

ISO 30414

Guidelines for internal and external human capital reporting

LEAD AUDITOR DEVELOPMENT COURSE

In an increasingly competitive environment dominated by cost-cutting and tight budget justification, the role of Human Capital is becoming critical to the overall success of the organization. As the economy becoming knowledge intensive, shareholders are realizing that company's true competitive advantage lies in human capital.

Business leaders judge HR strategic contribution through its impact on the organization, which is always measured in financial terms. Numbers are the universal language of business.

Organizational leaders prefer to take decisions on evidence-based data. Shareholders, board members, CEOs, CFOs all measure results.

They are keen to see verifiable connections between human capital investments and organizational outcomes.



WHAT IS ISO 30414 ?

Workforce Availability

- 54. Number of employees
- 55. Full-time equivalents (FTE)

- Contingent Workforce:**
- 56. Independent contractors
 - 57. Temporary workers
 - 58. Absenteeism

Succession Planning

- 49. Succession effectiveness rate
 - 50. Successor coverage rate
- Succession readiness rate:**
- 51. succession depth rate: ready now
 - 52. succession depth rate: ready in 1–3 years
 - 53. succession depth rate: ready in 4–5 years

Skills & Capability

- 44. Total developing and training costs
- Learning & development :**
- 45. % of employees who participate in training compared with total number of employees per year
 - 46. Average formalized training hours per employee
 - 47. % of employees who participated in formalized trainings in different categories
- 48. Workforce competency rate

Compliance & Ethics

- 1. Number & type of grievance filed
- 2. Number & type of concluded disciplinary action
- 3. % of employees who have completed training on compliance & ethics
- 4. Disputes referred to external parties
- 5. Number, type & source of external audit findings & actions arising from these

Costs

- 6. Total workforce costs
- 7. External workforce costs
- 8. Ratio of the average salary & remuneration
- 9. Total costs of employment
- 10. Cost per hire
- 11. Recruitment costs
- 12. Turnover costs

Diversity

- 13. Diversity of leadership team
- Workforce diversity with respect to:**
- 14. Age
 - 15. Gender
 - 16. Disability
 - 17. Other indicators of diversity

Leadership

- 18. Leadership trust
- 19. Span of control
- 20. Leadership development

Organizational Culture

- 21. Engagement/satisfaction/commitment
- 22. Retention rate

Organizational health, safety and well-being

- 23. Lost time for injury
- 24. Number of occupational accidents
- 25. Number of people killed during work
- 26. Percentage of employees who participated in training

Productivity

- 27. EBIT /revenue/turnover/profit per employee
- 28. Human capital Rol

Recruitment, Mobility & Turnover

- 29. Number of qualified candidates per position
 - 30. Quality per hire
- Average length of:**
- 31. time to fill vacant positions
 - 32. time to fill vacant critical business positions
- 33. Transition and future workforce capabilities assessment (talent pool)
 - 34. % of positions filled internally
 - 35. % of critical business positions filled internally
 - 36. % of critical business positions
 - 37. % of vacant critical business positions in relation to all vacant positions
- 33. Internal mobility rate
 - 34. Employee bench strength
 - 35. Turnover rate
 - 36. Voluntary turnover rate (without retirement)
 - 37. Voluntary critical turnover rate
 - 38. Exit/turnover reasons/leaving employment by reason



ISO 30414

58 Human Capital Metrics

BENEFITS to organizations?

