DataNow®
Powered by: Brandon Hall GROUP

2018 Learning Measurement Study

March 2018

About this DataNow® Snapshot

DataNow®Snapshots provide highlights of Brandon Hall Group research and illustrate how the data can be filtered by organization size, revenue, corporate performance, and more, using DataNow®, Brandon Hall Group's proprietary HCM research tool. This Snapshot features data from the 2018 Learning Measurement Study.

2018 Learning Measurement Study

With all of the time, money and energy spent on learning, it is important for organizations to know just what kind of results they are getting for their efforts. It can be challenging, however, to figure out what to measure and how. Brandon Hall Group's 2018 Learning Measurement Study examines the ways organizations approach learning measurement, with a focus on the metrics, methods and outcomes. The results of the study indicate that most organizations are still struggling with more strategic measurements:

- Nearly 30% of companies say they capture only very basic metrics, if anything at all.
- Only 18% of organizations believe they are effective or very effective at measuring informal learning
- Just 13% of companies say they consistently use individual performance as a measurement of learning effectiveness.

The online survey gathered 483 responses representing individuals from 54 countries and more than 40 different industries. The data was collected in January/February 2018.

For more information on DataNow® and how to subscribe, visit
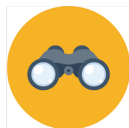**http://datanow.brandonhall.com/**

Demographics - 2018 Learning Measurement Study

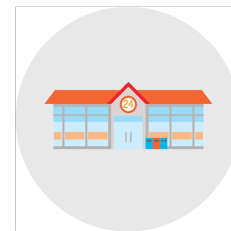**483** Total Responses

 54 Countries

- **63%** US/Canada
- **25%** EMEA
- **7%** APAC
- **5%** Carribean/South America
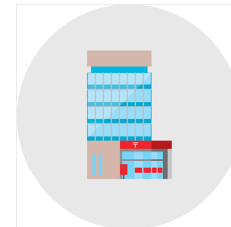
 41 Industries

Top 5: Technology/ Software, Education, Consulting, Healthcare, Insurance, Government

Small, Mid-Size, and Large Organizations

 33% Less than 500 employees

 21% 500-4,999 employees
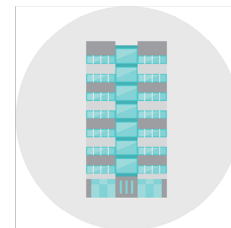
 46% 5,000+ employees

Definitions -
2018 Learning Measurement Study

*Small Organizations: Under 500 employees

**Mid-Size Organizations: 500 - 4,999 employees

***Large Organizations: 5,000+ employees

****High-Performance Organizations: Those that reported increased year-over-year Key Performance Indicators, including revenue, market penetration, employee engagement and retention, and customer satisfaction and retention.

Research Highlight

These research results, downloaded from DataNow®, are available online and can be filtered by organization size, revenue, industry segment, and geography. Some filtered results are shown in the following slides.

To see more, contact us at
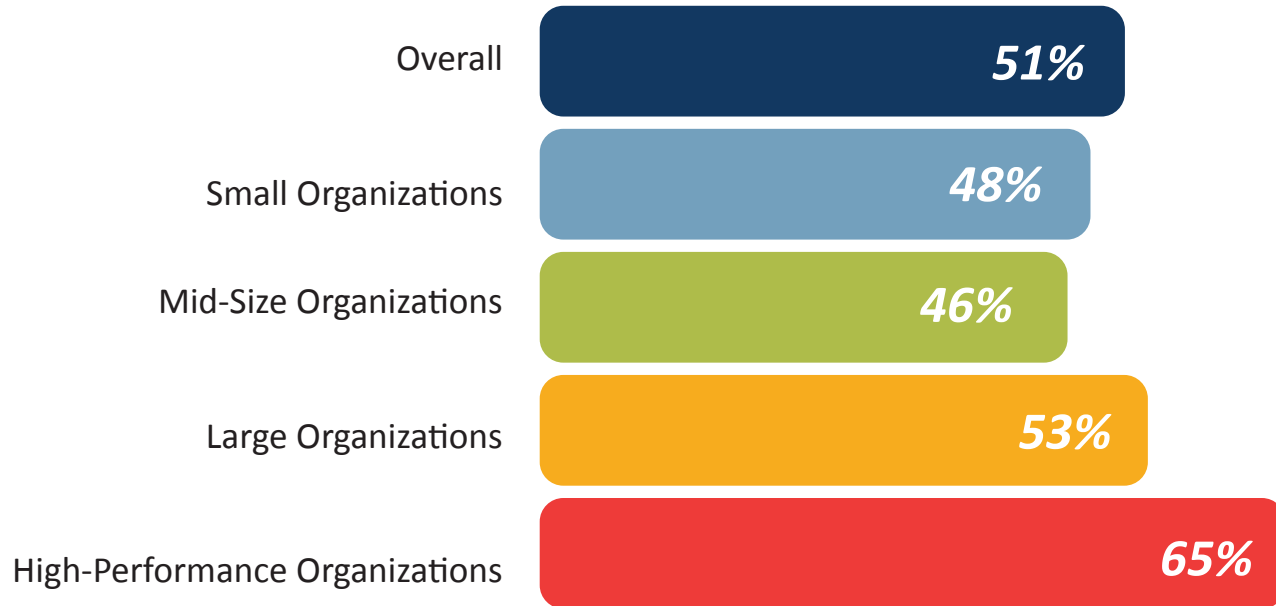**success@brandonhall.com**

Questions - 2018 Learning Measurement Study

- Where does the need to gather metrics on learning in your organization primarily originate?
- Which of the following best describes your organization's level of maturity when it comes to measuring learning efforts?
- **How well is your organization able to identify and track a series of metrics including items such as participation, satisfaction, knowledge transfer, behavior change and business impact for each of the following learning types?**
- Does your organization have specific strategies for measuring different learning types, i.e. formal, informal and experiential?
- **Please indicate (your best estimate) the amount of your L&D programs that are measured at each of the Kirkpatrick levels.**
- Please select the reason(s) your organization may not be measuring at Kirkpatrick Levels3 & 4? (Select all that apply)
- Does your organization use any of the following other measurement models? (Select all that apply)
- What are the main drivers behind your organization's learning measurement approach?
- **Which of the following methods does your organization use to link learning with performance? (Select all that apply)**
- Please indicate the level of involvement each of the following roles has in determining the metrics for learning measurement
- **To what degree are the following metrics used to measure your organization's learning programs, and how effective are they for measuring learning?**

The data from the questions highlighted in green are featured on the following pages. Each Brandon Hall Group research study contains a standard set of demographic questions used to filter and segment data. For more information on how to access this entire study, e-mail **success@brandonhall.com.**

Organizations Reporting Effective/Very Effective Learning Measurement

Formal Learning*

Overall	51%
Small Organizations	48%
Mid-Size Organizations	46%
Large Organizations	53%
High-Performance Organizations	65%

*Formal = Primarily instructor led, course based learning.
**Informal = Learning occurring in unscheduled, ad hoc form, typically through peer collaboration, social networking.
*** Experiential = On-the job, learning by doing, trial and error, observation.

