

Measuring Insights for Operational Success

HOW LEARNING
ANALYTICS
MAKE THE CASE
FOR TRAINING
PROGRAMS



Summary Using learning analytics tools for insights into effectiveness is a critical step in making the case for training programs, mitigating risk and supporting organizational strategy. Analytics use has increased from 2015 to 2016 as organizations invest in technology, integrate data from multiple systems and leverage that data for successful outcomes.

Introduction As technology makes it easier than ever to gather, track, report and store learning data, organizations are turning to analytics to help them make the case for their training initiatives. Current trends include measuring learner satisfaction and ensuring KPIs align to organizational strategy. Fifty-four percent of surveyed organizations are satisfied with the extent of their training measurement — a 12% increase over 2015. This year, top trends are integrating analytics, using more informal assessments and taking advantage of the latest technology to convey the success of training initiatives to senior leaders.

Trend 1:

ANALYTICS ARE DELIVERING INSIGHTS ACROSS THE ORGANIZATION.

Tracking learner satisfaction, data that are aligned with corporate initiatives, employee engagement and Net Promoter Scores all increased between 2015 and 2016, allowing HR leaders to demonstrate to senior executives the positive impact of training programs on the broader enterprise (Figure 1). To gather insights, organizations use a variety of formal and informal post-training evaluations, such as satisfaction surveys or informal testing. The use of formal testing dropped from 37% in 2015 to 28% in 2016. During the same time period, informal testing increased from 9% to 14% (Figure 2). Through informal evaluations, organizations can take the pulse of the workforce as needed.

Trend 2:

THE USE OF TECHNOLOGY IS INCREASING.

Thirty-three percent of organizations primarily use learning analytics to support long-term learning strategy, while 21% make better informed succession planning and leadership development decisions based on analytics use. This year, more organizations are using technology to both track and report insights. For example, the use of learning management systems' (LMS) analytics capabilities rose from 2015 to 2016, while the use of manual processes declined (Figure 3). The number of organizations in which technology enables HR leaders to collect, aggregate, integrate and analyze data from multiple systems doubled in 2016, from 9% to 18%.

Trend 3:

MORE HR LEADERS ARE SHARING INSIGHTS THROUGH PULL COMMUNICATIONS METHODS.

Once insights are gathered, they should be shared with senior leaders. Insights can be presented either in-person or virtually. Here too organizations are turning to technology to demonstrate how results support the business strategy. Organizations are moving away from written reports, or in-person presentations, toward making data available through self-service portals and dashboards. Forty-two percent of organizations report still using in-person meetings to communicate with the organization, which is a 6% decline from 2015. At the same time, dashboard use increased, from 33% in 2015 to 41% in 2016. Organizations realize that technology can assist in making the case for training programs, especially when results can be viewed and accessed at any time.

Conclusion

To successfully make the case for training programs, organizations must align desired outcomes with organizational goals and track specific KPIs related to the business strategy. Technology makes it easier than ever to integrate data across multiple systems and present results to senior executives at the point of need. HR leaders can use data to successfully argue for the continued refinement and use of learning programs, helping to equip the business with factors that increase performance and employees with the skills and knowledge they need to support the enterprise.

About

Oracle's Human Capital Management solution is designed for organizations of every size, industry, and region. Oracle Human Capital Management has been the HCM solution of choice for over 20 years, with 13,500 customers in over 140 countries — 6,000 of whom are in the cloud.

The Human Capital Media (HCM) Research and Advisory Group is the research division of Human Capital Media, publisher of *Chief Learning Officer* and *Workforce* magazines. The Research and Advisory Group specializes in partnered research solutions — customizable and proprietary deliverables that integrate seamlessly with existing sales and marketing programs. All cited surveys are the product of HCM research.

Notes: All data taken from the 2015 and 2016 CLO Measurement and Metrics surveys.

FIGURE 1: REPORTED KPIs

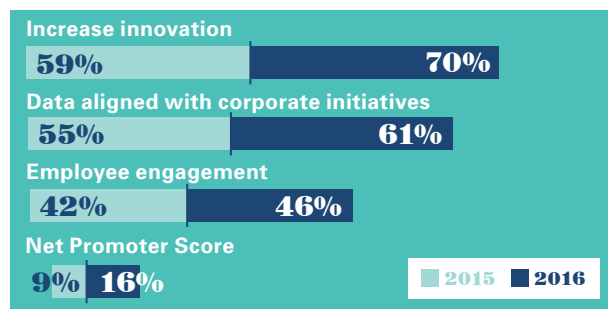


FIGURE 2: POST-TRAINING EVALUATIONS IN USE

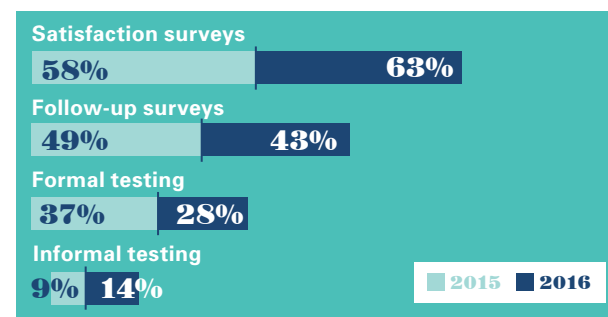


FIGURE 3: FORMAL INSIGHTS GATHERING