COMPLIANCE

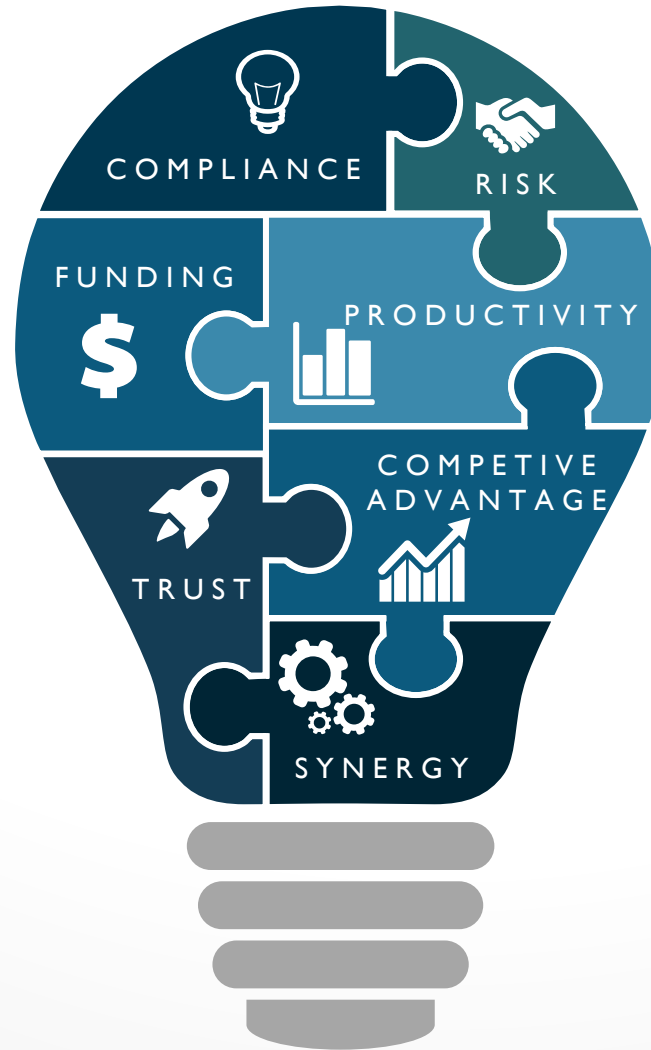
By being compliant to the ISO 30414 standard, organizations can further position themselves in the context of Sustainability / Environmental Social Governance (ESG) and would comply with the recent SEC final ruling on human capital reporting for US companies who must now disclose Human Capital factors to potential investors.

CAPITAL MARKET VIEW

Capital Markets and Investors are very interested in workforce activities. ISO 30414 gives shareholders and investors - including the rapidly expanding number of socially responsible funds, a huge growth area in capital markets worldwide – a clear line of sight between people practices, people risk and the company’s profitability, easing access to funding.

TRUST & TRANSPARENCY

An organization is only as good as its people. Shouldn’t such asset information be disclosed to key stakeholders? ISO 30414 delivers a greater level of transparency for all their stakeholders, be that employees, investors, regulators, consumers, talent, or host communities. Such actions generates high levels of trust and confidence that a business truly values the intrinsic worth of people and their contribution to organizational success.



RISK MANAGEMENT

You can only effectively manage what you can measure and compare. This standard is almost the only standard that considers three associated elements of risk, namely employee life-cycle risks, compliance risks and workforce planning risks.

PRODUCTIVITY

ISO 30414 sets the framework for consistent measurement and comparison, leading to significant potential for Productivity improvements.

COMPETITIVE ADVANTAGE

Human capital is important for an organization’s long-term performance and competitive advantage. Global research shows that companies which excel at people analytics are 3.1 times more likely to outperform their peers financially.

