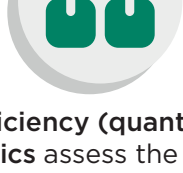


Keeping Score on Learning: What Metrics Do Organizations Really Collect?

Derived from capturing L&D perspectives through rigorous surveys and thorough analysis, Training Industry research offers data-backed insights and best practices for corporate training professionals.

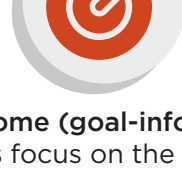
In the 5-4-3+ model, based on the International Organization for Standardization's (ISO) learning and development metrics, training outcomes fall into three primary categories:



Efficiency (quantity) metrics assess the scale of training and resources required to sustain employee learning.



Effectiveness (quality) metrics explore how well learning is delivered and received.



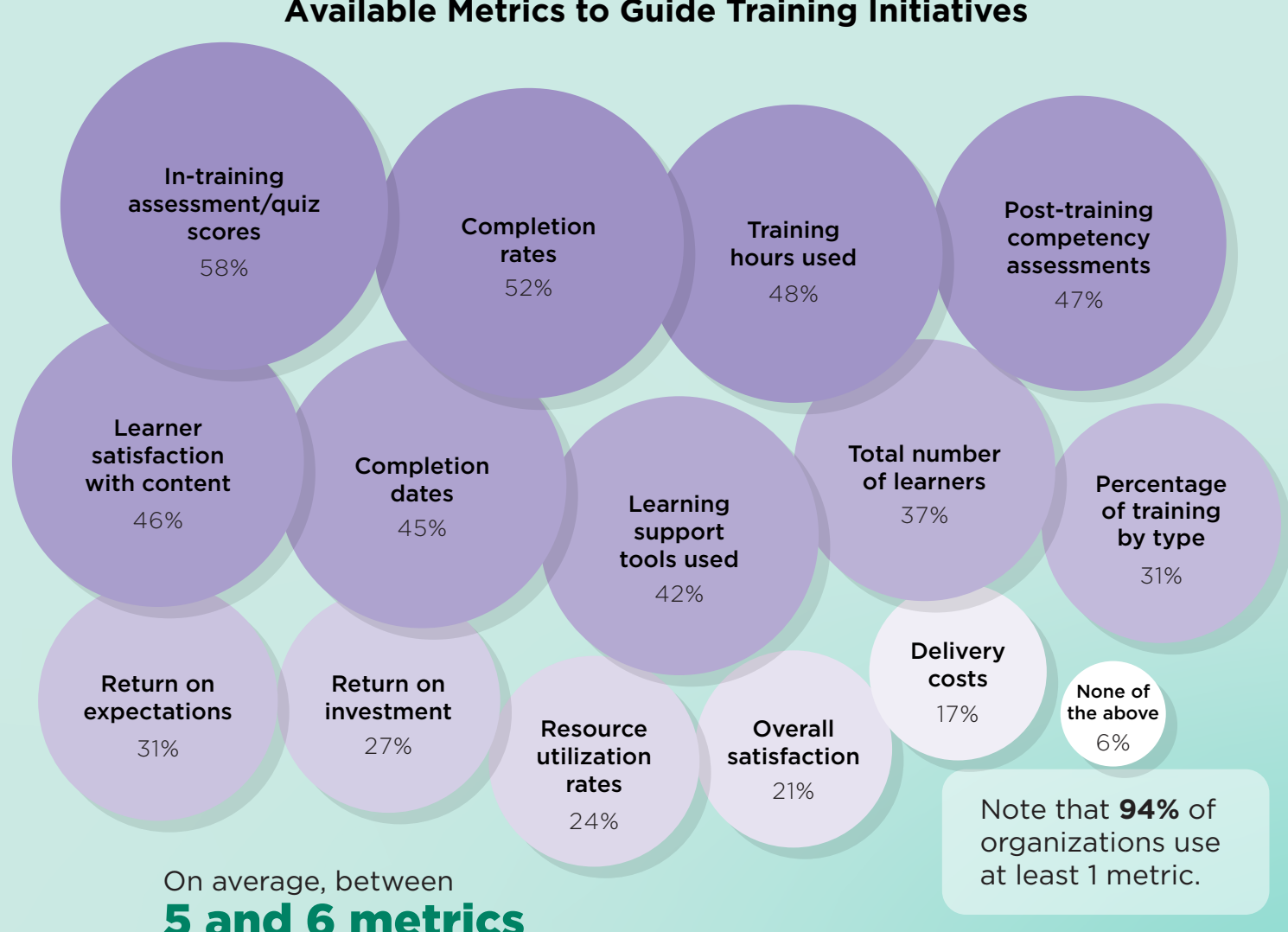
Outcome (goal-informed) metrics focus on the business impact, including behavior change, performance improvement and ROI.

