Chapter 1: Strategic Positioning

**Standard 1** Mission

The Corporate Learning Organisation’s mission should be clearly stated and understood throughout the company. It should be formulated at the level of top management and regularly reviewed to ensure its continual relevance. It should be explicitly aligned with the mission of the company.

**Standard 2** Clarity of Strategy

In pursuit of its mission and the objectives assigned to it, the Corporate Learning Organisation should have a well-defined strategy that is understood by all stakeholders.

**Standard 3** Alignment with the Company’s Strategic Objectives

The interface between the Corporate Learning Organisation and the company as a whole should be effectively managed to ensure continuous alignment with the company’s strategic objectives.

**Standard 4** Governance

The Corporate Learning Organisation should have an appropriate system of governance to ensure effective supervision, control and strategic decision-making. The system of governance should ensure adequate linkage to the company’s central decision-making structures and should allow an interface with key stakeholders in the company.

**Standard 5** Quality of Management

The Corporate Learning Organisation should have adequate managerial processes for effective decision-making and operational control.

**Standard 6** Positioning of the Corporate Learning Organisation

The Corporate Learning Organisation should be clearly positioned within the company or organisation of which it is a part. It should be perceived as credible and legitimate within the company or organisation.

**Standard 7** Design and Operating Model of the Corporate Learning Organisation

The Learning Organisation’s internal structure (departments, sub-units, schools, academies,…) and the operating model (processes, business model,…) should be appropriate to this positioning and to the strategic objectives being pursued.

**Standard 8** Brand Image of the Corporate Learning Organisation

The Corporate Learning Organisation should project a distinctive and broadly recognised image within the company. The image should convey standard-setting quality and an innovative, forward-looking spirit that underpins the Learning Organisation’s legitimacy throughout the company.

**Standard 9** Linkage of Learning and Development to HR Processes

The Corporate Learning Organisation’s L&D provision should be effectively aligned with mainstream HR processes such as management development, performance management, succession planning, etc.
**Standard 10**  Linkage to Talent Management Processes

The Corporate Learning Organisation’s L&D provision should be effectively aligned with the company’s talent management processes.

**Standard 11**  Adequacy of Resources

The human and financial resources available to the Corporate Learning Organisation should be adequate to enable it to fulfil its mission and achieve its strategic objectives.

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**Chapter 2: Target Markets, Marketing and Participant Management**

**Standard 12**  Clear Definition of the Corporate Learning Organisation’s Target Markets

The Corporate Learning Organisation should be able to define the target markets that fall within the scope of its mandate. These should be well segmented and the learning objectives for each group clearly differentiated.

**Standard 13**  Understanding of the Market

All those involved in the organisation and delivery of the learning provision should have an understanding of the Corporate Learning Organisation’s internal and external markets.

**Standard 14**  Quality of the Customer Relationship Management

The Corporate Learning Organisation should have processes in place to ensure high quality management of the relationship with its clients within the company (corporate functions, divisions, business units, geographical regions).

**Standard 15**  Participant Selection

The Corporate Learning Organisation should have effective processes for the definition of the target groups for which programmes are being designed and for the selection of the participants within those programmes.

**Standard 16**  Participant Relationship Management

The Corporate Learning Organisation should have staff and processes to ensure that participants are provided with attentive support services before, during and after each program.

**Standard 17**  Marketing

The Corporate Learning Organisation should be properly equipped to market its products and services within the company and, where appropriate, outside the company.

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**Chapter 3: External Suppliers**

**Standard 18**  Criteria for Decisions to Outsource

The Corporate Learning Organisation should have clear criteria on which to base decisions to outsource. It should maintain an appropriate balance between outsourcing and in-house provision.
**Standard 19  Criteria and Processes for Selecting Suppliers**

The Corporate Learning Organisation should have well-defined criteria and processes for selecting suppliers when it outsources its offering.

**Standard 20  Management of Supplier Relationships**

The Corporate Learning Organisation should have processes in place to ensure high quality management of supplier relationships.

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**Chapter 4: Human Resources: The Corporate Learning Team**

**Standard 21  Quality of the Corporate Learning Organisation’s Core Staff**

The Corporate Learning Organisation should operate with a high quality staff of L&D professionals with the diverse skills required to run its portfolio of activities.

**Standard 22  Interface with the Business**

The Corporate Learning Organisation should have well-structured processes in place to manage its interface with the various parts of the business. This may take the form of a Learning Business Partner system that allows it to support its clients directly in the identification of L&D needs and in the proposal of viable solutions.

**Standard 23  Ability to Mobilise High Quality Resources outside the Corporate Learning Organisation itself**

The Corporate Learning Organisation should be able to mobilise a wide variety of resources from across the company to support its activities: members of the company’s senior management team, line managers drawn from the business units, managers and functional experts to act as facilitators.

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**Chapter 5: Programmes, Services and Activities**

**Standard 24  The Portfolio of Programmes, Services and Activities**

The Corporate Learning Organisation should offer a well-balanced portfolio of programmes, services and activities that is coherent with its strategic mandate and relevant to the needs of its target markets.

**Standard 25  The Programme Design Process**

The Corporate Learning Organisation should have effective programme design processes in place. Programme design should be based on careful needs analysis and fully aligned with the company’s strategic priorities. The Learning Organisation should have the capacity to renovate programme content on a continuous basis, to react quickly to new requests for strategic learning, and to innovate in its provision.

**Standard 26  Programme Delivery**

The Corporate Learning Organisation should have the resources and the pedagogical know-how to deliver high quality training and learning. It should be able to combine a variety of delivery modes including face-to-face training, action learning, tutoring and coaching, distance learning, e-learning, etc. It should be able to orchestrate both formal and informal learning.


**Standard 27  Learning Outside the Classroom**

The Corporate Learning Organisation should be able to offer a wide variety of learning opportunities that do not require physical attendance in programmes. These will range from highly structured online offerings to the orchestration of informal on-the-job learning.

**Standard 28  Programme Monitoring, Evaluation and Review**

The Corporate Learning Organisation should have effective systems for the management of its programmes with appropriate processes for monitoring, evaluation and review. It should have systems in place for the measurement of the effectiveness of its activity.

**Standard 29  Measurement of Impact**

The Corporate Learning Organisation should have effective instruments and processes to measure the longer-term impact of its offering within the company.

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**Chapter 6: Innovation and Development**

**Standard 30  Capacity for Innovation**

The Corporate Learning Organisation should be a force of innovation and creativity within the company, irrigating it with new ideas and playing a lead role in corporate learning.

**Standard 31  Capacity to Engage in Creative Partnerships with External Organisations**

The Corporate Learning Organisation should be capable of maintaining constructive and mutually beneficial relations with external institutions such as consulting companies, research institutes, business schools and universities as part of its function to keep the company up-to-date in its thinking.

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**Chapter 7: Physical Resources and Administration**

**Standard 32  Quality of the Learning Environment**

The Corporate Learning Organisation should possess or have access to adequate physical facilities and equipment to provide a high-quality learning environment.

**Standard 33  Efficient Administrative Processes**

The Corporate Learning Organisation should have adequate administrative staff and processes to ensure efficient logistical support for its programmes and to provide a high level of service to its customers.

**Standard 34  Efficient Financial Management Systems**

The Corporate Learning Organisation should have an efficient budgeting and control system. It should have a transparent reporting system.

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**Chapter 8: Global Outreach**

**Standard 35  Ability to Support the Company’s International Strategy**

The Corporate Learning Organisation should be structured and staffed so as to support the company’s globalisation agenda.