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**Title** Human resource management — Learning and development metrics

*Management des ressources humaines — Indicateurs de mesure de l'éducation et développement des compétences*

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## Foreword

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The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular, the different approval criteria needed for the different types of ISO documents should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see [www.iso.org/directives](http://www.iso.org/directives)).

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This document was prepared by Technical Committee ISO/TC 260 ~~WG2, Metrics~~.

~~A list of all parts in the ISO 34000 series can be found on the ISO website, *Human resource management*~~

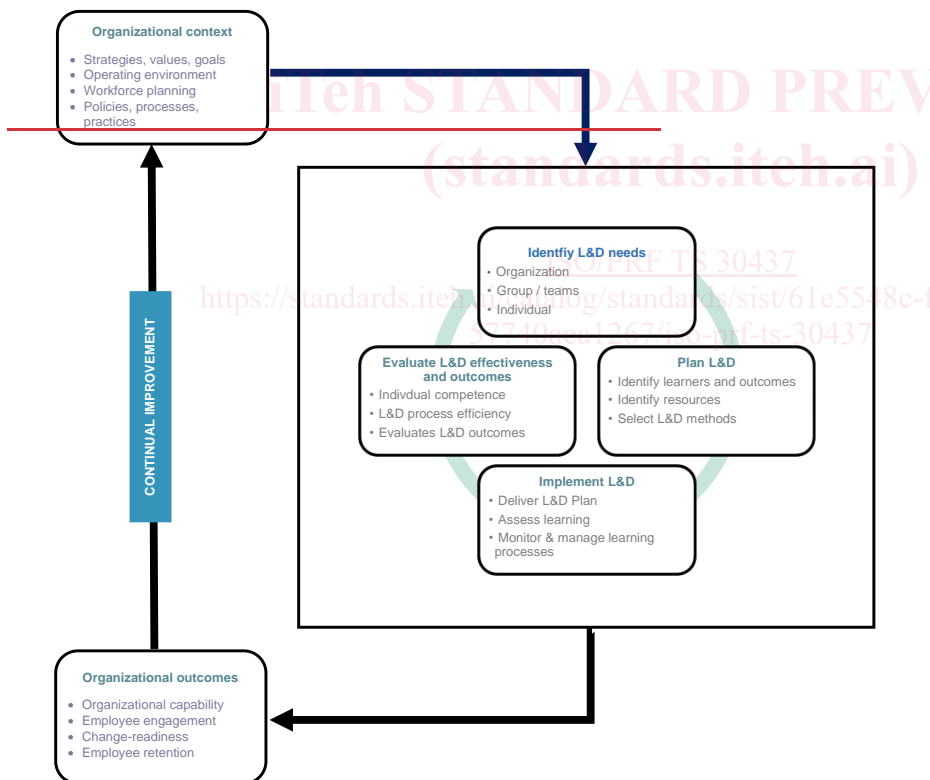
Any feedback or questions on this document should be directed to the user's national standards body. A complete listing of these bodies can be found at [www.iso.org/members.html](http://www.iso.org/members.html).

## Introduction

A well-conceived measurement and reporting strategy is necessary to ensure organizational and individual development processes are managed efficiently and effectively to produce the desired outcomes. This document provides a framework and the concepts, metrics, descriptions and guidance necessary to create a basic measurement and reporting strategy.

~~ISO 30422 – Human resource management – Learning and development~~ISO 30422 provides guidance on a systematic process model for learning and development (L&D) to help managers and others ensure that ~~learning and development~~L&D occurs in the most efficient and effective way to deliver intended outcomes. While it includes a clause on evaluation, describing the reasons to measure and the benefits expected to accrue from measurement, it does not include recommendations for specific metrics or provide guidance on definitions, purpose or use.

ISO 30422 ~~identified~~identifies the need to address both individual and organizational outcomes as well as the efficiency and effectiveness of the ~~learning and development programs~~. (See Figure 1 from ~~L&D programmes~~ (see ISO 30422):2022, Figure 1).



