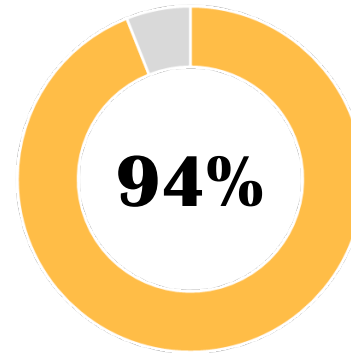
February 25, 2022
David Vance and Peggy Parskey
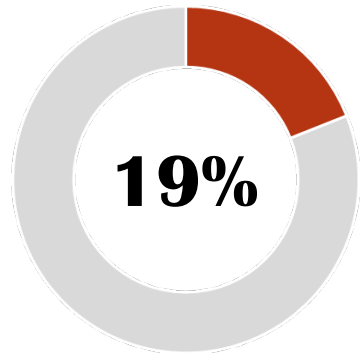
DV

L&D's Relationship With Measurement

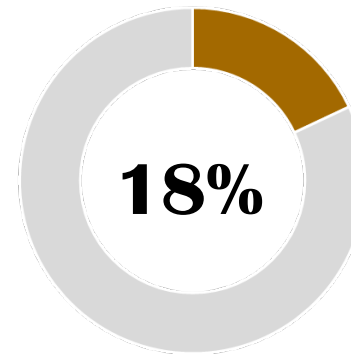**33%** — % L&D Leaders who identify KPIs to influence

94% — % L&D leaders want to improve how they gather and analyze data on learning impact

**19%** — % who revisit KPIs after the intervention is complete

18% — % L&D leaders who feel they are successful with measurement

From: L&D's relationship with data and how to use it more effectively, Towards Maturity, 2019 report

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atd

We Must Do Better, But it Doesn't Have to be Difficult

- True, the number of potential measures is daunting

  - Over 200 for L&D alone

  - Over 700 for all of HR

- The number of books and articles is equally intimidating

  - Jack and Patti Phillips alone have written or contributed to more than 100 books

  - Far too much for anyone to read

- Our goal today and in our two books is to demystify this process

  - There is no magic list of 10 measures that will work for every organization

  - However, a simple process and framework will make it easier for you to create and execute a good strategy for your own organization
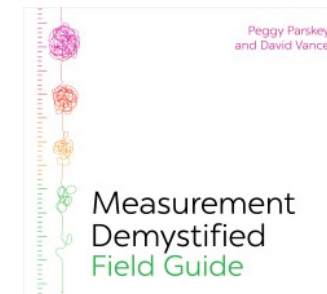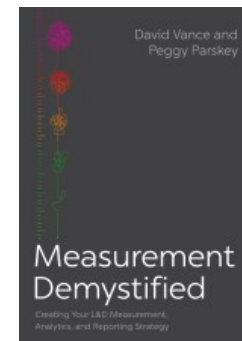
A Simple Four-step Process to Demystify Measurement

1 Identify user needs: a) Users and their reasons to measure b) At the program level and across the entire L&D department

