

***For Comments Only***

**Draft Indian Standard**

**Human Resource Management —  
Organizational Culture Metrics Cluster**

**ICS 03.100.30**

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**NATIONAL FOREWORD**

(Formal clauses to be added later on)

The text of the International 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'.

In this adopted standard, reference appears to an International Standard for which Indian Standard also exists. The corresponding Indian Standard, which is to be substituted in its place, is listed below along with its degree of equivalence for the editions indicated:

<i>International Standard</i>	<i>Corresponding Indian Standard</i>	<i>Degree of Equivalence</i>
ISO 30400, Human resource management — Vocabulary	MSD 19/ Doc. No. (18969) / ISO 30400, Human resource management — Vocabulary	Identical

Annexes A, B and C are for information only.

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**Note:** The technical content of the document is not available on website. For details, please refer the corresponding ISO/TS 24178: 2021 or kindly contact:

Head  
Management and Systems Department  
Bureau of Indian Standards  
Manak Bhawan, 9, B.S. Zafar Marg  
New Delhi – 110 002  
Email: [msd@bis.org.in](mailto:msd@bis.org.in)  
Telephone/Fax: 011-23231106

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## Scope

This document describes the elements of organizational culture and provides the formula for comparable measures for internal and external reporting.

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

## Introduction

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.

This document deals specifically with the cluster of metrics in the organizational culture area.

An organization's workforce includes permanent employees, casuals, contingent workers and all workers who fall within the reporting organization's governance and leadership structure. Where possible and practical, reporting and metrics should include the breakdown by type of worker. There should be both aggregated measures that assess the overall assessment of culture across the whole workforce and breakdowns that link metrics to factors that can be acted upon to influence changes in culture. For example, outsourced workers can operate within a different leadership or governance structure yet have an influence on the overall performance of one or more different business units.

All such people are contributing components of overall human capital yet can also be part of a supplier, distributor or other third-party contracted organization. Assessment of culture in this situation can be assessed as part of supply chain, supplier performance evaluations or both. Such reporting of culture falls outside the scope of this document.

Each organization should document the worker categories that make up the workforce pertinent to its activity and ensure this definition is reviewed and updated regularly. For example, worker categories can include employees and casuals for a period then additional contractors or outsourced labour will possibly be required. This would necessitate changes to the definition, metric and reporting of these worker categories.

Breakdowns and analysis of data can include:

- subsidiary, division, department or cost centre hierarchy;
- geographic location;
- workforce category or grouping;
- position or level (e.g. management, supervisory, front line);
- function (e.g. technical specialization);
- tenure or length of service;
- values or culture orientation at time of assessment.

Organizations need to understand the drivers of a committed and engaged workforce and ensure that the metrics and groupings selected can be linked to a causal relationship with factors that can be addressed to change current performance. Some examples include:

- lack of clearly defined organisational purpose can create conflicting priorities;
- lack of clearly defined or understood values can cause inconsistent behaviour;
- inconsistent supervisory direction can cause lower engagement;
- inadequate hiring practices can introduce employees who do not share organizational values;
- poor departmental safety records can impact employee retention.

The metrics that indicate key aspects of corporate culture are defined in ISO 30414 as follows:

- engagement, satisfaction and commitment;
- retention rate.

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

- general description;
- purpose;
- formula;
- contextual factors;
- predictive factors.

Metrics relative to organizational culture can be considered an ongoing and evolving area and organizations should strive to continually develop their understanding of their culture and link metrics within the culture cluster to key components that driver the overall level of a high-performance culture.

Organizational culture is a reflection of the way an organization operates and deals with the creation of a work environment that defines, supports and creates the expected behaviours of the workforce. The outcome of an effective culture is a workplace that encourages engagement, involvement, commitment, innovation and those attributes that support the corporate vision and purpose.