Organizations Reporting Effective/Very Effective Learning Measurement

Informal Learning**

Category	Percentage
Overall	19%
Small Organizations	25%
Mid-Size Organizations	21%
Large Organizations	15%
High-Performance Organizations	28%

*Formal = Primarily instructor led, course based learning.
**Informal = Learning occurring in unscheduled, ad hoc form, typically through peer collaboration, social networking.
*** Experiential = On-the job, learning by doing, trial and error, observation.

Organizations Reporting Effective/Very Effective Learning Measurement

Experiential Learning***

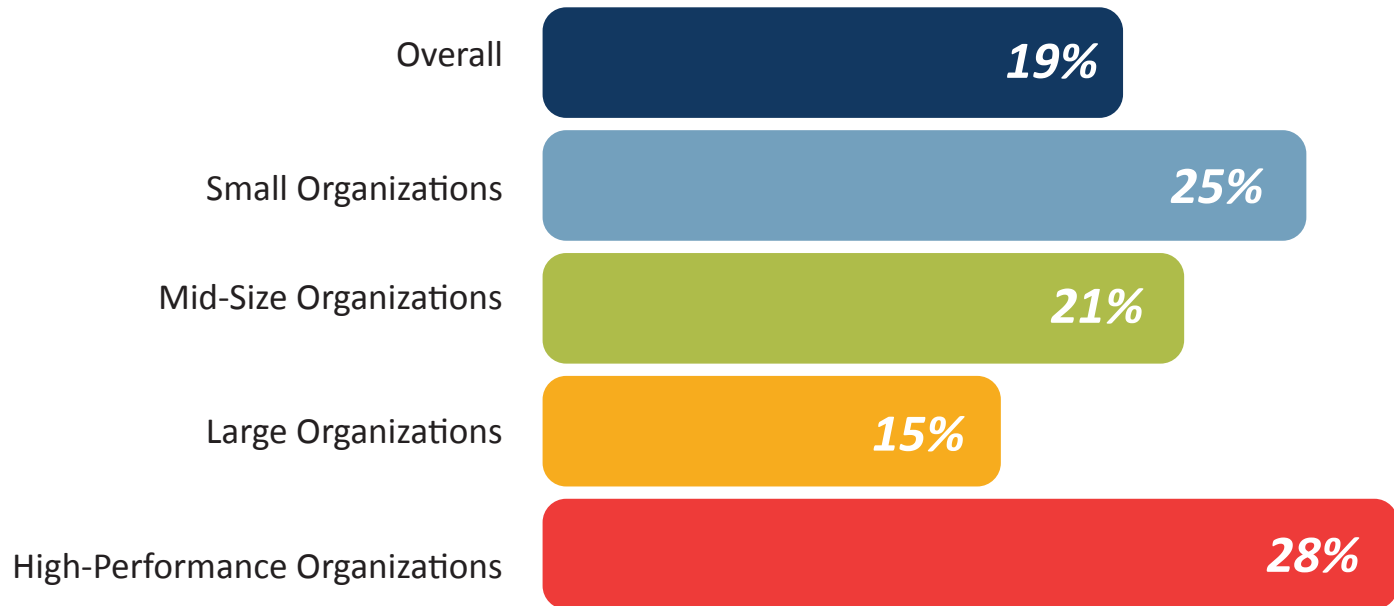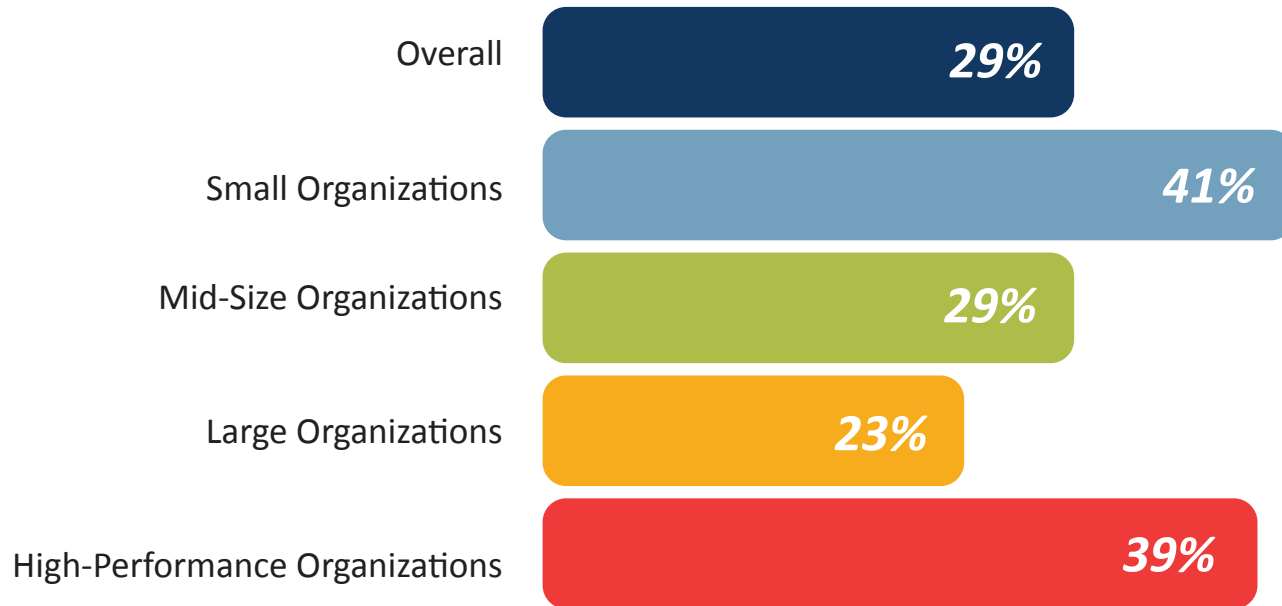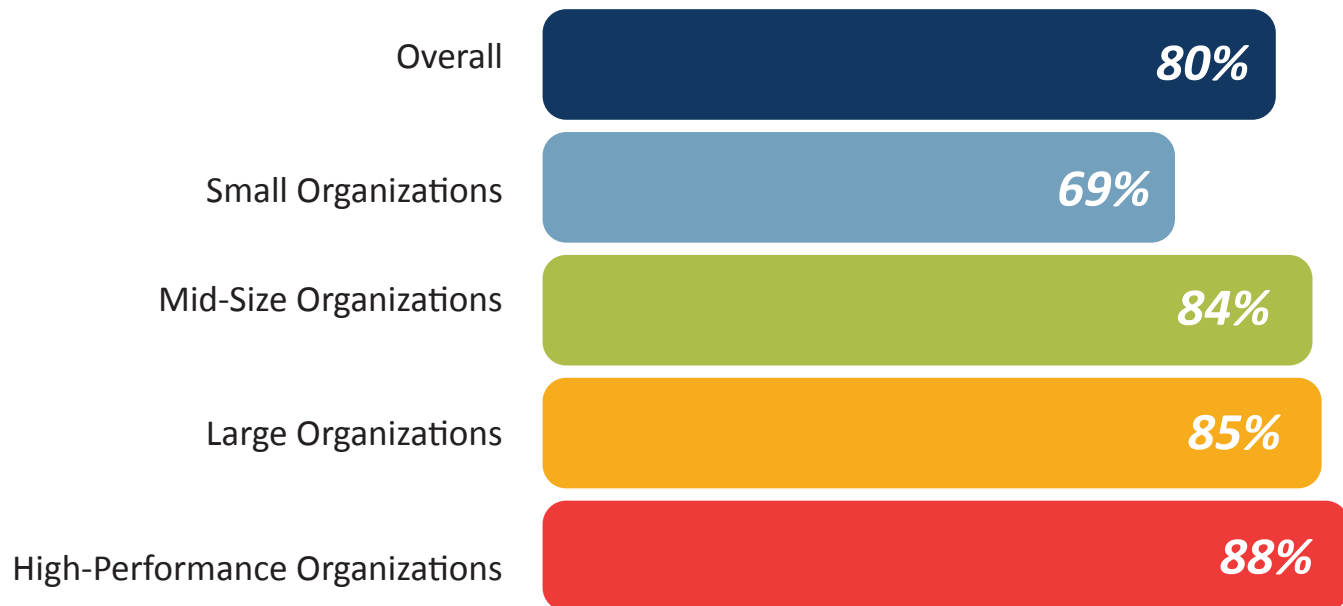|	
Overall	29%
Small Organizations	41%
Mid-Size Organizations	29%
Large Organizations	23%
High-Performance Organizations	39%