2 Select a balanced set of measures for each program and across the department

3 Collect the data consistently across programs and the entire department

4 Generate the appropriate reports and share with users

The TDRp Framework
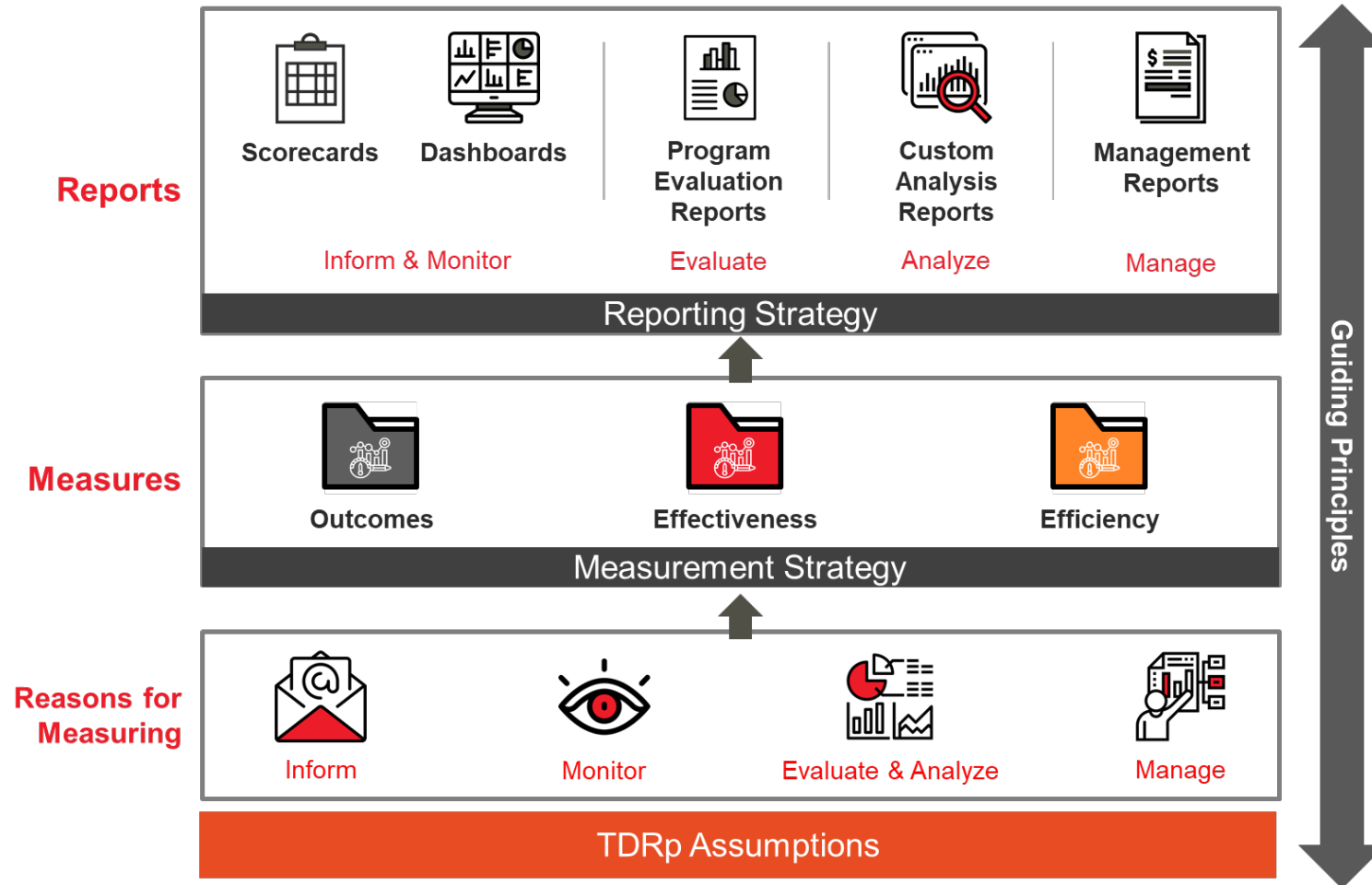
Supports the four-step process
- Begins at the bottom with reasons to measure
- Types of measures in the middle
- Reports to share the selected measures at the top

1 Identify User Needs

- The natural starting for any strategy

- Meet with users, ask probing questions

- Uncover their reasons to measure

- Understand decisions or actions they need to take and the data they need to inform them

- Drives both measurement selection and types of reports

Where to find content on this step
- Measurement Demystified: Chapter 1
- Measurement Demystified Field Guide: Chapter 1

Reasons To Measure

Inform	Monitor	Evaluate & Analyze	Manage

- Inform to answer questions, identify key trends, and share activity.

- Monitor to determine if measure meets threshold or is within acceptable range.

- Evaluate the efficiency, effectiveness, or impact of a learning program.

- Analyze program and non-program data; Explore relationships among measures; Predict outcomes

- Manage program to ensure they deliver planned results; identify adjustments needed to meet goals

