

LEADING & LAGGING MEASURES EXAMPLES

Leading measures (short and intermediate term)		Lagging measures (longer-term, bottom-line)	
Curriculum aligned, co-designed Courses offered Courses filled	Courses completed	Higher ratio of (internal) applicants to job openings	Reduced number of unfilled job openings
Percentage of employees/learner enrolled in targeted programs	Credentials attained	Higher ratio of qualified (internal) applicants to job openings	Reduced days between initial job posting and hire
Programs delivered on time, appropriate to fill vacancies	Competencies gained	Higher % of referred (internal) applicants meet hiring requirements	Reduced onboarding and training costs per hire
	Job applications submitted / Career advancement action	Better fit between (internal) applicants and employer	Reduced turnover costs / higher retention (6 months, 1 year)
Courses promoted to under-represented populations	Percentage of under-represented populations completing credentials	Higher percentage qualified (internal) applicants from under-represented populations	Higher percentage of recent hires from under-represented populations