*Formal = Primarily instructor led, course based learning.
**Informal = Learning occurring in unscheduled, ad hoc form, typically through peer collaboration, social networking.
*** Experiential = On-the job, learning by doing, trial and error, observation.

Organizations Measuring at Least Half of Learning at Each Kirkpatrick Level

Level 1*

Category	Percentage
Overall	80%
Small Organizations	69%
Mid-Size Organizations	84%
Large Organizations	85%
High-Performance Organizations	88%

*Level 1 = The degree to which participants react favorable to the training.
**Level 2 = The degree to which participants acquire intended knowledge, skills, attitudes, confidence and commitment based on their participation in a training event.
***Level 3 = The degree to which participants apply what they learned during training when they are back on the job.
****Level 4 = The degree to which targeted outcomes occur as a result of the training event and subsequent reinforcement.

Organizations Measuring at Least Half of Learning at Each Kirkpatrick Level

Level 2**

Overall	65%
Small Organizations	58%
Mid-Size Organizations	70%
Large Organizations	66%
High-Performance Organizations	78%

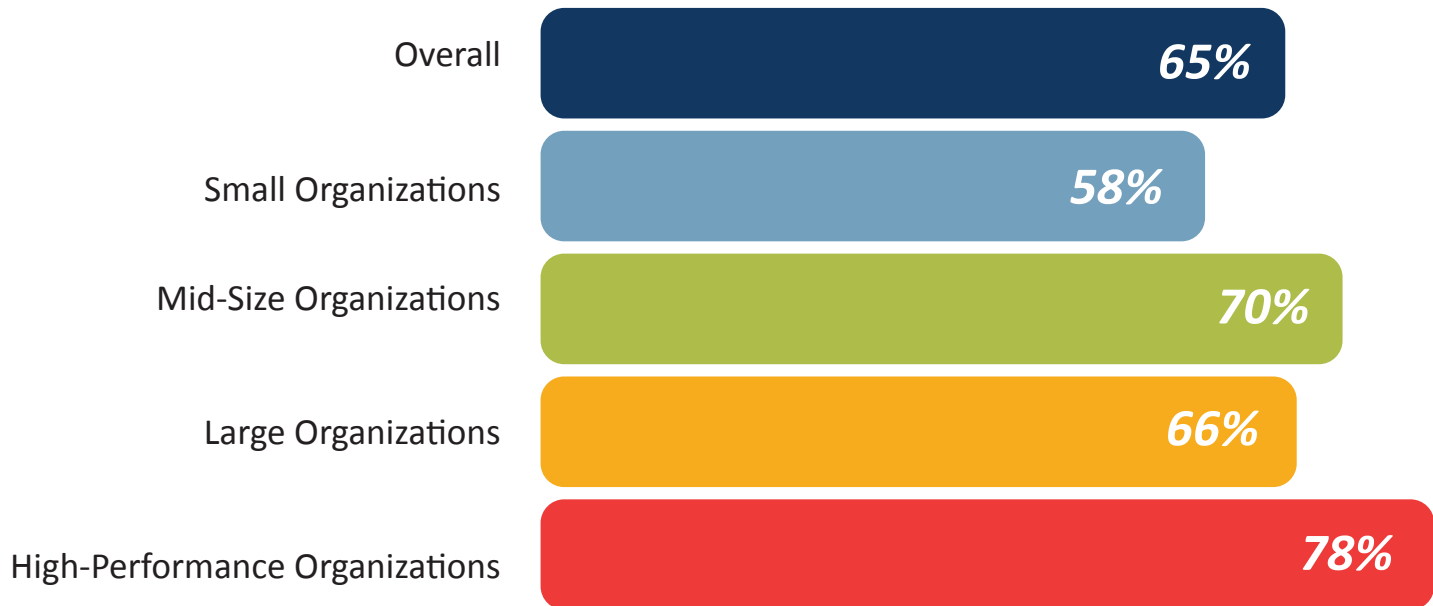*Level 1 = The degree to which participants react favorable to the training.
**Level 2 = The degree to which participants acquire intended knowledge, skills, attitudes, confidence and commitment based on their participation in a training event.
***Level 3 = The degree to which participants apply what they learned during training when they are back on the job.
****Level 4 = The degree to which targeted outcomes occur as a result of the training event and subsequent reinforcement.