Measurement Hierarchy

Level of Analysis and Impact

Manage — 4 → High

Evaluate & analyze — 3 → Medium to High

Monitor — 2 → Low

Inform — 1 → Low

Measurement Maturity

Organizational capability and leadership effort
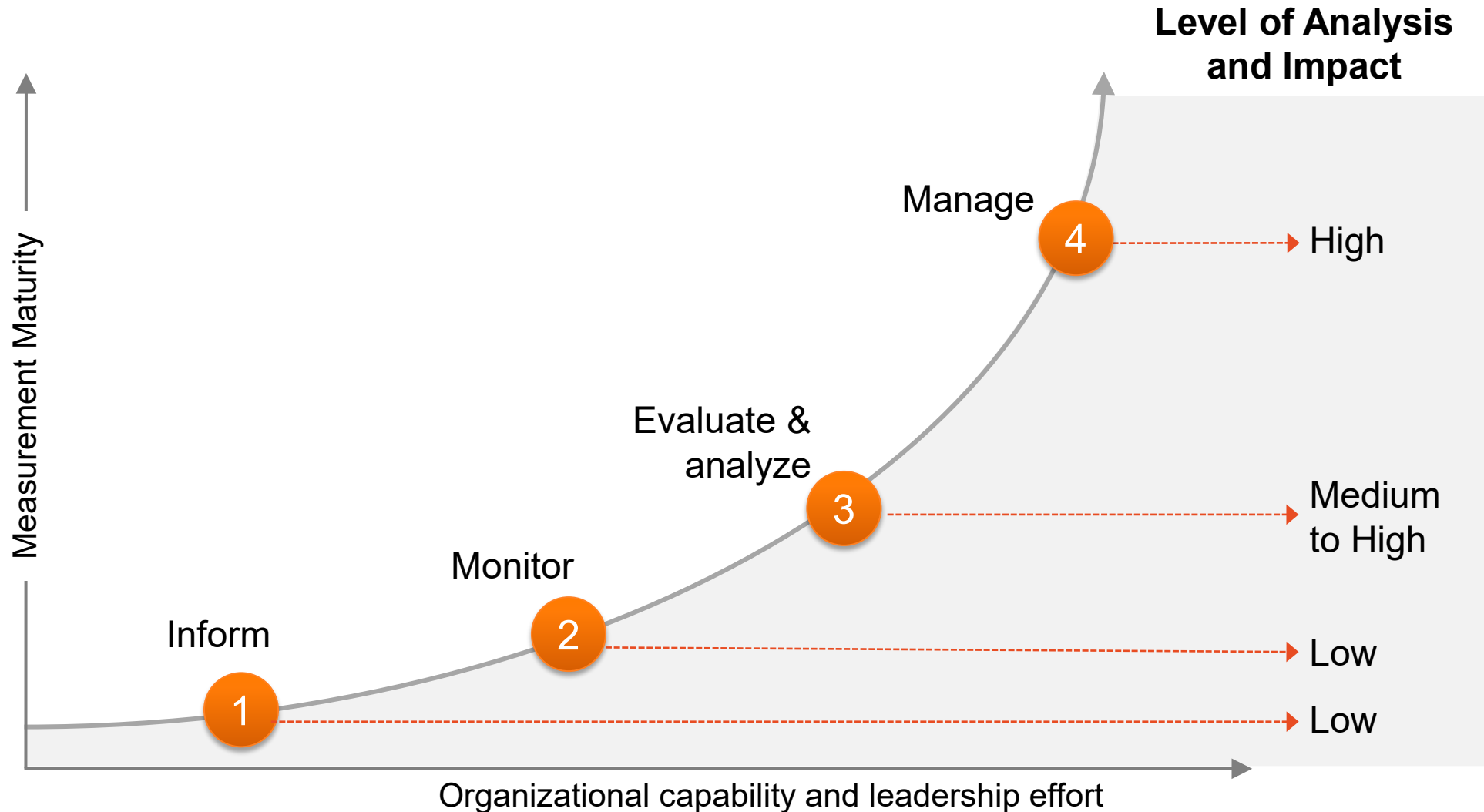
Poll #1

- In your organization, the primary reason to measure is

  A. Inform

  B. Monitor (with thresholds)

  C. Evaluate programs

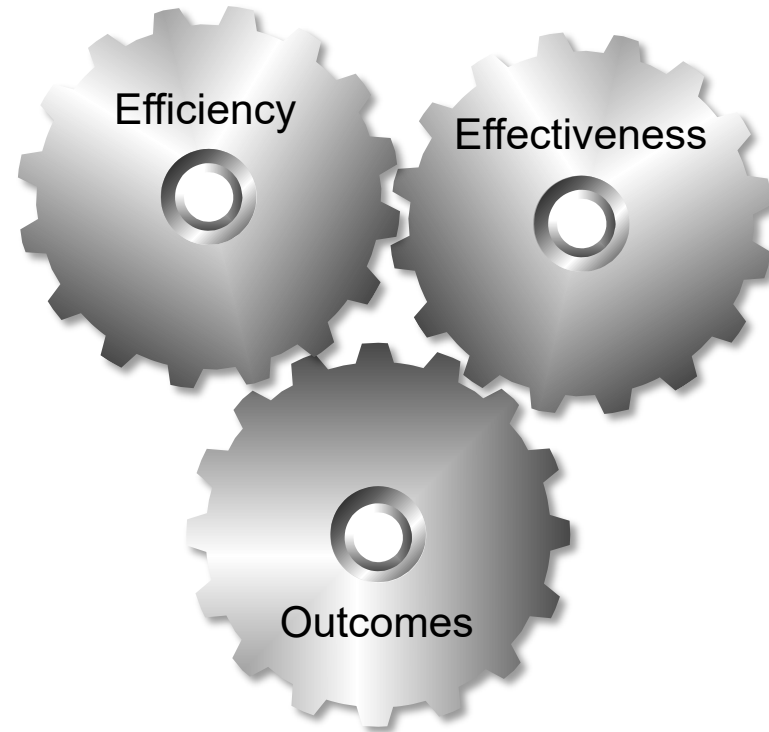 D. Manage programs (with plans/targets per measure)

2 Select a balanced set of measures

Efficiency measures
- Quantity, volume, utilization, cost
- Number of participants, courses, hours, utilization rate

Efficiency

Effectiveness

Outcomes

Effectiveness measures
- Quality of program
- Kirkpatrick/Phillips Levels 1-5
  - Participant reaction (1), learning (2), application (3), results or impact (4), ROI (5)

Outcome measures
- Impact of learning on org goals
- Phillips level 4: impact of learning on goals like sales, quality, customer satisfaction, employee engagement

Where to find content on this step
- Measurement Demystified: Chapters 2-5, 7
- Measurement Demystified Field Guide: Chapters 2, 5

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Poll #2

- What types of measures does your organization use most of the time?

