bevel & sloane

FIELD MANUAL SERIES
B&S-R05

KPIS

FREE KIT

LEARNING SYSTEMS · FIELD MANUAL 05

THE TRAINING KPI *Starter Kit*

12 metrics that connect training to the numbers leaders already care about: time to productivity, errors and quality, and retention. Definitions, formulas and space to set your targets.

1. Choosing your metrics
2. Time to productivity
3. Errors and quality
4. Retention and growth

DOCUMENT	VERSION	ISSUED	METRICS
B&S-R05	1.0	November 2026	12 KPIs

HOW TO USE THIS KIT

MEASURE OUTCOMES, NOT ATTENDANCE

Completion rates tell you people clicked through. They do not tell you whether the business got better. The 12 metrics in this kit link training to three outcomes leaders already track. Do not try to run all twelve. Pick three or four, get a baseline, then set targets.

KPI 01 TO 04

Time to Productivity

How fast new and moved people reach full output, and what it costs your senior people to get them there.

KPI 05 TO 08

Errors and Quality

Whether trained people do the work right the first time and follow the documented process.

KPI 09 TO 12

Retention and Growth

Whether people stay, build skill and move up, which is where training protects hiring spend.

01 **Pick one metric per outcome**

Choose the one your data can support today. A rough real number beats a perfect missing one.

02 **Record a baseline before you change anything**

Use the last three to six months, or the last five hires. Without a baseline you cannot show a result.

03 **Set a target and a date**

Write both on the card. Review monthly with the manager who owns the outcome, not only with HR.

88%

of organizations are concerned about retention. Learning is the No. 1 retention strategy.

LinkedIn Workplace Learning Report, 2025

49%

of L&D leaders say executives worry employees lack the skills to execute strategy.

LinkedIn Workplace Learning Report, 2025

OUTCOME 01 · KPI 01 TO 04

TIME TO PRODUCTIVITY

These four show how long ramp takes and who pays for it. They are usually the fastest to improve with better SOPs and structured onboarding.

KPI 01

Time to First Independent Task

Days from start date until a new hire completes the core task of the role without help.

Date of first unassisted core task − Start date

DATA SOURCE Buddy or manager sign off log

NOTES · WHERE THIS DATA LIVES HERE

BASELINE _____ **TARGET** _____ **BY** _____

KPI 02

Time to Full Productivity

Days until a new hire reaches the full output target written for the role.

Date full target is first met for a full week − Start date

DATA SOURCE Output reports, CRM, ticketing or production system

NOTES · WHERE THIS DATA LIVES HERE

BASELINE _____ **TARGET** _____ **BY** _____

KPI 03

Day 90 Ramp Attainment

How close new hires are to full output at the end of their third month.

Output in week 13 ÷ Full role target × 100

DATA SOURCE Same source as KPI 02

NOTES · WHERE THIS DATA LIVES HERE

BASELINE _____ **TARGET** _____ **BY** _____

KPI 04

Senior Hours per New Hire

Time experienced staff spend shadowing, demonstrating and correcting during the first 90 days.

Sum of buddy and manager training hours ÷ Number of new hires

DATA SOURCE Simple weekly time log kept by buddies

NOTES · WHERE THIS DATA LIVES HERE

BASELINE _____ **TARGET** _____ **BY** _____

OUTCOME 02 · KPI 05 TO 08

ERRORS AND QUALITY

These four tell you whether training changed how the work is actually done. Pick the one closest to what your customers notice.

KPI 05

First Pass Quality Rate

Share of work items accepted the first time, with no rework or correction.

Items accepted without rework ÷ Total items × 100

DATA SOURCE QA review, approvals or customer acceptance

NOTES · WHERE THIS DATA LIVES HERE

BASELINE _____ **TARGET** _____ **BY** _____

KPI 06

Errors per 100 Transactions

How often mistakes happen in a high volume process, such as orders, tickets or invoices.

Errors found ÷ Transactions processed × 100

DATA SOURCE Error log, refunds, credits or audit samples

NOTES · WHERE THIS DATA LIVES HERE

BASELINE _____ **TARGET** _____ **BY** _____

KPI 07

New Hire Escalations

How often new hires need to escalate in their first 90 days. Falling escalations mean SOPs are doing their job.

Escalations raised by new hires ÷ New hires, per month

DATA SOURCE Help desk, Slack channel or manager log

NOTES · WHERE THIS DATA LIVES HERE

BASELINE _____ **TARGET** _____ **BY** _____

KPI 08

SOP Adherence Rate

Share of spot checks where the work followed the documented process.

Spot checks passed ÷ Spot checks run × 100

DATA SOURCE Monthly observation or audit sample

NOTES · WHERE THIS DATA LIVES HERE

BASELINE _____ **TARGET** _____ **BY** _____

OUTCOME 03 · KPI 09 TO 12

RETENTION AND GROWTH

These four connect training to hiring cost. They move more slowly, so review them quarterly rather than monthly.

KPI 09

90 Day New Hire Retention

Share of new hires still employed 90 days after their start date.

New hires still employed at Day 90 ÷ New hires who started × 100

DATA SOURCE HRIS or payroll records

NOTES · WHERE THIS DATA LIVES HERE

BASELINE _____ TARGET _____ BY _____

KPI 10

First Year Retention

Share of new hires still employed one year after their start date.

New hires still employed at 12 months ÷ New hires who started × 100

DATA SOURCE HRIS or payroll records

NOTES · WHERE THIS DATA LIVES HERE

BASELINE _____ TARGET _____ BY _____

KPI 11

Proficiency Pass Rate

Share of trained people who pass a practical skills check, not just a quiz.

People who pass the skills check ÷ People assessed × 100

DATA SOURCE Manager observation or practical assessment

NOTES · WHERE THIS DATA LIVES HERE

BASELINE _____ TARGET _____ BY _____

KPI 12

Internal Fill Rate

Share of open lead or senior roles filled by people already on the team.

Roles filled internally ÷ Total roles filled × 100

DATA SOURCE Recruiting or HRIS records

NOTES · WHERE THIS DATA LIVES HERE

BASELINE _____ TARGET _____ BY _____

NEXT STEPS

WHAT TO DO WITH YOUR *results*

Write your chosen metrics in the table below. If you could not find a baseline for any of them, that is the first problem to solve, and it is a common one.

01 **Pick three, not twelve**

One per outcome. More metrics means less attention on each.

02 **Give each metric an owner outside L&D**

The operations or sales leader who feels the result should own the number. Training supports it.

03 **Review monthly, decide quarterly**

Look at the trend every month. Change the training only when a quarter of data says to.

KPI #	METRIC	BASELINE	TARGET	OWNER	REVIEW

FREE CALL

BOOK A DISCOVERY SESSION

BRING YOUR RESULTS TO A DISCOVERY SESSION.

We will walk through your scores together, name the two or three fixes that matter most, and tell you plainly whether you need outside help or can run the fix in house.

BOOK ONLINE
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Founder led by a Former Learning Operations Specialist at Uber

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