Organizations Measuring at Least Half of Learning at Each Kirkpatrick Level

Level 3***

Organization	Percentage
Overall	41%
Small Organizations	45%
Mid-Size Organizations	40%
Large Organizations	40%
High-Performance Organizations	60%

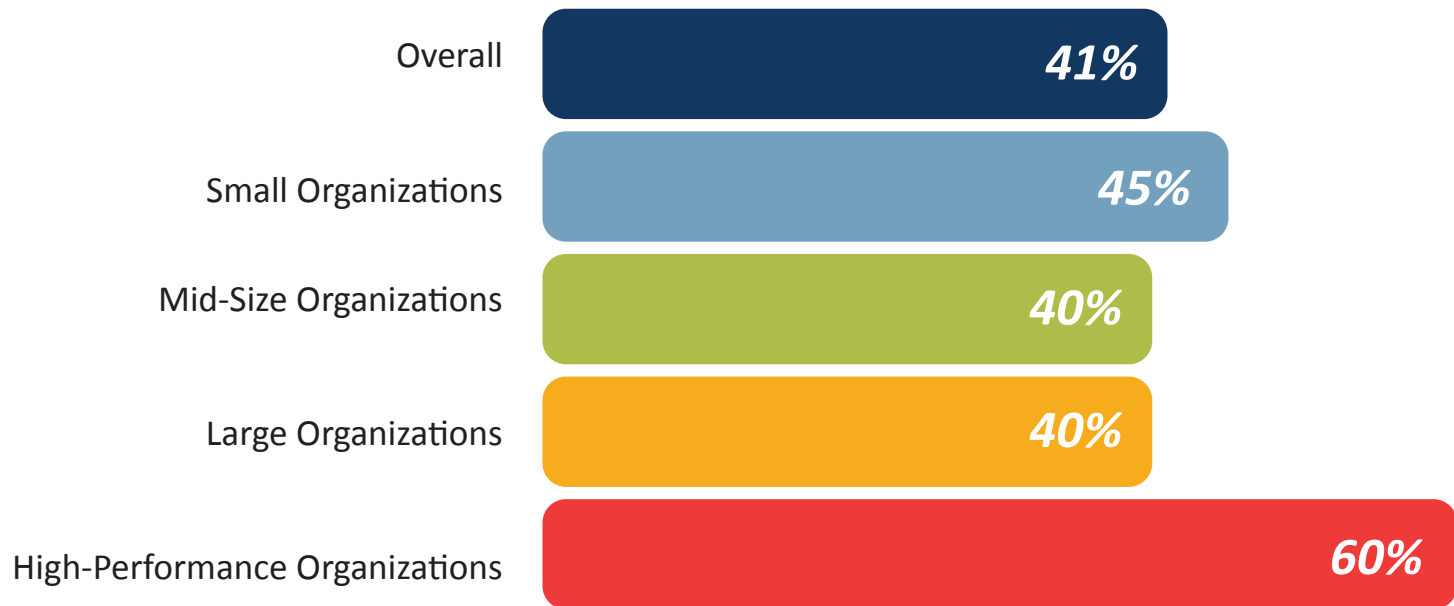*Level 1 = The degree to which participants react favorable to the training.
**Level 2 = The degree to which participants acquire intended knowledge, skills, attitudes, confidence and commitment based on their participation in a training event.
***Level 3 = The degree to which participants apply what they learned during training when they are back on the job.
****Level 4 = The degree to which targeted outcomes occur as a result of the training event and subsequent reinforcement.

Organizations Measuring at Least Half of Learning at Each Kirkpatrick Level

Level 4****

Category	Percentage
Overall	29%
Small Organizations	39%
Mid-Size Organizations	29%
Large Organizations	24%
High-Performance Organizations	38%

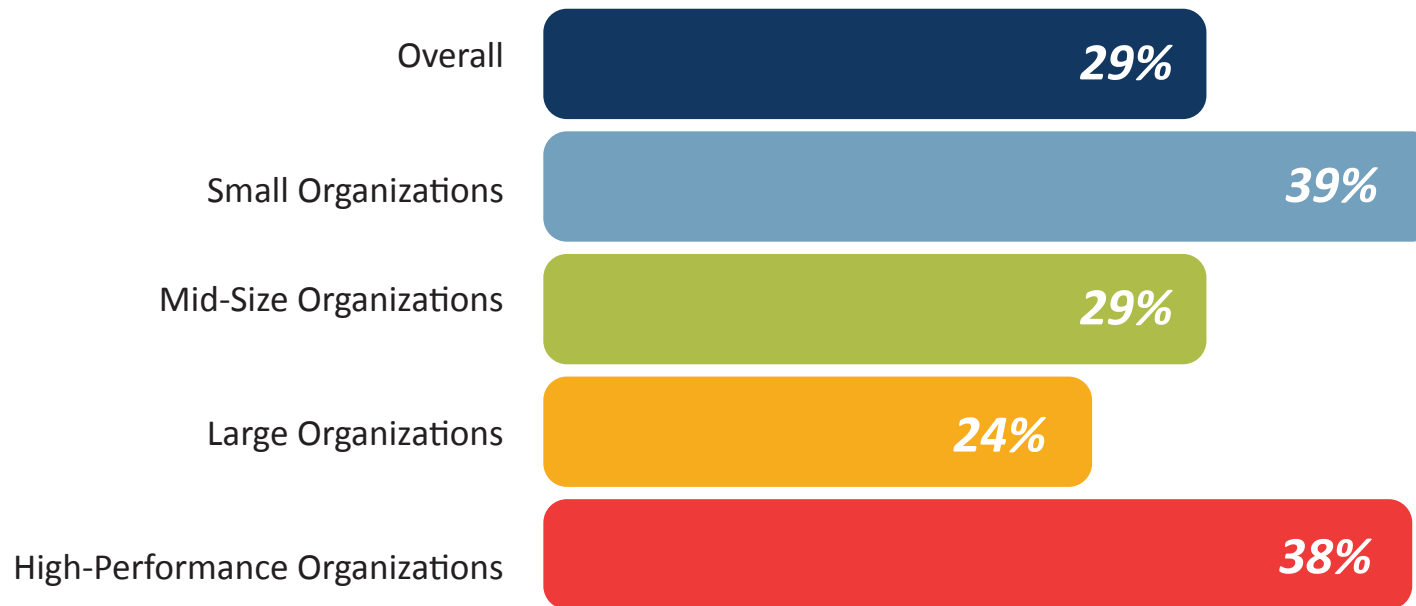*Level 1 = The degree to which participants react favorable to the training.
**Level 2 = The degree to which participants acquire intended knowledge, skills, attitudes, confidence and commitment based on their participation in a training event.
***Level 3 = The degree to which participants apply what they learned during training when they are back on the job.
****Level 4 = The degree to which targeted outcomes occur as a result of the training event and subsequent reinforcement.