    A. Predominantly efficiency measures

    B. Mostly efficiency measures but also levels 1 (participant reaction) and 2 (learning)

    C. Efficiency and effectiveness measures through level 3 application

    D. Efficiency and effectiveness measures through level 4 impact and level 5 ROI

Selecting Your Measures

	Effectiveness	Efficiency	Outcomes	
Individual Programs	✓	✓		# participants, cost, completion rates
Aggregated across all Programs	✓	✓		# participants, cost, levels 1-3
Department Initiatives	✓	✓		Improve portal satisfaction
Program directly supports a high-level business or HR goal	✓	✓	✓	Phillips level 4 isolated impact

Most Common Measures for a Program

- Efficiency
  - Number of participants
  - Completion rate
  - Completion date
  - Cost

- Effectiveness
  - Participant reaction (level 1)
  - Learning (level 2)
  - Application (level 3)
  - ROI (level 5)

- Outcome measures (for strategic programs)
  - Isolated impact of learning (Phillips level 4)
    > Five ways to isolate the impact
      - Control group
      - Trend line
      - Regression
      - Participant estimation
      - Expert opinion
  - Results (Kirkpatrick level 4)
  - Improvement in job performance
  - Goal owner expectations met

Most Common Measures for a Department

- Across all formal learning programs
  - Efficiency
    - > Number of participants (unique and total)
    - > Reach
    - > Percentage on-time completion
    - > Number and type of courses
    - > Cost
  - Effectiveness
    - > Average participant reaction (level 1)
    - > Average learning (level 2)
    - > Average application rate (level 3)

- Across all informal learning initiatives
  - Informal includes
    - > Online content, performance support tools
    - > Communities of practice, coaching
  - Efficiency
    - > Number of unique and total users
    - > Amount of online content and number of performance support tools and communities of practice available
    - > Percentage used
  - Effectiveness
    - > User satisfaction
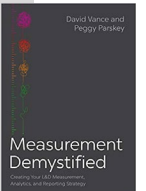
Sample List Of Measures

By Measure

Measure	Program A	Program B	Program C	Department Wide
Unique participants	X	X	X	X
Total participants		X		X
Total cost	X	X	X	
Completion rate		X		
Percentage on-time completions		X	X	X
Reach				X
Direct expenditure				X

Measure	Program A	Program B	Program C	Department Wide
Level 1 participant reaction	X	X	X	
Level 1 goal owner reaction	X	X	X	X
Level 2	X	X	X	X
Level 3 intent and actual	X	X	X	X
Level 4 initial, final estimates			X	
Percentage of courses by modality				X
Number of documents available				X
Number of documents used				X
Percentage of documents used				X
Percentage of unique documents used				X

What's in the books?

Examples and guidance to select measures for:
- Strategic and non-strategic programs
- Initiatives to improve efficiency and effectiveness across programs or processes/systems

David Vance and Peggy Parskey
Measurement Demystified
Creating Your L&D Measurement, Analytics and Reporting Strategy

Exercises:
- Selecting measures for strategic, non-strategic programs and initiatives using a case study
- Application to your organization
- Reflection on your organization's measurement maturity

Peggy Parskey and David Vance
Measurement Demystified Field Guide

WATCH & LEARN webcasts   atd
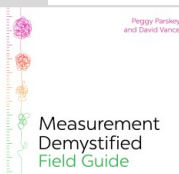
3 Collect the data

- Plan how you will collect data for your selected measures

  - Your LMS can collect many of the efficiency measures and learning (level 2)

  - You may also need a survey tool to collect reaction (level 1), application (level 3), outcome measures (level 4)

  - You may have to manually collect data on cost and benefit

  - If necessary, use spreadsheets to collect or organize the data

Where to find content on this step
- Measurement Demystified: Chapters 6 and 10
- Measurement Demystified Field Guide: Chapter 4

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4 Generate reports to share with users

- User needs will drive selection of the appropriate reports, measures reported, and frequency of the reports

- At the beginning of the year, gain agreement with users on type and format of reports

- Decide if you will send reports to the users or if L&D will brief the users (verbally or with cover page)

Where to find content on this step
- Measurement Demystified: Chapters 8-12
- Measurement Demystified Field Guide: Chapters 6-7

Report Requirements

Measurement Purpose	Shared In	Measurement Frequency	Key Elements
Manage	• Management reports	Monthly	• Plan • YTD results • Forecast for measures being managed
Evaluate and analyze	• Program evaluation reports	End of program or pilot	• Six levels of evaluation (Level 0 to Level 5)
	• Custom analysis reports	Based on business need	• Analytical methods (e.g., regression analysis, predictive modeling)
Monitor	• Dashboards • Scorecards	Monthly or quarterly	• Threshold or breakpoints for measures
Inform	• Dashboards, • Scorecards	As needed	• Specific measures or trends.

