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Human resource management — Skills and capabilities metrics cluster

*Management des ressources humaines — Indicateurs de mesure pour
les compétences et aptitudes*



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Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

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 documents 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).

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For an explanation of the voluntary nature of standards, the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the World Trade Organization (WTO) principles in the Technical Barriers to Trade (TBT), see www.iso.org/iso/foreword.html.

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.

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Introduction

ISO 30414 highlights guidelines on the following core human capital reporting (HCR) clusters or areas:

- 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 skills and capabilities area of ISO 30414. Future documents will address other learning and development metrics, including measures for informal or unstructured learning.

Organizations invest significant sums to increase the skills and capabilities of their employees. The expectation is that this investment will help the organization accomplish its mission, achieve its goals and address its critical needs at lower cost or in less time. Research has shown that organizations which invest more in their employees tend to perform better. Furthermore, investing in employee skills and capabilities is often critical to attracting and retaining the most desirable employees. Finally, in many organizations, investing in the skills and capabilities of employees leads to higher employee engagement, which is associated with higher motivation and productivity in addition to higher retention.

For all these reasons, investors, analysts and employees will benefit from greater transparency about the investment in skills and capabilities. Investors and analysts can value an organization more highly if it invests in its employees. Existing employees can find greater opportunities to grow and develop if the organization invests more heavily in their skills and capabilities. And job seekers can be more attracted to an organization that invests in its people.

Given the significant investment organizations make in their human capital, it is important to be able to accurately and consistently measure the cost of this investment. It is also important to understand how many employees participate in formal training, how much training they receive and what type of training is provided. Senior leaders, as well as learning and development professionals, will also be interested in the competency levels of the workforce, both as a guide to the need for training and as a reflection of the impact of the investment in skills and capabilities. In other words, investment in human capital should produce a more competent workforce which in turn will help the organization succeed.

The metrics within the skills and capabilities cluster as documented in ISO 30414 are as follows:

- a) Total development and training cost: this metric is defined as the sum of all spending on training and development within an organization.
- b) Percentage of employees who participate in training compared with total number of employees per year: this metric is defined as the number of employees who participate in at least one formal training experience divided by the total number of employees.

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- c) Average formalized training hours per employee: this metric is defined as total formal training hours for all employees divided by the number of full-time equivalent (FTE) employees.
- d) Percentage of employees who participate in formalized training in different categories: this metric is defined as the number of employees who participate in at least one formal training experience divided by the total number of employees shown by category (e.g. leadership).
- e) Workforce competency rate: this metric is defined as the average competency ratings assigned to employees.

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

- general;
- description;
- purpose;
- formula;
- how to use.