Methods Used to Link Learning with Performance

Overall

18% Balanced scorecard

31% Review L&D goals compared to corporate objectives at least quarterly

37% Link L&D objectives to departmental goals

34% Link L&D objectives to individual performance reviews

45% Align L&D objectives with needs of key business stakeholders

29% Use cascading set of goals that link corporate objectives to L&D objectives

48% Target competency and skill gaps and align L&D objectives to closing gaps

Percentages indicate volume of organizations that use each method.

Descriptors for the data segments can be found on page 4.

Methods Used to Link Learning with Performance

Small Organizations

20% Balanced scorecard

31% Review L&D goals compared to corporate objectives at least quarterly

28% Link L&D objectives to departmental goals

38% Link L&D objectives to individual performance reviews

28% Align L&D objectives with needs of key business stakeholders

22% Use cascading set of goals that link corporate objectives to L&D objectives

42% Target competency and skill gaps and align L&D objectives to closing gaps

Percentages indicate volume of organizations that use each method.

Descriptors for the data segments can be found on page 4.

Methods Used to Link Learning with Performance

Mid-Size Organizations

13%	Balanced scorecard
34%	Review L&D goals compared to corporate objectives at least quarterly
36%	Link L&D objectives to departmental goals
42%	Link L&D objectives to individual performance reviews
37%	Align L&D objectives with needs of key business stakeholders
27%	Use cascading set of goals that link corporate objectives to L&D objectives
45%	Target competency and skill gaps and align L&D objectives to closing gaps

Percentages indicate volume of organizations that use each method.

Descriptors for the data segments can be found on page 4.

Methods Used to Link Learning with Performance

Large Organizations

19% Balanced scorecard

29% Review L&D goals compared to corporate objectives at least quarterly

42% Link L&D objectives to departmental goals

29% Link L&D objectives to individual performance reviews

58% Align L&D objectives with needs of key business stakeholders

34% Use cascading set of goals that link corporate objectives to L&D objectives

52% Target competency and skill gaps and align L&D objectives to closing gaps

Percentages indicate volume of organizations that use each method.

Descriptors for the data segments can be found on page 4.

Methods Used to Link Learning with Performance

High-Performance Organizations

18% Balanced scorecard

46% Review L&D goals compared to corporate objectives at least quarterly

51% Link L&D objectives to departmental goals

42% Link L&D objectives to individual performance reviews

51% Align L&D objectives with needs of key business stakeholders

39% Use cascading set of goals that link corporate objectives to L&D objectives

57% Target competency and skill gaps and align L&D objectives to closing gaps

Percentages indicate volume of organizations that use each method.

Descriptors for the data segments can be found on page 4.

Use and Effectiveness of Most-Utilized Learning Metrics

Overall
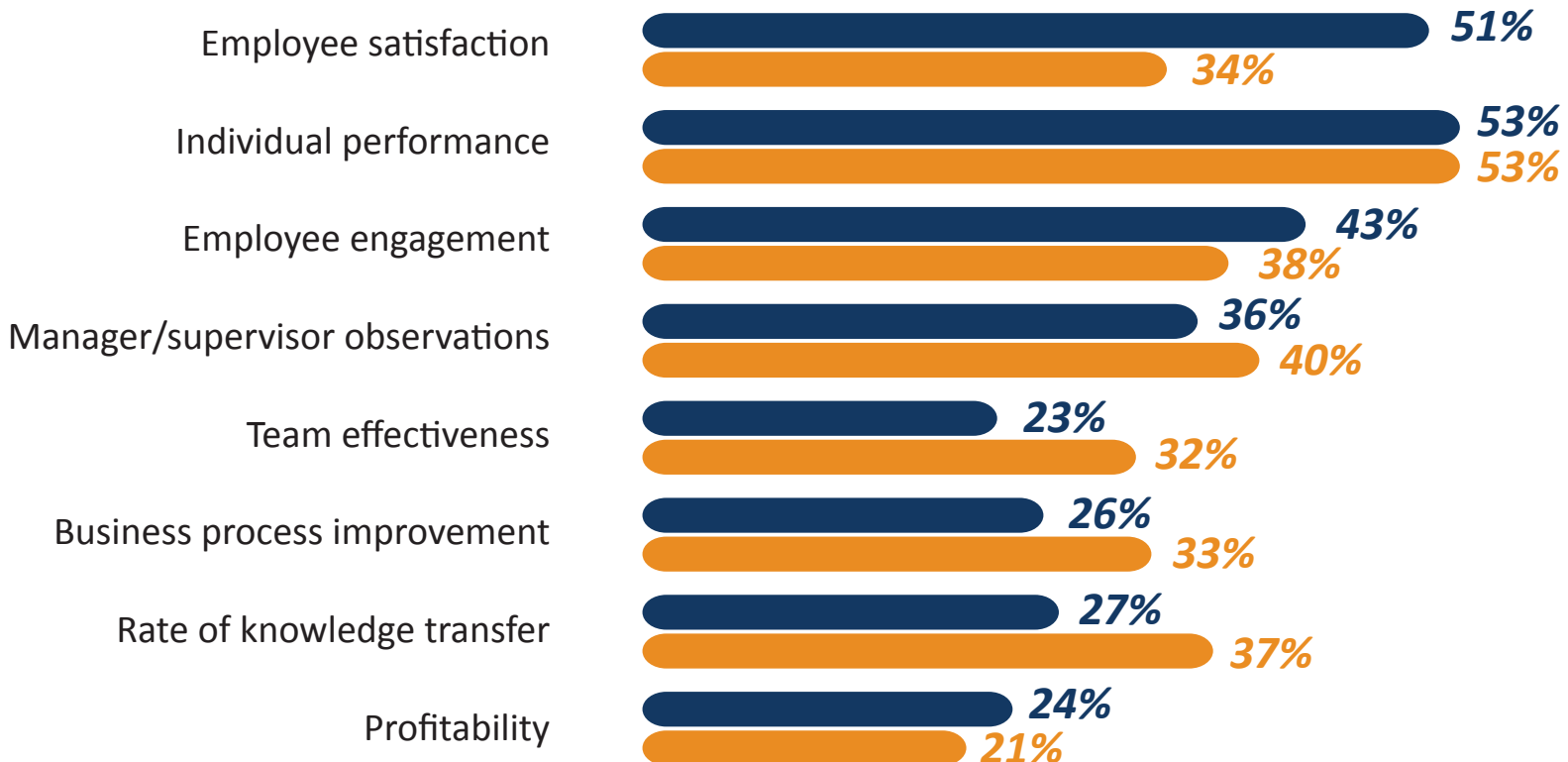
Metric	Using regularly/consistently	Rating as effective/very effective
Employee satisfaction	51%	34%
Individual performance	53%	53%
Employee engagement	43%	38%
Manager/supervisor observations	36%	40%
Team effectiveness	23%	32%
Business process improvement	26%	33%
Rate of knowledge transfer	27%	37%
Profitability	24%	21%

