



3 Reasons to Invest in  
*a Learning Culture:*

**RECRUIT, RETAIN, ENGAGE**



# Executive Summary

One of the least explored and most effective ways to drive recruiting, retention and overall employee engagement is to establish a learning culture. **Learning is a win/win for employers and employees.**

## LEARNING DRIVES RECRUITING

**91% of employees say career development and training are important factors** when deciding whether to take a new job or stay in their current role (MetLife survey, 2018). To attract talented people, you need to provide a compelling answer to their most urgent question: *is this job going to make me more employable down the road?*

## LEARNING MAKES ONBOARDING MORE IMPACTFUL

SHRM reports that **turnover can be as high as 50% in the first 18 months** of employment. An effective onboarding program substantially reduces that risk. To reduce turnover, make onboarding more than just administrative; infuse learning into your program.

## LEARNING DRIVES RETENTION

**People who stay with an organization are 24% more likely to credit learning and development opportunities as a deciding factor** (CultureAmp). Ensure that your HR team is offering specialized learning and custom career paths and, most importantly, make sure these opportunities are widely known and understood to be unique benefits.

## LEARNING "FUTURE-PROOFS" YOUR BUSINESS

**54% of all employees will require significant reskilling and upskilling in just three years** (World Economic Forum). You may not always be able to find the talent you need to grow your business. Hedge against a talent shortage by training your employees to be prepared for the future.

# Why Invest in Learning

## LEARNING CAN BE A GAME-CHANGER

HR leaders who can crack the code of learning will see big returns on their investment. Learning is one of those extremely rare initiatives that's all upside. A learning culture measurably drives recruiting, engagement and retention. Learning can also "future-proof" your business against talent shortages.

Josh Bersin, principal and founder of Bersin by Deloitte, found that:

**"The single biggest driver of business impact is the strength of an organization's learning culture."**



Companies that  
make learning part  
of their culture are

30%

more likely to be market leaders

*Bersin & Associates, "High-Impact Learning Culture"*



### Learning benefits employees.

Learning, growing and career pathing are no longer perks; employees of all ages, but especially Millennials, see re-skilling and upskilling as critically important. More than ever, employees want to take control of and personalize their learning and career paths.

### And it benefits employers.

Bersin & Associate found that learning-driven organizations tend to be more efficient, create more customer value and market leadership, and report higher customer satisfaction.



## Learning Drives Recruiting

### PEOPLE WANT TO LEARN

According to a 2018 MetLife survey, 91% of employees say that career development and training are important factors when deciding whether to take a new job or stay at their current one. Gallup reveals 87% of Millennials (the generation that will make up half the workforce in 2020) say access to professional development and career growth opportunities are the most important factors when choosing to accept a job offer.

### CANDIDATES WANT TO KNOW THAT

### YOUR ORGANIZATION PRIORITIZES LEARNING

Candidates see learning and career mobility as one and the same. More than ever, they feel the pressure to stay relevant as technology continues to disrupt entire industries, which puts a premium on people's ability to master new skills. The candidates in your pipeline are actively seeking out organizations that can provide learning opportunities that will give them job security and career prospects in the future. Building a learning culture attracts talent to your organization in a way few other initiatives can.



## YOUR COMPANY'S LEARNING & TRAINING PROGRAMS ARE ONE OF THE MOST ATTRACTIVE BENEFITS YOU CAN OFFER

Here are the types of training programs employers are offering today, based on a 2018 MetLife survey.

### What types of training are employers offering today?

(according to employers)



\*e.g. leadership, conflict resolution, agility, communication, curiosity

To do:

- Feature learning opportunities in your offer letter to new hires and in your benefits brochure.
- Highlight employee stories about their learning experiences on your website.
- You might even consider offering learning stipends as a perk for full-time employees.



Discover the 7 most important recruiting metrics >



## Learning Makes Onboarding More Impactful

### WHY ONBOARDING MATTERS

According to SHRM, turnover can be as high as 50% in the first 18 months of employment and it can cost a company six to nine months of an employee's salary to identify and onboard a replacement. Often, the root causes of turnover can be found in the onboarding process.



## ONBOARDING IS A CRITICAL

## LEARNING & TRAINING OPPORTUNITY

Gallup Analytics finds only one in 10 employees—including managers and leaders—strongly agree their organization does a good job of onboarding. If the employee's reasons for joining your organization are not affirmed within their first month on the job, they're far more likely to pursue other opportunities.

## DOES YOUR ONBOARDING PROGRAM

## ANSWER THIS QUESTION?

Culture Amp shows that **employees who believe their jobs contribute to their personal development are 21% more likely to stay with their current employer.** That belief is so important that it must be instilled right away, so the key question your onboarding program must answer is this: *what skills will I learn at this job that will make me more employable in the future?*

## To do:

- Get (anonymous) feedback from employees:
  - How did they feel about their onboarding experiences?
  - What worked, what didn't, how can onboarding be improved?
  
- Challenge your organization to create an onboarding program that answers the big questions:
  - Why am I here?
  - How is my role here advancing my job prospects in the future?
  - What impact do I make on the broader organization?
  
- Create consistent and engaging onboarding. Use technology to track and manage a standard checklist of must-have onboarding items.

Get Paycor's  
free onboarding toolkit >



## Learning Drives Retention

TAKE A GUESS:

WHAT'S THE #1 REASON PEOPLE CHANGE JOBS?

Gallup found that people are most motivated to quit a job if they feel they can find better career growth opportunities elsewhere. Alternatively, people who stay with an organization are 24% more likely to attribute their decision to the learning and development opportunities they were given, according to CultureAmp.