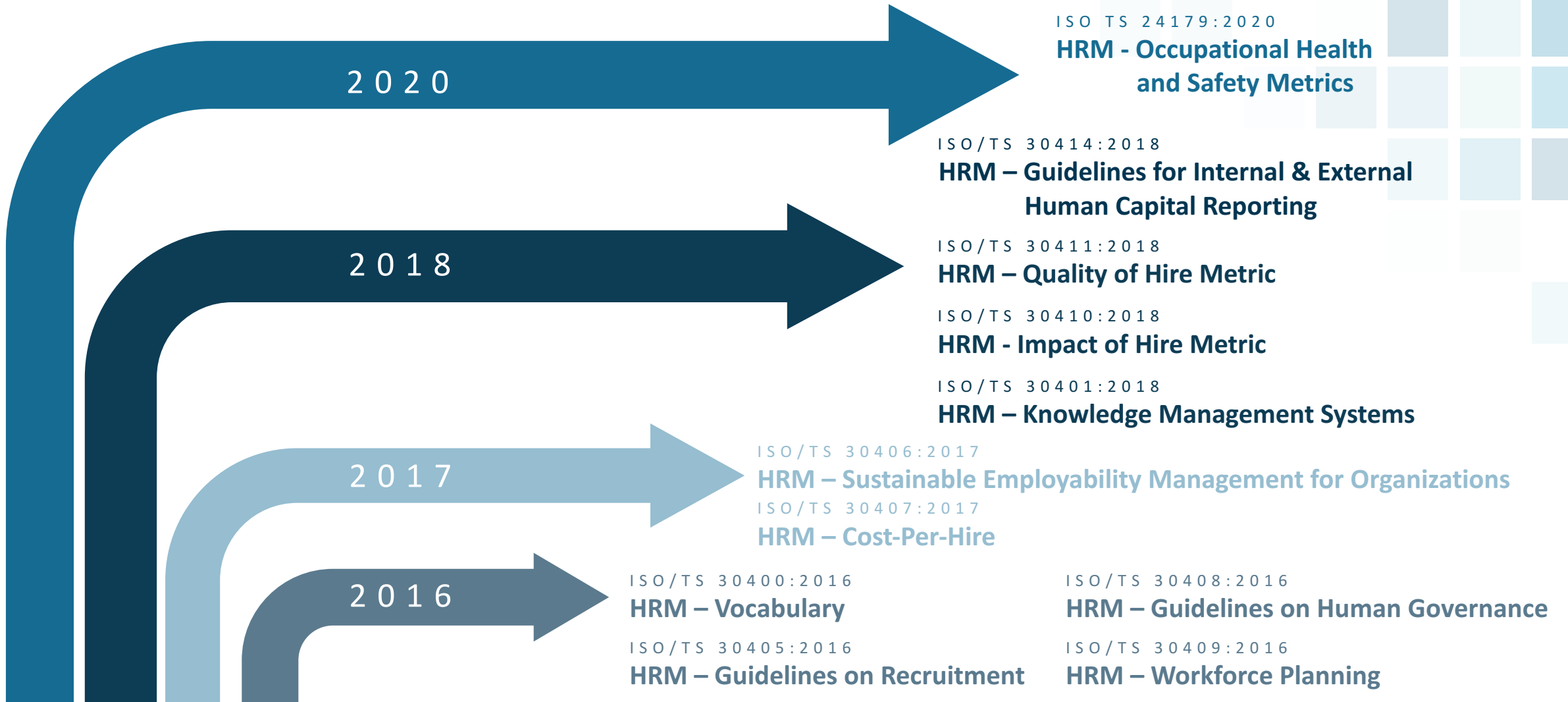
CROSS-ORGANIZATIONAL

This standard focuses on the cross-organizational measurement of the cumulative knowledge, skills and abilities of an organization’s people, bringing together multiple functions such as Legal, Communications, IT, HR, HSE, Investor Relations and Finance. The standard enhances the HR function, creating accountability and further positioning of HR as a key influencer.

Benefits to HR

- Harmonize disparate practices.
- Transparency and objectivity of HR practices
- Employers' expectations would be better understood.
- Smooth talent flow.
- Economies of scale
- HR data transactions among diverse software applications.
- Reduce paper documentation, and reduce carbon footprints
- Reduce investigations and other regulatory responsibilities
- Improve employee morale, lower labour turnover, decrease accidents
- Enhance product quality and foster greater consumer and investor confidence.
- Reduced cost of products and services, benefiting consumer.
- Boost local economy through international market access.
- Enhanced credibility of HR profession.

Current HRM Standards



ISO STANDARDS MEETINGS HOST COUNTRIES



Meeting in Washington DC, hosted by ANSI USA



Meeting in London, hosted by British Standards Institute UK



Meeting in Melbourne, hosted by Standards Australia



Meeting in Berlin, hosted by DIN Germany Standards

ISO STANDARDS MEETINGS HOST COUNTRIES



Meeting in Bali, hosted by BSN Indonesian Standards



Meeting in Rotterdam, hosted by National Netherlands Standards



Meeting in Dublin, hosted by National Standards Authority of Ireland



Meeting in Singapore, hosted by Spring Singapore Standards

WORLD STANDARDS DAY PAKISTAN

World Standards Day
Standards, The World's Common Language

Commemorating World Standards Day
In collaboration with SIRM Forum, Ang and The News

MESSAGES

Mohammad Naveed Shah
Chairman, HR Metrics

Dr. Iqbal Muneer
President, HR Standards

Dr. Syed Inam Hussain
President, HR Standards

The HR Standards Day is a global event that brings together professionals from various industries to discuss the importance of standards in a globalized world. The event is organized by HR Metrics, a leading HR consulting firm, in collaboration with SIRM Forum, Ang and The News.