● Percentages reflect number of organizations using the metrics regularly or consistently
● Percentages reflect number of organizations rating the metrics as effective/very effective

Use and Effectiveness of Most-Utilized Learning Metrics

Small Organizations

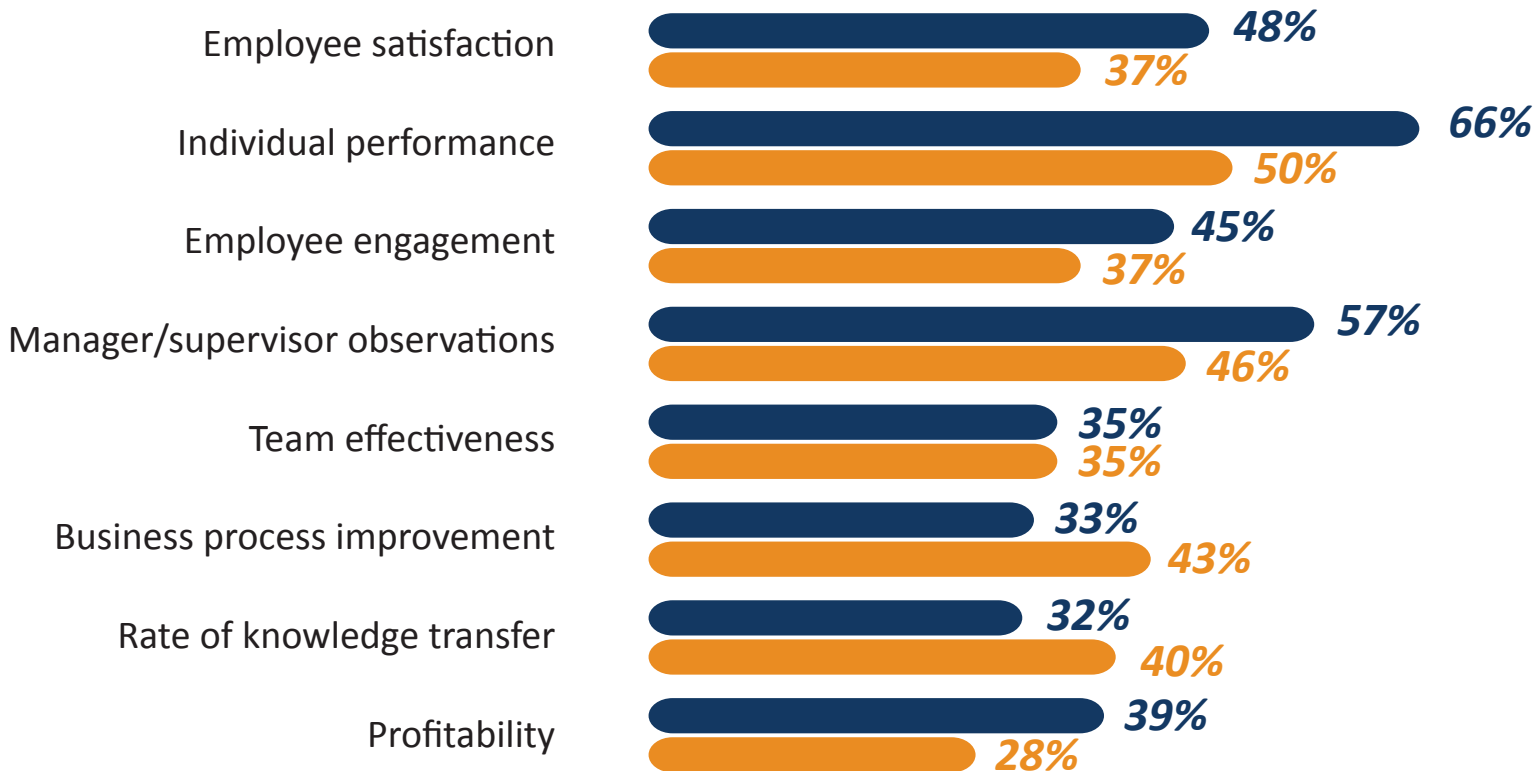| Metric	Using regularly/consistently	Rating as effective/very effective
Employee satisfaction	48%	37%
Individual performance	66%	50%
Employee engagement	45%	37%
Manager/supervisor observations	57%	46%
Team effectiveness	35%	35%
Business process improvement	33%	43%
Rate of knowledge transfer	32%	40%
Profitability	39%	28%

● Percentages reflect number of organizations using the metrics regularly or consistently
● Percentages reflect number of organizations rating the metrics as effective/very effective

Use and Effectiveness of Most-Utilized Learning Metrics

Mid-Size Organizations

Metric	Using regularly/consistently	Effective/very effective
Employee satisfaction	47%	31%
Individual performance	56%	38%
Employee engagement	42%	30%
Manager/supervisor observations	22%	32%
Team effectiveness	22%	27%
Business process improvement	25%	37%
Rate of knowledge transfer	22%	33%
Profitability	19%	10%