STAND OUT BY OFFERING

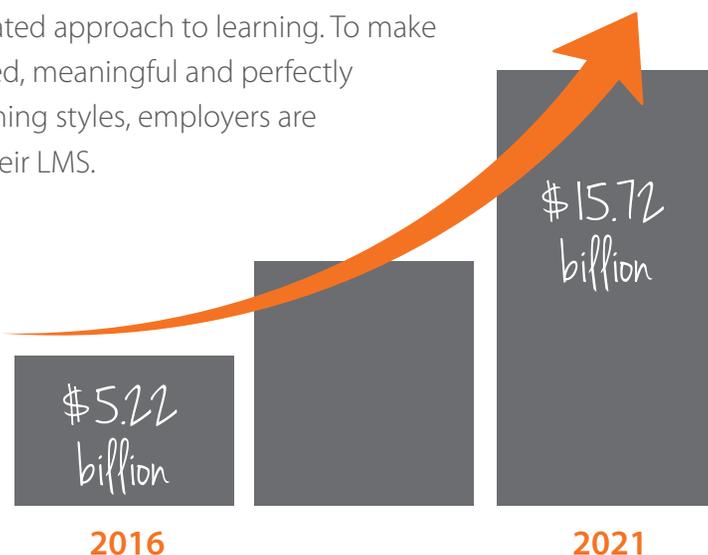
PERSONALIZED CAREER PATHS

Nothing sends the message “we’re investing in you” more than career paths augmented by specialized learning designed to give individuals the skills they need to make an attractive lateral move or to get to the next level. If employees feel like your company is investing in them for the long-term, the chances they’ll happily stick around increase exponentially.

A LEARNING MANAGEMENT SYSTEM

(LMS) CAN HELP

**The Learning market will grow from \$5.22 billion to \$15.72 billion in 2021.** What’s fueling this demand? Employers are taking a more sophisticated approach to learning. To make learning feel personalized, meaningful and perfectly suited to individual learning styles, employers are expecting more from their LMS.



To do:

- Learn more about how to evaluate LMS solutions. [\(We’ve got a guide for that.\)](#)
- Think about all the ways to make learning feel customized:
  - Where and how will you deliver the training?
  - How can you customize learning formats (e.g., video, multimedia) to appeal to a wide range of learning preferences?
  - What courses can you offer that go beyond simply learning new skills (e.g., leadership or strategy courses)

How to evaluate LMS technology >



## Learning "Future-Proofs" Your Business

52% OF HR PROFESSIONALS SAY  
THE SKILLS GAP HAS WORSENERED IN THE  
PAST TWO YEARS AND IS MAKING IT DIFFICULT  
TO RECRUIT QUALIFIED CANDIDATES (SHRM)

Interestingly, a recent World Economic Forum report seems to have affirmed HR's insight into the skills gap: that report concludes that 54% of all employees will require significant reskilling and upskilling in just three years.



## IT MAY NOT ALWAYS BE POSSIBLE TO FIND THE PERFECT CANDIDATE FOR YOUR EMERGING BUSINESS NEEDS

In this case, re-skilling or upskilling can be a distinct competitive advantage. HR leaders are well equipped to forecast the need for future skillsets. If you can build the requisite training into your overall learning approach, you can go a long way toward future-proofing your company. Deloitte found that organizations are leaning more toward training current employees than hiring new ones.



Source: Deloitte Global Human Capital Trends survey, 2019.

### To do:

- As you increase learning opportunities, use technology to reduce administrative tasks. Your LMS should be able to organize learning by groups, teams, departments and individuals. It should track employee participation and completion rates. The more admin you can automate, the more time you'll have to invest in the more strategic aspects of learning.
- Provide ways for junior and midlevel employees to grow into new roles. Succession planning drives retention and engagement, because it sends the message that you're invested in the future.

### WHAT TO LOOK FOR IN AN LMS

#### As you evaluate LMS solutions, here are the must-haves:

##### Convenience and ease-of-use:

- Library of self-paced courses within an intuitive user interface, consistent across mobile devices; on-demand and/or instructor-led
- Enables your team to personalize training without adding administrative overhead

##### Online course builder:

- Ability to quickly create quality instructor-led training programs and online courses
- A range of pre-built modules for assessments, surveys, information pages, checklists, and a course preview feature to ensure error-free content

##### Organize, manage & track:

- Automatically issue certifications of completion, automatically send notifications based on course assignments, course completions, etc.

##### Engaging user experience:

- Visually engaging with powerful search functionality and the ability for learners to make notes and offer instant feedback
- Discussion groups and social tools, like certificates, badges and leaderboards

### POSITIONING LMS TO EXECUTIVE LEADERSHIP

#### Focus on the bottom line.

##### Gallup reports that when organizations focus on learning, they see quantifiable results:

- Up to 23% higher employee engagement
- Up to 18% increase in performance
- Up to 73% lower attrition

#### Build key metrics into your LMS proposal. Educate your C-Suite on what measurements you'll use to evaluate the efficiency of your learning program.

##### A successful learning initiative will track against these KPIs:

- Length of Employment
- Retention
- [Presenteeism](#) (another word for "engagement")
- Feedback from Reviews
- Rate of Internal Promotions
- Absenteeism
- Employee Referrals



## The Paycor Difference

More than 30,000 medium and small businesses nationwide trust Paycor to help them engage, manage and develop their people. Paycor is known for delivering the best HCM solution for the mid-market, but what makes us legendary is the total customer experience we provide, from responsive service and user-friendly design to expert partnership and thought leadership. Our unique combination of technology and expertise helps business leaders streamline every aspect of people management so they can focus on what they know best—their business and their mission.

Learn more about Paycor's technology and expertise

VISIT [PAYCOR.COM/HCM-SOFTWARE](https://www.paycor.com/hcm-software) >