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HR Standards Meeting at Engro Corporation

HR Standardisation - harmonising disparate practices

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Committee operating to set standards

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HR Standards Memento by Federal Minister for Science & Technology



Meeting with Federal Secretary Ministry of Science & Technology Islamabad

World Standards Day 2015: Message by Prime Minister

WORLD STANDARDS DAY PAKISTAN



Meeting at Pakistan Standard & Quality Control Authority Karachi



HR Standards Meeting at Pakistan Institute of Corporate Governance



World Standard Day Karachi 2015



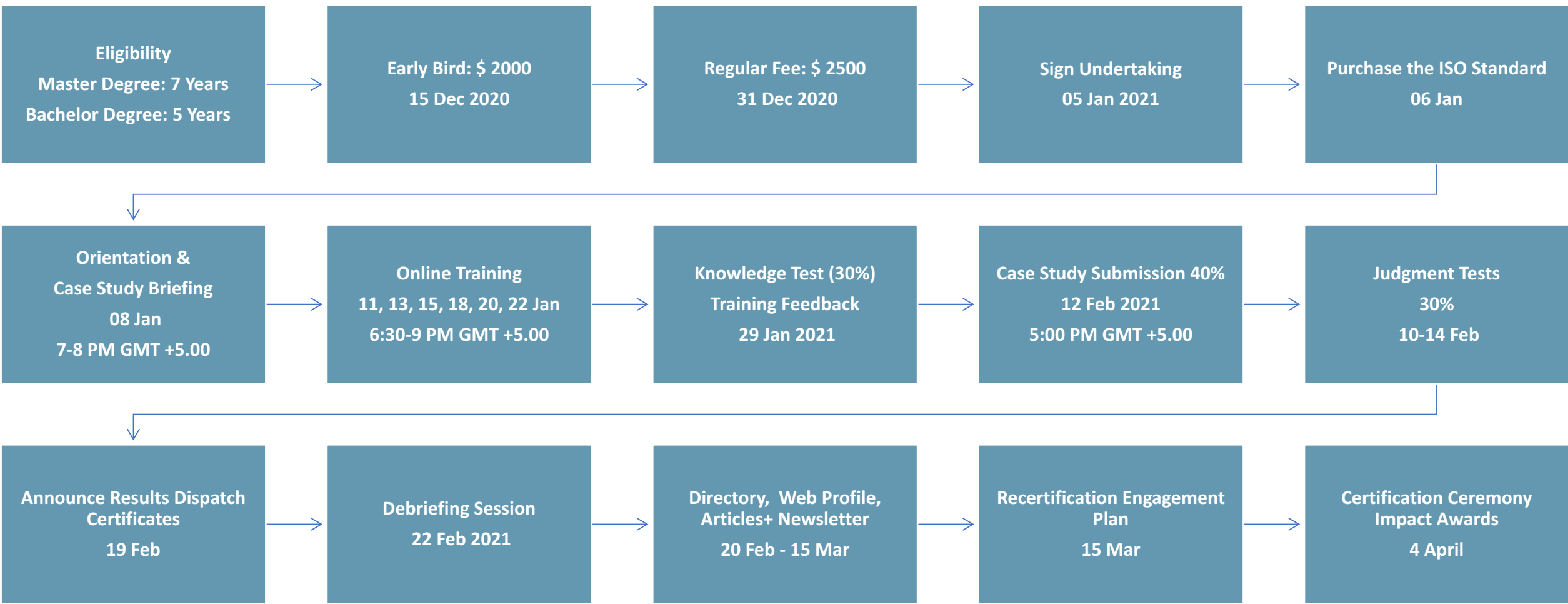
World Standard Day 2016: Talk by Former Federal Minister for Finance

WORLD STANDARDS DAY PAKISTAN



World Standards Day 2017

TRAINING PROGRAM



COURSE ALUMNI



Shunsuke Hosaka,
Division Director,
Dream Incubator Inc.