● Percentages reflect number of organizations using the metrics regularly or consistently
● Percentages reflect number of organizations rating the metrics as effective/very effective
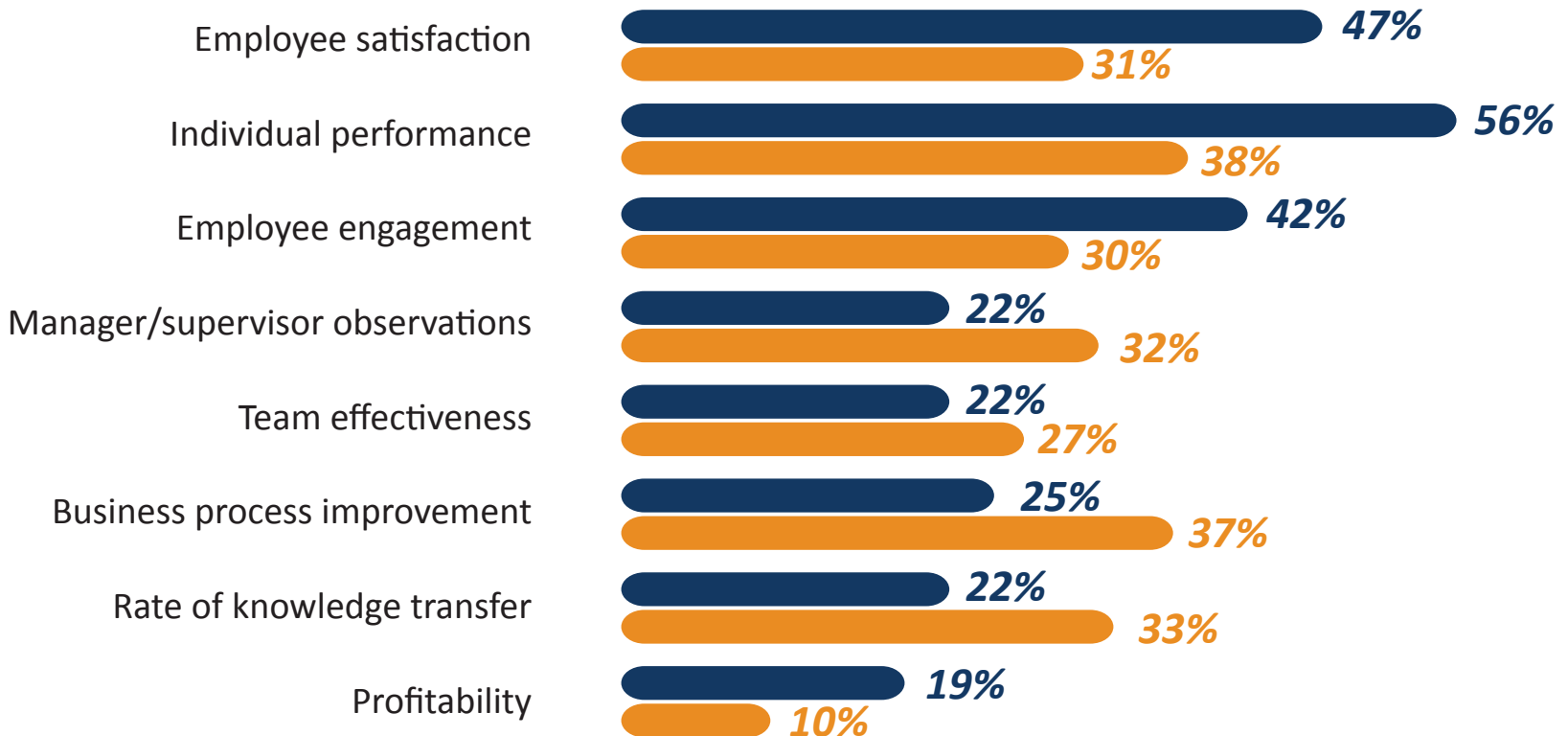
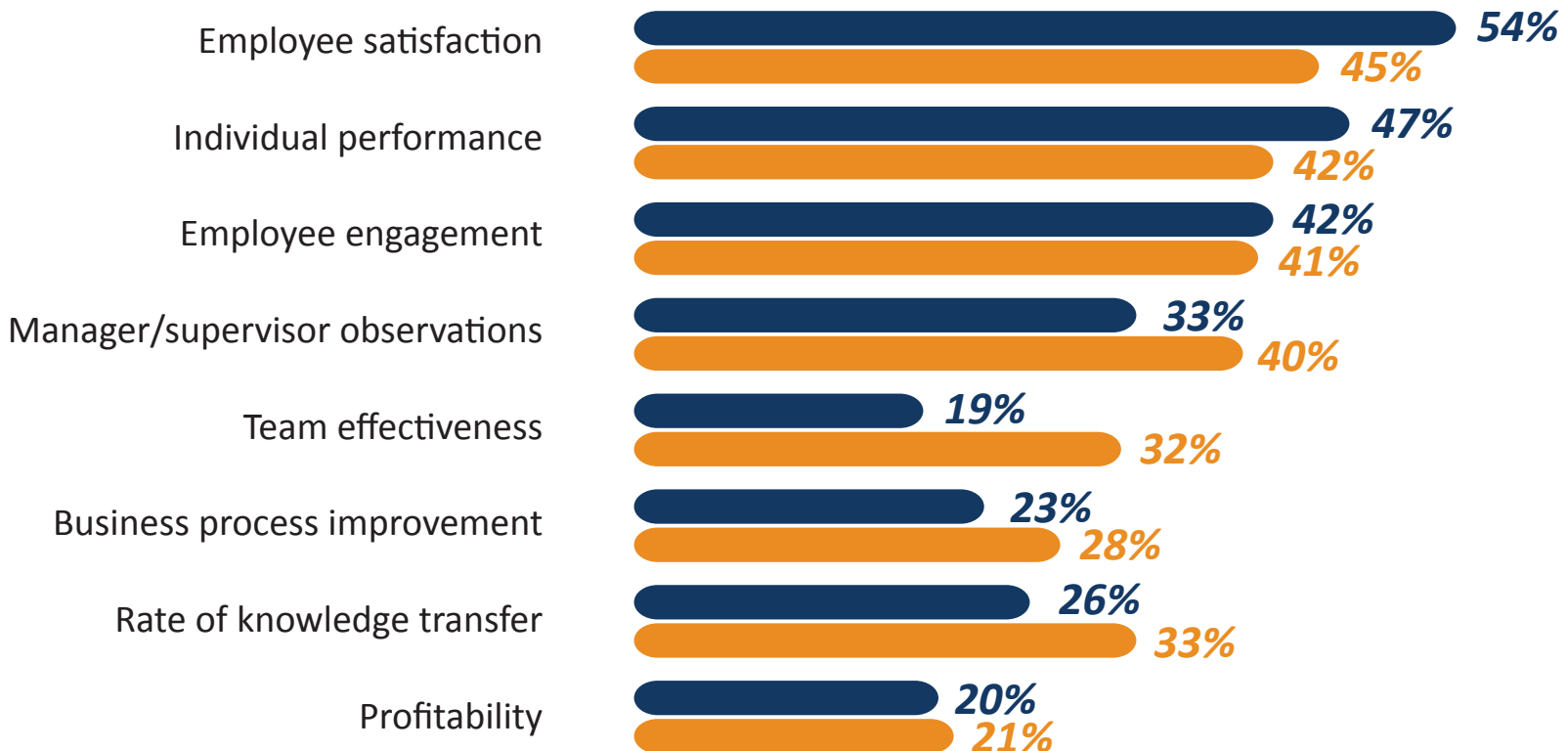# Use and Effectiveness of Most-Utilized Learning Metrics

Large Organizations

Metric	Regularly/consistently	Effective/very effective
Employee satisfaction	54%	45%
Individual performance	47%	42%
Employee engagement	42%	41%
Manager/supervisor observations	33%	40%
Team effectiveness	19%	32%
Business process improvement	23%	28%
Rate of knowledge transfer	26%	33%
Profitability	20%	21%