Measurement Maturity ↑

Select the right report based on the reason to measure

Scorecards And Dashboards

- Both used to inform or monitor
- Many varieties. Typically, show only actual results

- **Scorecards**: detailed data typically by month, may include year to date data
- **Dashboards**: usually includes visual elements like graphs and year-to-date data
- Either may be used to monitor if thresholds are included

Typical Scorecard - Purpose: Inform

Unique Courses Used by Type of Learning

Meaure	Unit of Measure		Jan	Feb	Mar	Apr	May	Jun	Total Unique Courses YTD
ILT only	Number	ILT only	15	15	14	12	11	9	23
VLIT only	Number	VLIT only	1	1	2	2	3	3	3
E-learning only	Number	E-learning only	9	10	11	11	12	13	15
Blended	Number	Blended	1	1	2	2	2	3	3
Total courses			**26**	**27**	**29**	**27**	**28**	**28**	**44**

Meaure	Unit of Measure		Jan	Feb	Mar	Apr	May	Jun	YTD
ILT only	Number	ILT only	58%	56%	48%	44%	39%	32%	52%
VLIT only	Number	VLIT only	4%	4%	7%	7%	11%	11%	7%
E-learning only	Number	E-learning only	35%	37%	38%	41%	43%	46%	34%
Blended	Number	Blended	4%	4%	7%	7%	7%	11%	7%
Total courses			**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**

Note: Since the table displays unique courses, the YTD total eliminates dupllicates across months

Characteristics
- Raw data
- Often shows data over time; may show breakdowns by demographics
- No thresholds
- Spreadsheet format
- No data visualization

Typical Dashboard - Purpose: Inform/Monitor

Net Promoter Score
29.5%

Scrap Learning
18.2%

Performance Improvement
26.8%

N-Count Trend

Category vs Benchmarks

	Q2	Q3	Q4
Instructor	4.57	4.50	4.80
Online Delivery	4.05	3.86	4.95
Courseware	4.43	4.25	4.65
Learning Effectiveness	4.48	4.29	4.53
Perceived Value	4.20	4.18	4.59
Support Tools	4.33	4.15	4.61
Job Impact	4.51	4.26	4.78
Technology	4.60	4.55	4.62
Business Results	3.71	4.00	4.92

Predicted Business Results Impacted

Increasing quality	66%
Increasing productivity	62%
Operational Efficiency	59%
Increasing customer satisfaction	57%
My Engagement	45%
Compliance	39%
Improving leadership diversity	34%
Decreasing risk	20%
Employee Retention	17%
Innovation	17%

Reported Business Results Impacted (N >=10)

increasing productivity	67%
My Engagement	61%
increasing quality	59%
increasing customer satisfaction	57%
Operational Efficiency	53%
Compliance	39%
Innovation	35%
Improving leadership diversity	29%

Compare Learning Method by Category

Characteristics

- Combination of summarized data and graphics
- May not have thresholds
- May have the ability for drill down

Typical Dashboard - Purpose: Monitor

Departmental Dashboard

	JAN	FEB	MAR	APR	YTD	Green	Yellow	Red
Efficiency Measures								
LMS uptime (percent)	99.5%	98.0%	99.1%	99.4%	99.0%	>99%	97-99%	<97%
Help desk call time (minutes)	11.5	10.5	9.8	9.7	10.4	<10 min	10 min-20 min	>20 min
Help desk wait time (minutes)	2.2	0.8	1.6	2.3	1.7	<1 min	1 min-2 min	>2 min
Percentage on time completions (percent)		75.0%	79.2%	81.5%	78.6%	>90%	80-90%	<80%
Effectiveness Measures								
Level 1 Reaction: percent of top two boxes	75.0%	81.5%	82.0%	82.0%	80.1%	>80%	70-80%	<70%
Level 2 Learning: 1st time pass rate	79.0%	85.0%	90.5%	91.0%	86.4%	>90%	80-90%	<80%
Level 3 Application: percent of content applied			58.0%	61.5%	59.8%	>60%	40-60%	<40%

Characteristics
- Data includes color coding based on performance thresholds
- May have the ability to drill into the results

Program Evaluation Report - Purpose: Evaluation

- One-off report to identify if a program was successful (Results or impact, ROI)

- PPT or Word doc including:

  - Context on program and its objectives

  - Expectations

  - Program results

  - Program impact

  - Lessons learned

  - Improvement recommendations

Sales Training Initiative:
Impact, Lessons Learned & Recommendations

- Sales and learning department believe this initiative, including the effort by the sales supervisors to reinforce the learning and hold their reps accountable contributed at least **3 percent higher sales**
- This increase in sales resulted in additional **$585,000 in gross profit**
- This program contributed **$260,000 to net profit***
- The **ROI** was conservatively estimated at **80 percent**

- Lessons learned
  - Executive sponsorship and supervisor reinforcement is critical
  - Further gains from the learning are possible in 2020
  - Participant feedback provided numerous ideas for improvement

- Recommendations
  - Educate sponsors and supervisors on their role to reinforce learning
  - Identify best practices and reinforce them with the low performers

*After subtracting the costs associated with the training

TDRp Management Reports

- Designed to be used by leaders to manage programs and the department to deliver promised results

- Business centric; similar to reports used in sales, manufacturing and other departments

- Common elements
  - Plan or target
  - Year-to-date results and comparison to plan
  - Forecast and comparison to plan
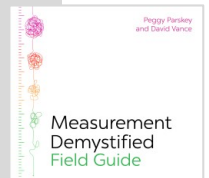
What's in the books?