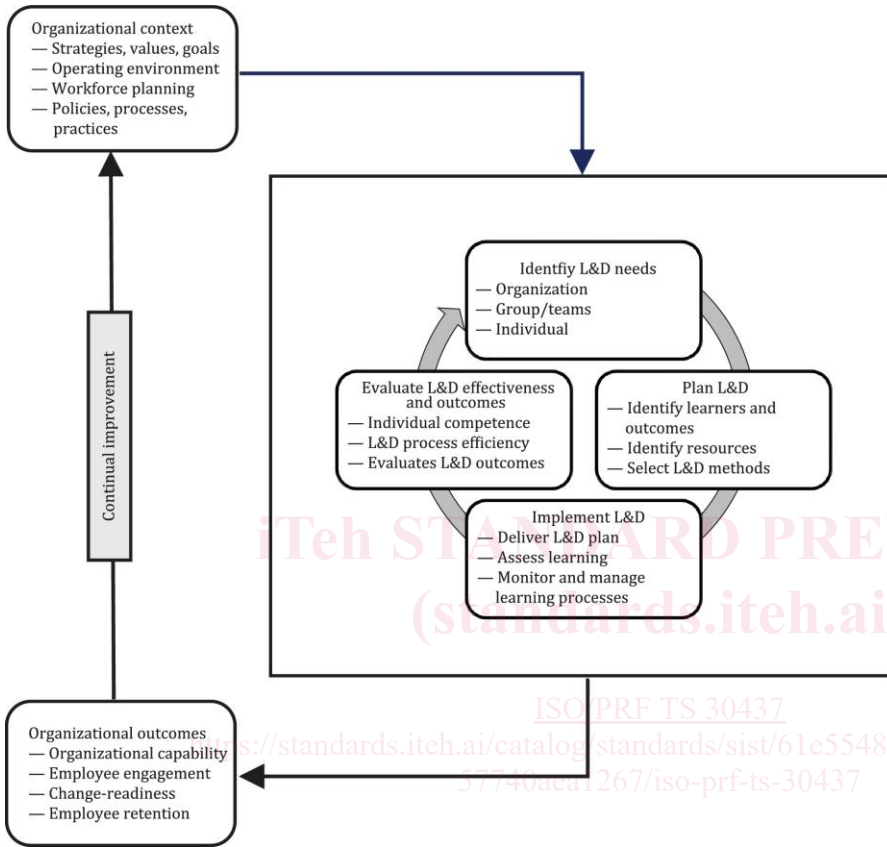


Figure 1— Learning and development process

This document follows that guidance by focusing on three types of metrics (efficiency, effectiveness, and outcome) deployed over five categories of user (senior organization leader, group or team leader, head of learning, ~~program/programme~~ manager, and individual) to measure learning. This framework is used to provide specific guidance on how to measure L&D, including recommended metrics by user and by size of organization. A list of recommended metrics and an example of their use in a scorecard are provided for each user. In total, more than ~~forty~~50 metrics for formal and informal learning are described, including ~~formulas/formulae~~ and worked-out examples where appropriate. Guidance is also provided for selecting the most appropriate report to share the metrics. Four types of reports are described and illustrated by example, including scorecards, dashboards, ~~program/programme~~ evaluation reports and management reports.

NOTE Small-to-medium organizations ~~may~~will possibly not have a dedicated learning department or head of learning. Instead, there ~~may~~could be one or more employees throughout the organization with responsibility for learning.

This document also incorporates guidance from ISO 30414:2018—~~Human resource management—Guidelines for internal and external human capital reporting~~. All eight of the learning-related metrics from ISO 30414 are included.

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Detailed guidance on the limited number of learning-related metrics from ISO 30414 can be found in ISO/TS 30428:2021 ~~Human resource management—Skills and capabilities~~. The L&D metrics described in ~~ISO 30428~~ ISO/TS 30428 are included in this document but greater detail is provided in ISO/TS 30428.

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# Title Human resource management — Learning and development metrics

## 1 Scope

This document provides recommendations on how to measure learning. Since the selection of metrics depends on the reason to measure and the user of the metrics, and since a balanced set of metrics is important to avoid unintended consequences, the document begins with a framework for organizational learning and development, (L&D), including five categories of users, four broad reasons to measure, and three types of metrics. This framework is then used to recommend ~~five~~50 metrics organized by user, type of metric, and size of organization, and provide a description of each. The document concludes with guidance on reporting metrics, including a description of the different types of reports and guidance on their selection based on the user's reasons for measuring.

Metrics for both formal and informal learning are included. The guidance is intended for all types of organizations, including commercial and nonprofit, as well as for all sizes. No previous knowledge of learning and development L&D metrics is required, although those new to L&D measurement ~~may wish to~~can consult the suggested references on matters of frameworks, metrics, and ~~program~~programme evaluation to learn more.

## 2 Normative references

The following documents are referred to in the text in such a way that some or all of their content constitutes requirements of this document. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

ISO 30400, *Human Resource Management — resource management — Vocabulary*

ISO 30414, *Human resource management — Guidelines for internal and external human capital reporting*

ISO 30422:2022, *Human resource management — Learning and development*

## 3 Terms and definitions

For the purposes of this document, the terms and definitions given in ISO 30400, ISO 30414, and ISO 30422 and the following apply.

ISO and IEC maintain ~~terminological~~terminology databases for use in standardization at the following addresses:

- ISO Online browsing platform: available at <https://www.iso.org/obp>
- IEC Electropedia: available at <https://www.electropedia.org/>

### 3.1

~~program~~

a-3.1

~~programme~~

course or series of courses with similar learning objectives designed to accomplish an organizational objective or need

Note 1 to entry: ~~Programs Programmes~~ can include different types of learning, such as instructor-led, e-learning and informal learning. For example, a ~~program~~programme to improve leadership could begin with some e-learning to convey basic concepts, continue with an instructor-led course to discuss and role-play, and end with the provision of performance support tools and coaching.