● Percentages reflect number of organizations using the metrics regularly or consistently
● Percentages reflect number of organizations rating the metrics as effective/very effective
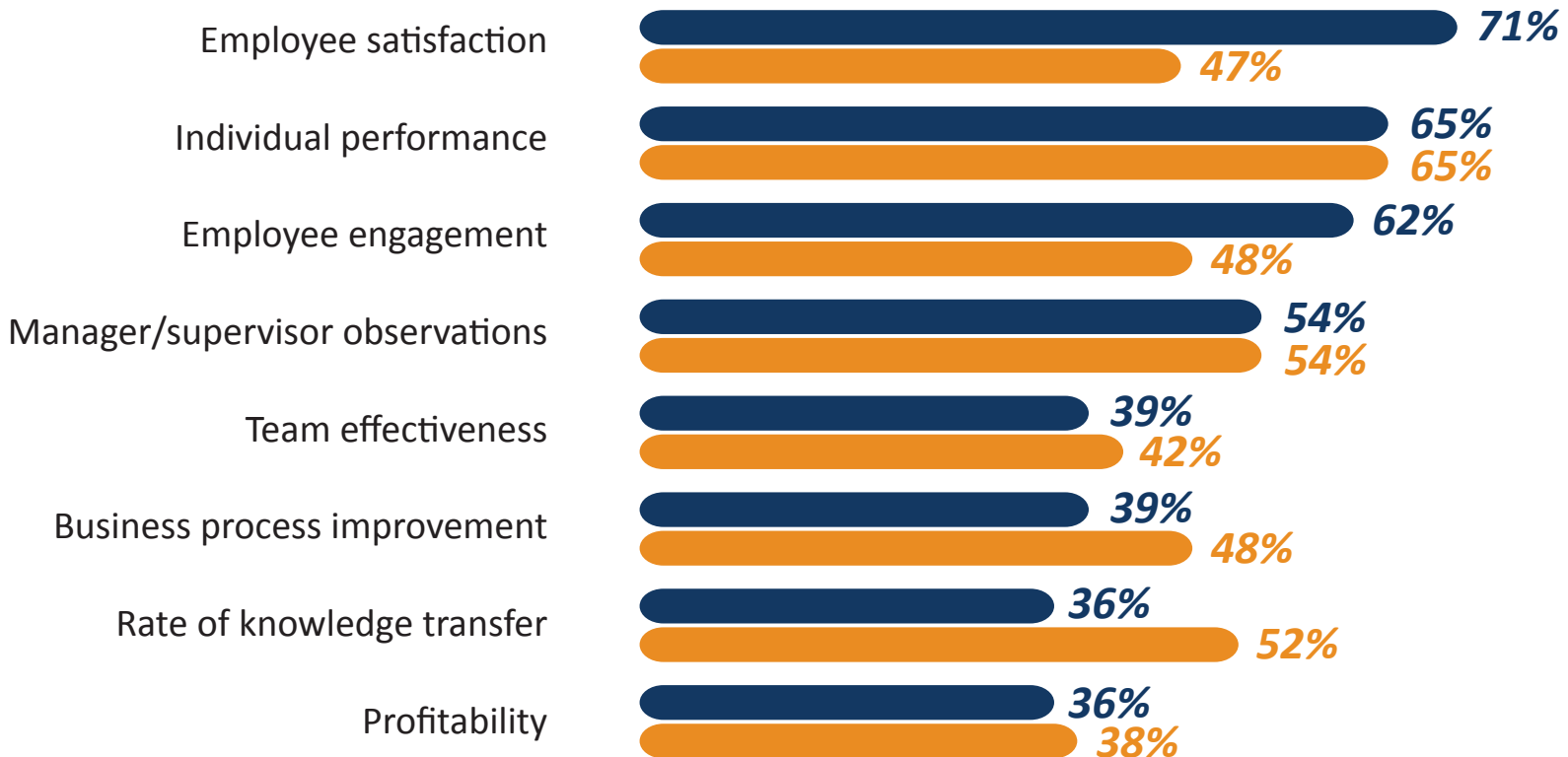
Use and Effectiveness of Most-Utilized Learning Metrics

High-Performance Organizations

Metric	Regularly/consistently using	Rating as effective/very effective
Employee satisfaction	71%	47%
Individual performance	65%	65%
Employee engagement	62%	48%
Manager/supervisor observations	54%	54%
Team effectiveness	39%	42%
Business process improvement	39%	48%
Rate of knowledge transfer	36%	52%
Profitability	36%	38%

● Percentages reflect number of organizations using the metrics regularly or consistently
● Percentages reflect number of organizations rating the metrics as effective/very effective

About Brandon Hall Group

Brandon Hall Group is a HCM research and advisory services firm that provides insights around key performance areas, including Learning and Development, Talent Management, Leadership Development, Talent Acquisition, and HR/Workforce Management.

With more than 10,000 clients globally and 25 years of delivering world-class research and advisory services, Brandon Hall Group is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

Our vision: To inspire a better workplace experience.

Our mission: Empower excellence in organizations around the world through our research and tools each and every day.

Contact Us at success@brandonhallgroup.com

Our Services

GET HELP TO DRIVE RESULTS FOR YOUR TALENT

In today's volatile and global business climate, managing talent for high-performance plays an increasingly crucial role in an organization's growth and future success. Effective talent management is a top priority in organizations everywhere because, while organizations recognize the need to obtain and retain people with the very best skills, they continue to struggle to implement effective strategies to do so. HR and Learning professionals need to be able to successfully define organizational talents needs and skills, identify talent strengths and career goals, and align organizational needs to individual needs. Rethink your strategy, validate your assumptions, transform your business, and optimize your time with the use of reliable data, tools, and guidance.

PLAN	ATTRACT	DEVELOP	PERFORM	RETAIN	OPTIMIZE

GET HELP WITH YOUR HR SERVICES MANAGEMENT & DELIVERY

As described in the employee lifecycle, processes are linked to employee transactional processes (e.g., compensation, benefits, compliance, contingent workforce management, etc.) via workforce planning and analytics.

- Policies/Process/Procedure
- Payroll
- Expense Management
- Benefits & Compensation

- Contingent Workforce Management
- Compliance
- Time & Labor Management

GET CONSULTING HELP WITH…

- Strategy and Planning
- Governance & Business Alignment
- Executive Management
- Team Development

- Measurement & Analytics
- Program Design & Deployment
- Technology Selection, Management & Integration

- Organizational Structure
- Measurement & Analytics
- Change Management
- Budgeting & Forecasting

Contact Us

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