Detailed guidance and examples on how to
- Create plans or targets
- Use year-to-date results
- Create forecasts
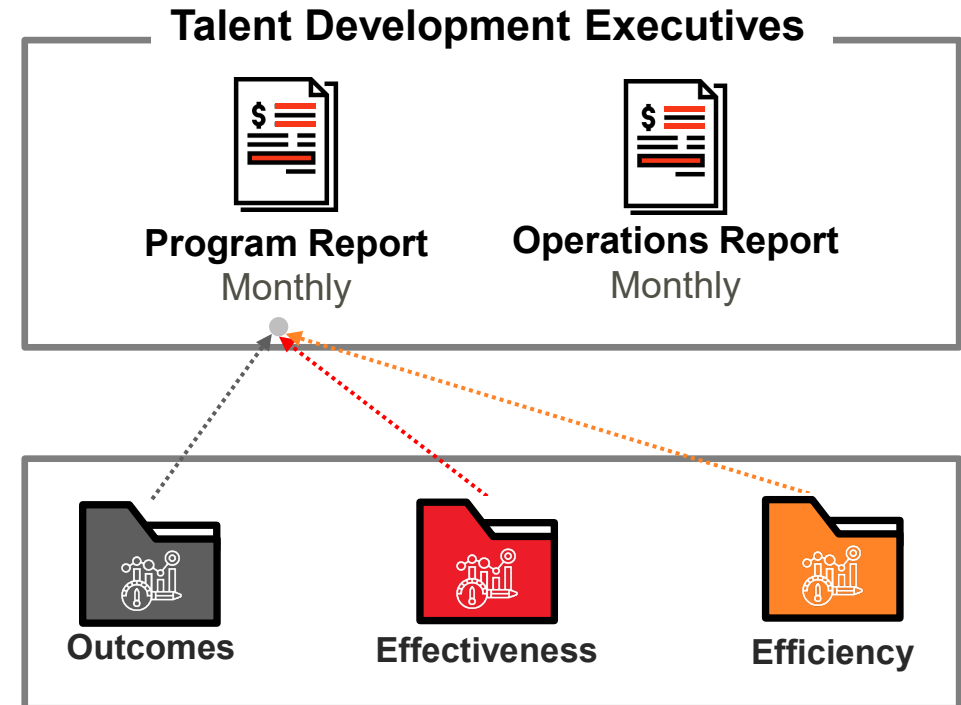- Format the reports
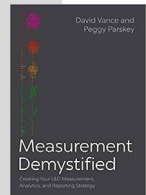
Exercises:
- Case study examples of program, operations and summary report
- Practice with your own organization
- Narrative examples

The Program Report

- Monthly report designed to provide the manager with what they need to manage a program to successful conclusion

- Includes:

  ▪ All three types of measures

  ▪ Information on the organizational goal

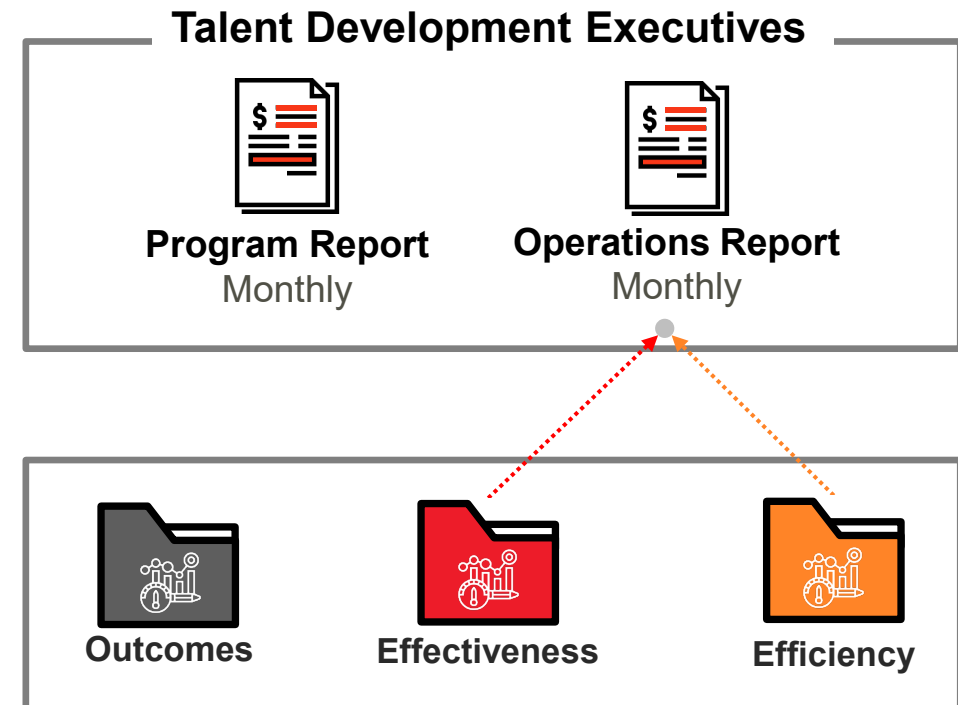**Talent Development Executives**

Program Report
Monthly

Operations Report
Monthly

Outcomes

Effectiveness

Efficiency

Program Report Example
Purpose: Manage the Program

					Results through August 2021		
Goal Owner: Swilthe, VP of manufacturing	**Metric**	**2020 Actual**	**Plan**	**YTD**	**YTD Compared to Plan**	**Forecast**	**Forecast Compared to Plan**
Enterprise Goal: Reduce Injuries	%	12%	20%	13%	7% below	20%	on plan
Impact of Learning on Injuries: 70% contribution planned for 2021	% reduction in injuries	NA	14%	9%	5% below	14%	on plan
Program A (Deliver existing two courses to factory A)							
Efficiency measures							
Unique Participants	Number	452	3,000	3,078	103%	3,200	107%
Total Participants	Number	858	6,000	6,067	101%	6,300	105%
Completion Rate (100% by March 31)	% complete, Date	NA	31-Mar	101%		105%	above plan
Effectiveness measures							
Level 1: Participant Reaction	% favorable	70%	80%	85%	5% above	82%	2% above
Goal Owner Reaction	5-point scale	3.8	4.5	4.3	.2 below	4.3	.2 below
Level 2: Learning	% first-time pass rate	86%	90%	95%	5% above	92%	2% above
Level 3: Intent to Apply	% content applied	53%	95%	87%	7% below	95%	on plan
Actual Application	% content applied	39%	90%	87%	3% below	90%	on plan

The Operations Report

- Monthly report to help the CLO manage key measures for
  - Measures across all programs (like increasing the application rate)
  - Measures for initiatives to improve internal processes and systems or other initiatives

Talent Development Executives

Program Report
Monthly

Operations Report
Monthly

Outcomes

Effectiveness

Efficiency

DV

Example Of An Operations Report
Purpose: Manage Initiatives Across All Programs

Efficiency Measures	Unit of Measure	2020 Actual	Plan	Jun YTD	2021 YTD Compared to Plan	Forecast	Forecast Compared to Plan
Total Unique Participants	Number	7,689	9,000	4,390	49%	9,000	100%
Total Participants	Number	24,567	36,000	15,467	43%	34,000	94%
Percentage of Courses Meeting Deadline for Development	%	68%	90%	78%	12% below	85%	5% below
Percentage of Courses Meeting Deadline for Delivery	%	59%	90%	72%	18% below	82%	8% below
Reach (% of employee reached by L&D)	%	85%	88%	72%	16% below	88%	on plan
Effectiveness Measures							
Level 1: Participant Reaction (All programs)							
Quality of content	% favorable	76%	80%	79%	1% below	79%	1% below
Quality of instructor	% favorable	80%	85%	86%	1% above	85%	on plan
Relevance	% favorable	72%	78%	73%	5% below	75%	3% below
Recommend to others	% favorable	68%	75%	72%	3% below	74%	1% below
Total for Level 1	Average of measures	74%	80%	77%	3% below	78%	2% below
Level 2: Learning (Select programs)	Score	78%	85%	83%	2% below	85%	on plan
Level 3: Application Rate (Select programs)							
Intent to apply (from post-event survey at end of course)	% content applied	70%	75%	70%	5% below	72%	3% below
Actual application (from follow-up survey after three month	% content applied	51%	65%	55%	10% below	63%	2% below

