DRAFT FOR COMMENTS ONLY

BUREAU OF INDIAN STANDARDS

Draft Indian Standard

**Human resource management —
Leadership metrics cluster**
(ICS 03.100.30)

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NATIONAL FOREWORD

Formal clauses to be added later.

The text of ISO Standard has been approved as suitable for publication as an Indian Standard without deviations. Certain conventions are, however, not identical to those used in Indian Standards. Attention is particularly drawn to the following:

a) Wherever the words 'International Standard' appear referring to this standard, they should be read as 'Indian Standard'.
b) Comma (,) has been used as a decimal marker while in Indian Standards, the current practice is to use a point (.) as the decimal marker.

In this adopted standard, references appear to an International Standards for which Indian Standards also exist. The corresponding Indian Standards, which is to be substituted in its places, is listed below along with their degree of equivalence for the editions indicated:

International Standard	*Corresponding Indian Standard*	*Degree of Equivalence*
ISO 30400, Human resource management — Vocabulary	MSD 19/Doc No. (18969)/ ISO 30400, Human resource management — Vocabulary	Identical
ISO 30414, Human resource management — Guidelines for internal and external human capital reporting	IS/ISO 30414 : 2018, Human Resource Management Guidelines for Internal and External Human Capital Reporting	Identical

Introduction

IS/ISO 30414 highlights guidelines on the following core human capital reporting areas or "clusters":

— compliance and ethics;

— costs;

— diversity;

— leadership;

— organizational culture;

— organizational health, safety and well-being;

— productivity;

— recruitment, mobility and turnover;

— skills and capabilities;

— succession planning;

— workforce availability.

IS/ISO 30414:2018, 4.7.5, describes leadership in organizations.

The following metrics grouping or cluster is included in this document:

— leadership trust;

— span of control;

— leadership development.

Leadership development is expressed as one or both of the following:

— percentage of leaders who have participated in leadership development programmes within a defined period;

— percentage of leaders who have participated in training.

This document describes the following components for each of the above metrics:

— description;

— — purpose;

— — formula;

— — how to use;

— — intended user(s);

— — contextual factors;

— — predictive factors.

The quality and sustainability of leadership has a strong impact on the results of an organization. It depends, for instance, on identifying and developing the most appropriate leaders, for example segmented by executive leaders and managers. Metrics within this area make statements about the process of identifying and developing leaders.

As leadership impacts the workforce, organizations can consider establishing and implementing strategies for consultation and participation of all workers, and their representatives as appropriate, ensuring an open and regular dialogue.

Scope

This document describes the elements of the leadership metrics cluster. This document provides the formula for comparable measures for internal and external reporting.

This document also highlights issues that need to be considered when interpreting the leadership data, especially when deciding on the appropriate intervention internally and when reporting these to external stakeholders (e.g. regulators, investors).