PLANNING YOUR TRAINING BUDGET 2019
Preparing for a large training event or an ongoing learning and development curriculum comes with a long list of tasks and challenges.

From learning objectives to budgeting and senior leadership buy-in, the work of a learning and development professional touches every area of an organization. Balancing these constraints with the appropriate training content and delivery platform is not done quickly or easily.

A study from the Association for Talent Development found that 70% of training failures occur after the employee training takes place.

Another 20% of training failures can be chalked up to lack of preparation before the training event. Only 10% of failures have anything to do with the training event itself.

This eGuide will focus on the major areas of consideration in regard to planning any training initiative.
DEFINING LEARNING OBJECTIVES

Identifying and defining the key learning objectives of a training event or program is essential.

These objectives can be influenced by the knowledge gaps of a target audience, new processes or procedures, and/or a change in the business landscape.

Here are some questions to consider when composing your learning objectives:

1. What are the most important concepts or skills that employees need to learn?
2. Why are these concepts and skills important?
3. Do these learning objectives align to the objectives of the organization and key stakeholders?

Including senior leadership in this process early on can prove value down the (budgeting) road and prevent scope creep.
With the overarching objective of ensuring that your organization’s employees are well-equipped with the necessary skills and knowledge to increase the quality and quantity of their work, employee training is incredibly valuable.

While some training methodologies are more cost-effective than others, ensuring that your chosen technique accomplishes the predetermined learning objectives should be a top priority.

In her book, Neurologist, Judy Willis showed how fun experiences increase levels of dopamine, endorphins, and oxygen – all things that promote learning.
BUDGETING

With clearly defined learning objectives, buy-in from senior leadership and your fellow L&D colleagues alike, now comes the challenge of putting a price on the desired outcome. Equipping employees with the knowledge and skills required to be better versions of themselves.

With the age-old dilemma of a difficult - if not impossible - to prove ROI, learning and development professionals are left to make the case for training expenditures with other metrics and stats.

Return on Investment - the profit (or loss) on an investment, expressed as a percentage

Typically, an organization’s annual learning and development budget sits somewhere between 1 to 3 percent of annual salary costs. As with most things, this can vary wildly across different industries. Industry reports can be a useful tool to establish and champion your budget. Conversely, a shift in training demands from the previous year’s curriculum can be used to justify an adjustment to the budget.

In 2016, the average direct learning expenditure per employee was $1,273. – ATD State of the Industry
IMPLEMENTING

Armed with clearly-defined learning objectives, an understanding of the pros, cons and costs associated with the different training methodologies, and an appropriate budget, implementation is all that remains.

Thankfully, the design, development and delivery can be tackled in many ways.

Learning and development partner organizations can be an excellent resource for achieving your learning objectives, often at a cost that is more efficient than solely internally developed program.