

# The Conference Board ® Human Capital Benchmarking Service

## Category: Learning & Development

Here is a sample of the kind of questions we will ask in in this category. This survey should be completed from the viewpoint of the head of the Learning & Development function. Please address all questions from that viewpoint. For each category, we will ask you to share:

- Demographic information (your contact information; the company location/revenue size/employee count/HQ location/primary business; legal structure (state-owned, publicly traded, etc.); distribution of employees around the globe) and briefly describe (100 words or less) what products or services your organization provides and, if applicable, to whom
- Staffing distribution and budget data for the function
- Top issues you are facing
- Innovative approaches to solving business challenges following this format:
  - What people-related business challenge were you trying to solve? (200 word max)
  - What specifically did you do to address the challenge? ( 250 word max)
  - What specifically was innovative about the approach? (100 word max)
  - What were the positive business outcomes from your actions? (250 word max)
  - If applicable, what was the ROI for this initiative? (500 word max)
- Why should your organization be honored for excellence in this category? (1000 word max)

Here are a few sample questions from this category:

1. Excluding compliance and new hire orientation/onboarding related training, programs are ...

	Always	Usually	Occasionally	Never	NA
launched after extensive needs analysis and stakeholder buy-in.					
developed and delivered to align with business initiatives and corporate strategy.					
evaluated at Kirkpatrick Level 3 (behavior change) or higher.					
evaluated at Phillips ROI level.					
developed in partnership with business units, its leaders, and SMEs.					
expected to demonstrate impact and employee improvement.					

2. Describe the governance model/approach for your L&D function. (200 words max)
3. What percentage of your L&D staff supports informal training (e.g., job shadowing, peer coaching, on-the-job experiences, mentoring, self-directed learning)?
4. For each population your function supports, please estimate the number of hours of training provided per year.
5. Which of these L&D skills are most critical now, and which will be most critical in the future (5 years from now)? Select your top five for now and in the future.
6. Select your top five: Needs assessment; Instructional design: classroom training; Delivery of digital learning; Curation of online learning content; Data analysis, etc.
7. Please list all training/learning related technology platform(s) used at your organization.
8. What percentage of your offerings are based on content that is internally developed?