Worksheet: Apply an age lens to our L&D data

How to use this worksheet:

Ensure that your employees of all ages feel supported in their upskilling efforts. Use this template for a survey to gather feedback, especially from your older employees. Employers often want to understand this demographic but are sensitive to ingrained stereotypes. Our survey language can give you a head start.

Who to include in the conversations:

Learning & Development team members, HR staff who design and execute employee survey efforts.

Step 1: Create your survey. Keep it short and focused to increase completion rates.

1. Ask your HR team if you can leverage their usual employee survey system or for recommendations on alternative approaches. Ensure that the survey is set up to be anonymous.

2. Consider using questions such as:

   a. How many Learning & Development trainings and resources have you accessed in the past 12 months? 0, 1-3, 4-6, 7-9, 10+

   b. What is your age bracket? Under 30, 30-39, 40-49, 50-59, 60-69, 70+

   c. What is your gender? Use the list your company uses in your usual employee data.

   d. How many team members roll up to you as a manager? 0, 1-9, 10-29, 30-59, 60-99, 100-499, 500+

   e. Which of these do you feel prepared to navigate in our organization? (Check all that apply)

      i. How to understand and work with people of different generations/ ages

      ii. How to lead a mixed-age team

      iii. How to adopt age-inclusive best practices in my daily work

      iv. How to use age-inclusive practices to recruit, interview and hire new team members

      v. How to legally comply with federal protected class status of workers age 40+

      vi. How to avoid treating others differently due to age

      vii. Other topic related to a multi-generational workplace (please describe)

   f. When you consider the Learning & Development trainings and resources you have accessed in the past 12 months, do you agree with any of the following statements? (Check all that apply).

      i. Helped me adopt a growth mindset

      ii. Offered me online training formats

      iii. Provided training in a variety of formats

      iv. Designed for a variety of learning styles

      v. Leveraged age diversity for informal and soft skills training

      vi. Offered access to training from external organizations

   g. Is there anything you'd like the Learning & Development team to know about how we can support your success in a mixed-age team, multigenerational workplace and/or age-inclusive culture? (Open response) _____

Step 2: Reach out to your employees to gather responses. Here are some tips to consider.

1. Explain your goal: "We'd like to better understand how our Learning & Development trainings and resources can help our organization leverage the power of a multigenerational workforce and build an age-inclusive culture."

2. Be clear about your ask: "This 6-question survey will take you ~3 minutes to complete."

3. Promise the level of anonymity you can provide: "The responses are anonymous/will be aggregated by team/etc."

4. Explain how you will use the information they share: "We will use the results to guide development of new Learning & Development offerings and to update current offerings."

Step 3: Analyze and discuss the results

1. Run a report that breaks down each question's results based on age range.

2. On the report, highlight each area within the results when a specific age group has meaningfully different results than other age groups. For example, you might notice or ask:

   a. Does preparedness for navigating key aspects of your workplace differ by age?

   b. Which topics do managers feel prepared to address? Does this differ based on the size of their teams? Their own age bracket?

   c. Does the experience of best practices differ by age bracket?

   d. Does the data show meaningful differences between men age 40+ and women age 40+?

   e. If you sort the optional free response question by age bracket, do any patterns emerge?

   f. Do any similarities exist at both ends of the spectrum, i.e., do both your oldest and youngest workers feel unprepared or underserved?

3. Approach these results with a sense of curiosity. For each, you can discuss:

   a. What could be happening here?

   b. Who or what could help us understand the experiences of these employees?

   c. What additional questions do we want to ask? To whom?

   d. What additional data do we want to start to collect and/or add to our L&D reporting? _____
   _____
   _____
   _____

4. Based on what you've learned, are there any additions or changes you'd like to make in the data that you regularly collect, or the standard report your team uses to digest the data? If so, note them here.
   _____
   _____
   _____

Step 4: Consider what and to whom you report on your L&D metrics, including age-related data.

1. Jot a list of what L&D reporting you share, and with whom you share it:

    a. C-Suite: _____

    b. Senior leaders across the organization: _____

    c. People managers: _____

    d. Employee Resource Group leaders or members: _____

    e. All employees with an internal-only report: _____

2. Circle each audience in the question above with whom you have highlighted any age-related L&D data, metrics or analysis in the past year.

3. Based on what you've learned, are there any additions or changes you'd like to make in the data you share, or with whom you share it? If so, note them here: _____ _____ _____ _____