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## Human resource management — Learning and development metrics

*Management des ressources humaines — Indicateurs d'apprentissage  
et de développement*



Reference number  
ISO/TS 30437:2023(E)

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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 document 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, *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 provides guidance on a systematic process model for learning and development (L&D) to help managers and others ensure that 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 identifies the need to address both individual and organizational outcomes as well as the efficiency and effectiveness of the L&D programmes (see ISO 30422:2022, Figure 1).

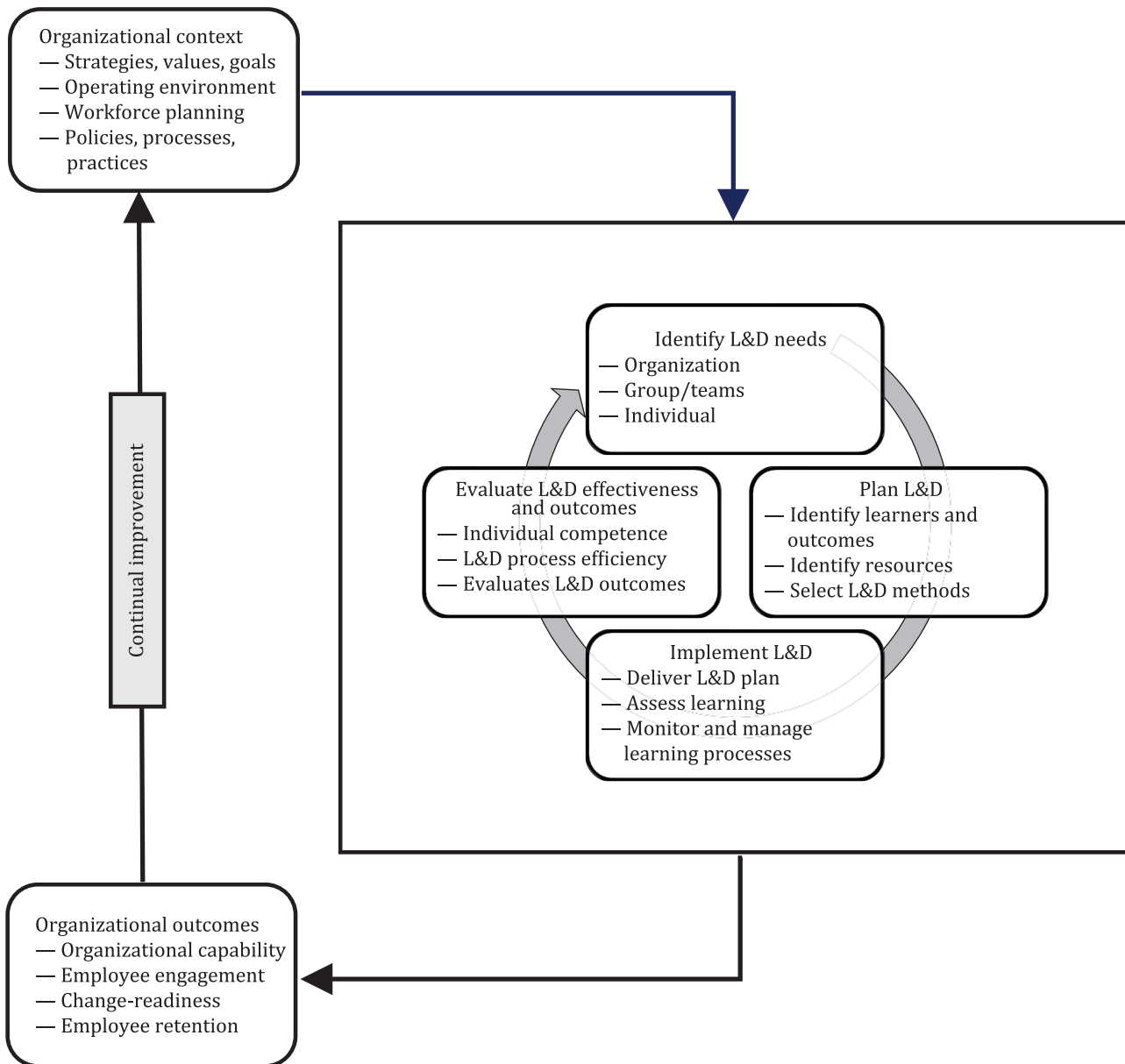


Figure 1 — Learning and development process

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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, 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 50 metrics for formal and informal learning are described, including 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, programme evaluation reports and management reports.

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

This document also incorporates guidance from ISO 30414. All eight of the learning-related metrics from ISO 30414 are included.

Detailed guidance on the limited number of learning-related metrics from ISO 30414 can be found in ISO/TS 30428. The L&D metrics described in ISO/TS 30428 are included in this document but greater detail is provided in ISO/TS 30428.