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TRAINING AS AN INVESTMENT

A *Training Executive Exchange* reader is looking for a Web site or other resource that will help him to make the case to his CFO that e-learning should be viewed as a capitalized investment -- and not as an expense. "I am not looking for ROI or justification," says the reader. "I am looking for an accounting treatment that would allow me to depict e-learning as an investment."

http://www.trainingmagevents.com/learninggroup/search/index_taxonomy.jsp

We ran responses to this query in a previous issue (November 13, 2008). Here are more:

PEOPLE VS. SOFTWARE

Constance Billé (constance.bille@lraworldwide.com) asks, "What are you asking the company to invest in?" Ultimately, she says, e-learning represents an investment in personnel, not software. "If the people do not stay long enough for the company to benefit, or if the company does not know how to benefit from its personnel's contributions, then the investment walks away."

If "human capital" and "intellectual capital" are strategic advantages, according to Billé, then training and development is an investment. "However, that investment has to extend to retaining the people through intertwined policies of talent management, compensation, performance management and the other HR disciplines," she notes.

Billé says that financial justifications for e-learning should rest on e-learning's efficacy and efficiency as a means to train and develop people "as compared to other means of doing so."

Billé is director of organizational development and training for LRA Worldwide Inc. in Horsham, Penn.

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