

CAHRS Partners have the opportunity to benchmark with other partner companies on HR topics of interest. The benchmarking is typically conducted with 5-7 other CAHRS Partners selected by the company that initiated the request. The CAHRS office identifies the appropriate connections at selected companies and the benchmarking company then schedules 1:1 phone calls to explore their questions.

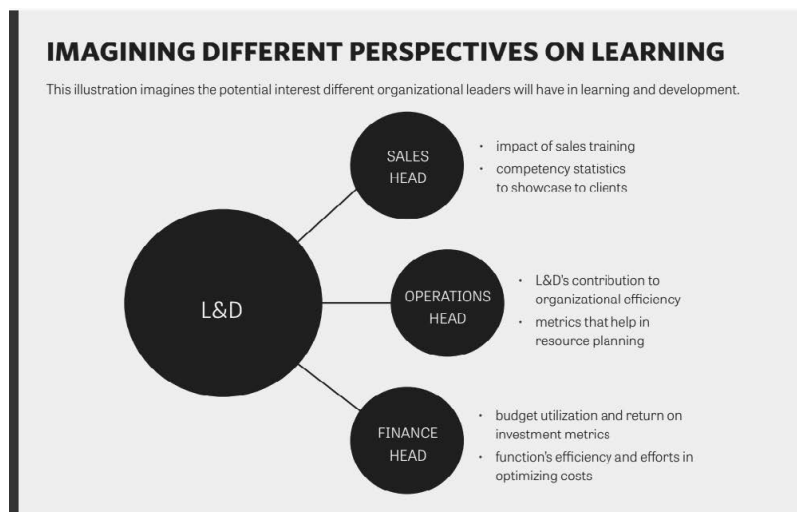
Examples of recent requests include: Sponsorship Initiatives, Organization Designs and Structures, Diversity Metrics, Talent Management Practices, Competency Models and a variety of HR Policy Questions (i.e. Relocation, Cost of Living, Airline Mile Usage, etc.).

CAHRS partners find this more qualitative approach to benchmarking very valuable for revealing novel insights and practices, as well as for building their network. At the conclusion of the process, the benchmarking company shares an anonymized summary of their findings with the participating companies and CAHRS, who then makes them available so all partners can benefit from the learning.



Our Learning and Development team began our project with the scope to provide one snapshot of the health of our global L&D solutions. The main objective of this project was to tell our value story, drive continuous improvement, and reallocate resources depending on business priorities.

When researching the topic of L&D Metrics we found that it is best to approach the solution with the end user in mind. From the CEO to the C-suite, it is important to understand every company's organizational leaders' care first-and-foremost about the health of their business and fixing business problems. The best way to get their attention is to provide metrics that show how your learning program helps the business overall and avoids expensive problems.



Source: ATD Executive Dashboards to win over the C-Suite

Below is a graphic from "The ROI Institute and Chief Learning Officer magazine" showing that the top two measures CEO's care about the most are **ROI and impact** and are the least measured by learning groups in fortune 500 companies.

Measure	We Currently Measure This	We Should Measure This in the Future	My Ranking of the Importance of this Measure
1. Inputs: "Last year, 78,000 employees received formal learning."	94%	85%	6
2. Efficiency: "Formal learning costs \$2.15 per hour of learning consumed."	78%	82%	7
3. Reaction: "Employees rated our training very high, averaging 4.2 out of 5."	53%	22%	8
4. Learning: "92 percent of participants increased knowledge and skills."	32%	28%	5
5. Application: "At least 78 percent of employees are using the skills on the job."	11%	61%	4
6. Impact: "Our programs are driving our top five business measures in the organization."	8%	96%	1
7. ROI: "Five ROI studies were conducted on major programs, yielding an average of 68 percent ROI."	4%	74%	2
8. Awards: "Our learning and development program won an award from Chief Learning Officer magazine."	40%	44%	3