The ISO standards recommend organizations of all sizes collect a variety of different metrics across all three categories of outcomes. Our research set out to quantify what organizations are actually measuring.

Current Measurement Practices

Here are the types of metrics that over 300 learning leaders indicated having access to for their learning initiatives.

Available Metrics to Guide Training Initiatives



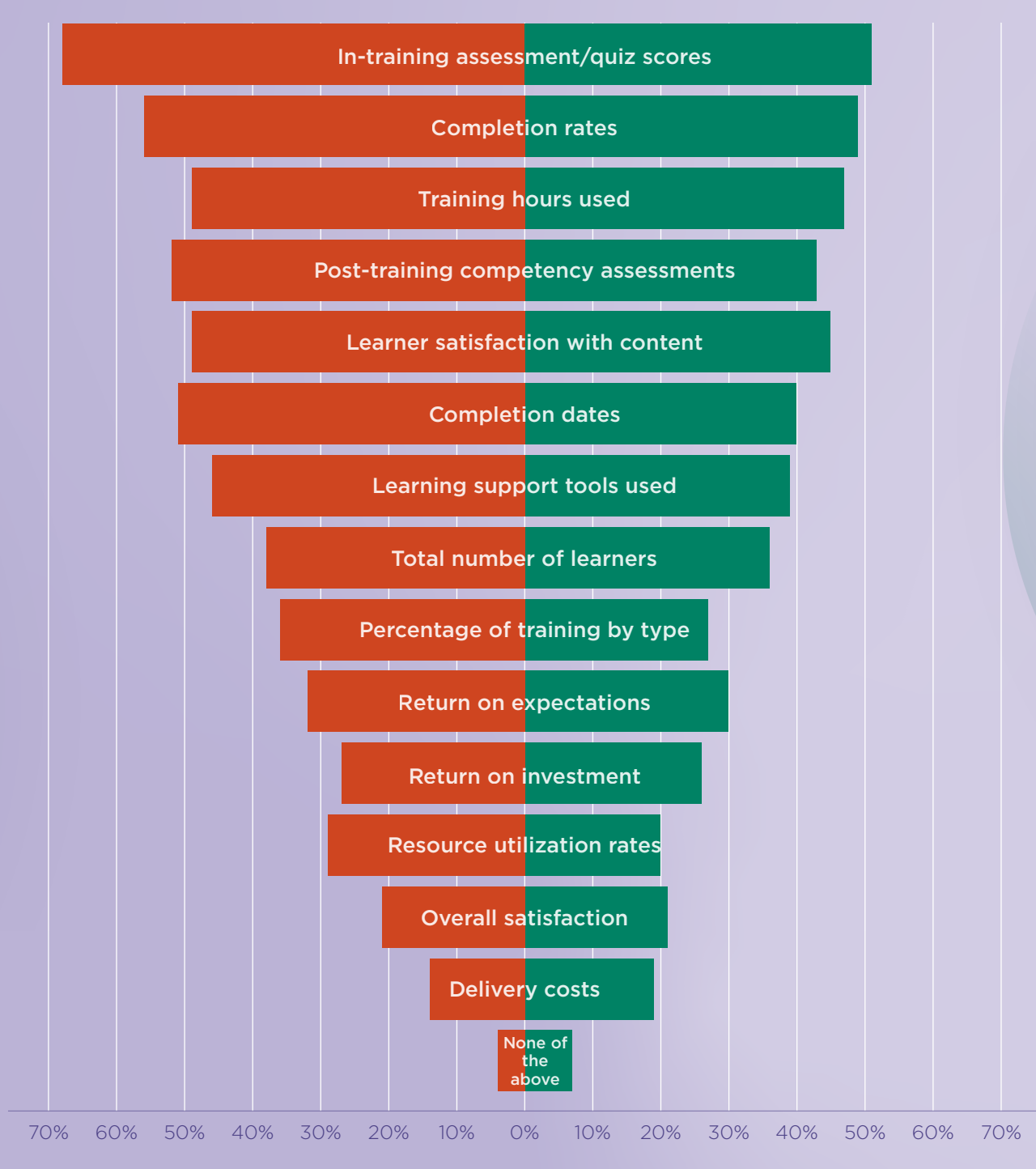
On average, between **5 and 6 metrics** are used by organizations to inform decisions about employee training.