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Poll #3

- In our organization we use

  A. Scorecards and dashboards

  B. "A" plus some program evaluation reports

 C. "B" plus monthly management reports

The Two Books
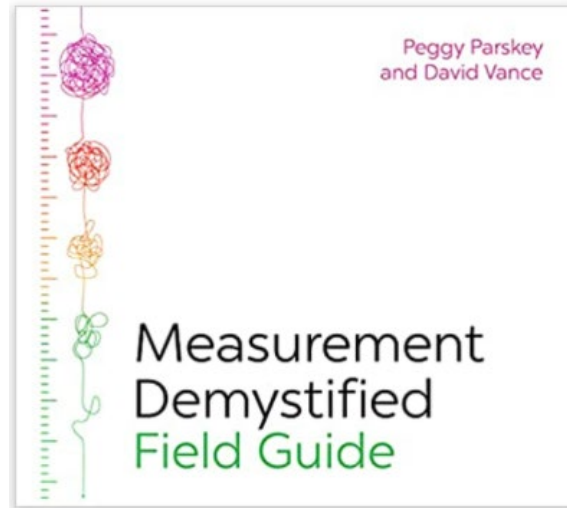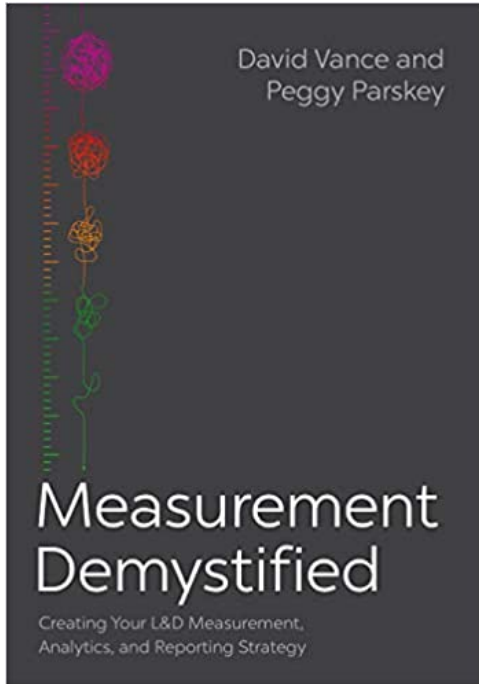
Measurement Demystified: Creating Your L&D Measurement, Analytics, and Reporting Strategy is a much-needed and welcomed resource that breaks new ground with a framework to simplify the discussion of measurement, analytics, and reporting as it relates to L&D and talent development practitioners. This book helps practitioners select and use the right measures for the right reasons; select, create, and use the right types of reports; and create a comprehensive measurement and reporting strategy.

Measurement Demystified Field Guide: In an easy-to-use workbook style, the *Field Guide* provides nearly 100 skill-building exercises of varying types to help you uncover what measurement work your organization is doing; assess organizational maturity and gaps; understand how to apply specific concepts; and determine what's right for your organization moving forward. It also offers interview questions to better understand users' wants and needs; case study exercises to test your knowledge gaps; and reflection questions that focus on your deepening knowledge and skill. You can write your answers in the book or use the resource on ATD's website.

How the Books Work Together
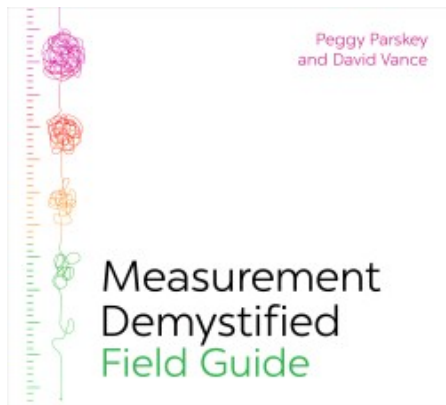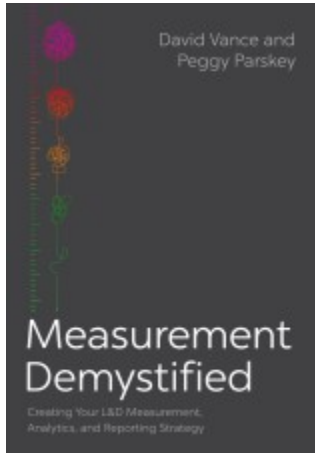
Lesson	Chapters in *Measurement Demystified*	Companion Chapters in the *Field Guide*
1	**Chapter 1:** The Talent Development Reporting Framework	**Chapter 1:** Reasons to Measure
2	**Chapter 3:** Efficiency Measures **Chapter 4:** Effectiveness Measures **Chapter 5:** Outcome Measures	**Chapter 2:** Three Types of Measures
3	**Chapter 8:** Reporting **Chapter 9:** The Three Management Reports	**Chapter 3:** The Five Types of Reports
4	**Chapter 6:** Creating a Measurement Strategy	**Chapter 4:** Planning Your Strategy
5	**Chapter 2:** Introduction to Basic Measures **Chapter 7:** Selecting Measures	**Chapter 5:** Selecting Measures
6	**Chapter 10:** Creating Your Reporting Strategy	**Chapter 6:** Selecting and Creating Reports
7	**Chapter 11:** Creating Plans **Chapter 12:** Reporting Year-to-Date Results and Making Forecasts	**Chapter 7:** Plans, Results, and Forecasts
8	**Chapter 6:** Creating a Measurement Strategy **Chapter 10:** Creating Your Reporting Strategy **Chapter 13:** Implementing Measurement and Reporting **Chapter 14:** Pulling It All Together	**Chapter 8:** Pulling It All Together

Contact Information

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THANK YOU!