Kohei Sugawara,
Business Producer,
Dream Incubator Inc.



Takashi Iwamoto,
Contractor,
Dream Incubator Inc.



Noriaki Kagawa,
Contractor, Dream
Incubator Inc.



Dr. Sitwat Husain-
Group Head HR Habib
Bank AG Zurich



Jehanzeb Khan,
GM HR
Byco Petroleum Pakistan



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SHRM-SCP, People
Director CBRE-Global
Workplace Solutions



Mohsin Nishat,
Head of Compliance &
Ethics Telenor
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Tipu Zaheer, SHRM-SCP,
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SHRM-SCP, Founder &
Director HR Consulting
Spiral HR Limited UK



Farooq Bilal SHRM-CP,
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Defence Housing Society
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Farhat Ali, SHRM-SCP,
SPHRi, Service Area
Lead, ABACUS



Dr. Romana Azaz, HR
Business Partner, Bayer
Pakistan (Pvt) Ltd



Muhammad Bilal, CHRP,
Head of HR Operations,
Bayer Pakistan (Pvt) Ltd



Saqlain Sher SHRM-
SCP, SPHRi, Senior
Manager HRBP PTCL



Junal Maria D'cruz, HR
Business Partner, Bayer
Pakistan (Pvt) Ltd



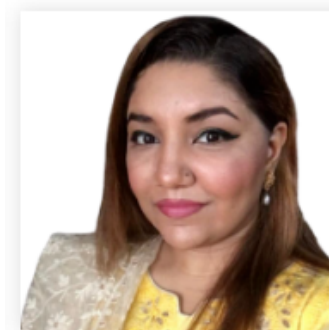
Sadia Jehanzeb Former
Senior Manager HR,
Habib University



Usman Shabbir, SHRM-CP,
Assistant Manager
Corporate Administration
at PTCL



Sikander Rathore,
Business Partner
Transformation Segment,
Bayer Pakistan (Pvt) Ltd



Sana Rehman, Deputy
Manager (Recruitment &
Training) in Pak Suzuki
Motor Company Limited



Shahina Hussaini, Senior
Manager HR Policies and
Governance at HBL
Pakistan

ZAHID MUBARIK

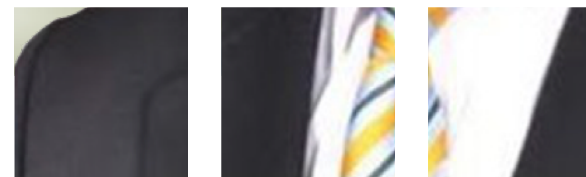
CHIEF CONSULTANT

Zahid Mubarik is the CEO of HR Metrics and SHRM Partner in Pakistan. He is a global expert in human capital measurement metrics/analytics. Zahid is the only HR Leader from Asia to become member ISO Technical Committee 260 which comprised of experts from 11 countries including USA, UK, Pakistan, France, Germany, Sweden, Switzerland, Austria, Norway, Netherlands and Portugal for developing global HR standards. Zahid actively participated in HR standards meetings at Washington, London, Melbourne, Rotterdam, Paris, Singapore, Bali and Milan.

As a recognition of his contribution, he was elected as Global Convener of ISO HR Metrics Standards Working Group. During his leadership, ISO published two global HR standards specifications including *Quality of Hire* and *Impact of Hire*.

He has the honour of being distinguished speaker in international HR conferences/seminars at Las Vegas, Beijing, Moscow, Baku, Hanoi and Dubai.

Zahid introduced SHRM Competency based HR Certification in Pakistan. Zahid is a member Board of Directors, The Centre for Global Inclusion USA. He introduced Global Diversity & Inclusion Benchmarks Standards in Pakistan. He is the Chief Editor HR Magazine Human Capital Tomorrow.