Note that **94%** of organizations use at least 1 metric.

How Metrics Vary by Organization Size

When comparing metrics between large organizations (over 1,000 employees) and smaller ones (fewer than 1,000 employees), we see some differences in which sources of data are favored based on the scale of operations.

Available Metrics to Guide Training Initiatives, by Organizational Size



However, what we don't see is a drastic difference in the number of metrics that large and small organizations track on average.

Over 1k employees

5.7
metrics

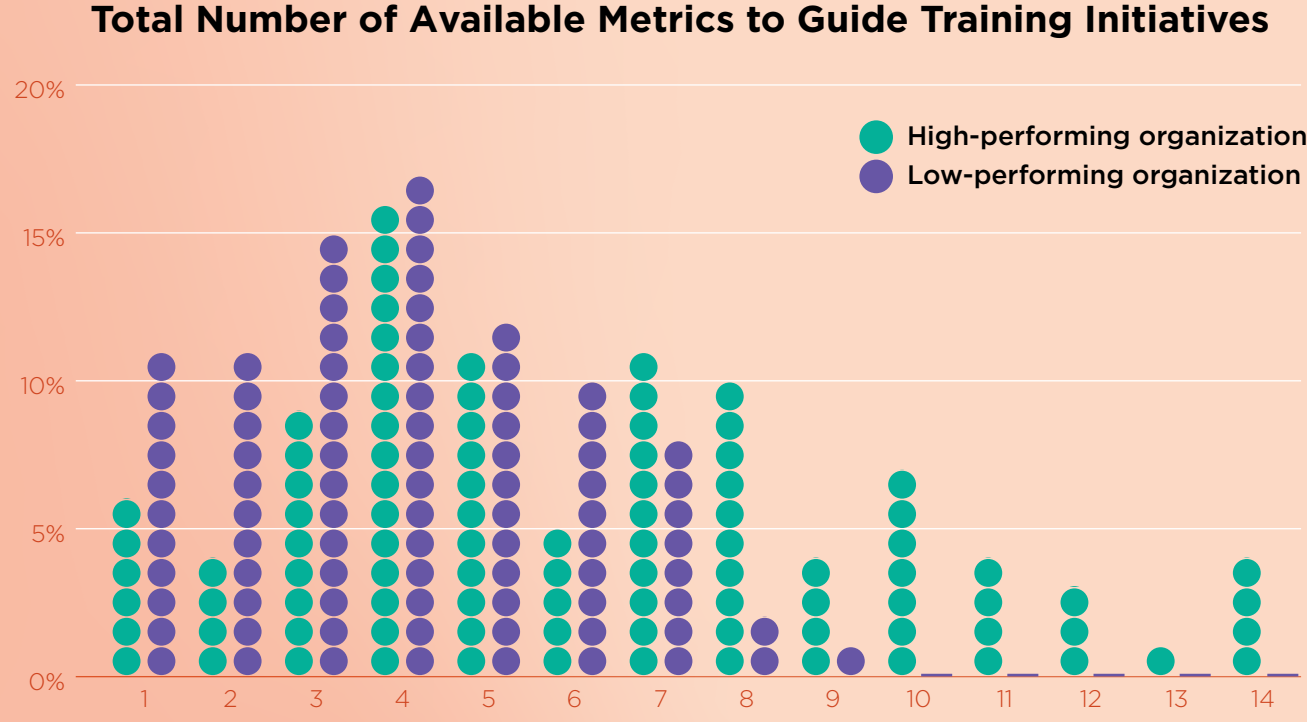
Under 1k employees

4.9
metrics

High- vs. Low-Performing Organizations

There is a clearer contrast when comparing high-performing organizations with low-performing organizations.

Total Number of Available Metrics to Guide Training Initiatives



An average of **6.1 metrics** are collected by high-performing organizations

Low-performing organizations collect an average of **3.4 metrics**

What organizations value most



Simple, trackable indicators that show immediate progress.



Competency and content quality are important to many, but secondary to operational metrics.

What organizations struggle to measure

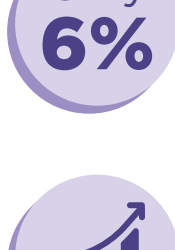


Strategic and financial impact lag behind.



Cost and delivery metrics are least valued.

What the data shows



Only **6%** of organizations don't use any training metrics, showing strong agreement that learning should be measured, even if priorities differ.

The number of metrics an organization uses depends more on performance than on size.

Stronger measurement drives stronger performance. The 5-4-3+ model can help any organization strengthen its evaluation practices.

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