KARL CRAVEN

PRINCIPAL CONSULTANT

Karl is the Founder and HR Director of Spiral HR Limited UK with an internationally focused HR. Karl has spent two-thirds of his career residing in expatriate HR roles often with a wider geographical region responsibility. A capable HR leader, easy to work with, a generalist with a strong international focus and a very solid remuneration foundation.

Working primarily within the natural resources sector but also in chemicals, security, media and construction industries. Strongly believing in continuous development and holds his Executive Masters program with 3 different premier management schools in Norway and France.

An active member of many HR professional charters who recently obtained the Senior Certified Professional qualification with the Society of HRM (SCP-SHRM) and Lead Auditor ISO 30414 Certification with HR Metrics.

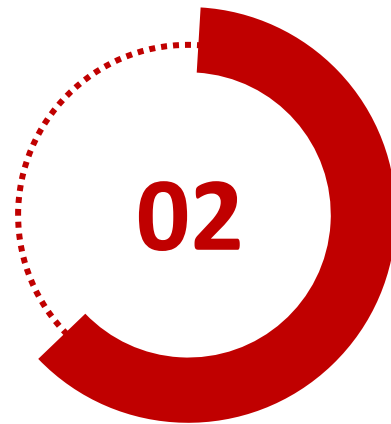
Karl's passion is to transfer best practices to HR service delivery and to bring transparency to otherwise complex processes. Culturally astute, innovative and he approaches HR from a win-win perspective first.



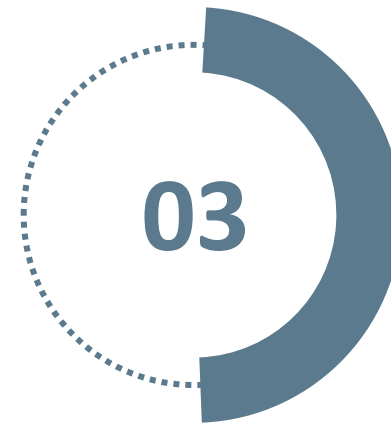
Part of our wider offering on 30414



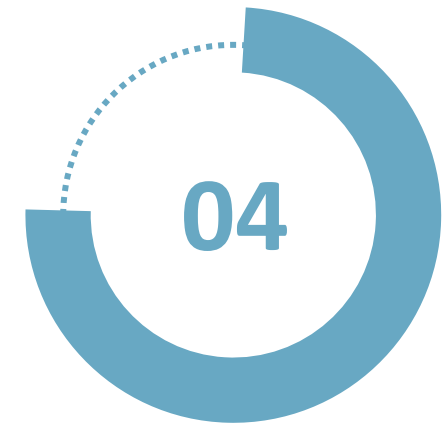
ISO 30414
Diagnostic Audit



ISO 30414
Professional Training
and Certification



ISO 30414
Organizational
Certification



ISO 30414
Technology Solutions

ORGANIZATIONAL CERTIFICATION



PRE-AUDIT

Gap Analysis is undertaken to determine the current state preparedness with respects to the ISO standard. Reviewing reporting responsibility, data availability, data quality, integrity of supply and ownership as well as clarifying open questions around the preferred route to certification, timelines and budget.



TRAINING KEY STAKEHOLDERS

Training on the main standard for Finance, Legal, HR, IT, Investor Relations and other end users and ongoing updates on future released Technical Specifications.



PREPARATION FOR CERTIFICATION (if applicable)

We are experts in the area of HR Management an in the development of HR solutions to support ISO certification, such as:

- Succession Planning
- Employee Surveys
- Competency Management
- HRIS solutions
- Training & Development



EXTERNAL REPORT (if required)

Whether you need simple metrics summary inclusion in annual reports or more detailed human capital report, we have the experience and resources to help report your people information externally.



RE-CERTIFICATION AUDIT (3 years on)

The recertification audit is conducted to evaluate the fulfilment of the requirements of the certification. Re-certification must take place within six (6) months following the expiration of certification. The effective date on the new certification is on or after the recertification decision by Technical Reviewer and the expiry date is based on prior certification cycle.



CERTIFICATION AUDIT

The goal of the audit is to evaluate your Human Capital Reporting based on the ISO 30414 standard.

Small to Medium organisations will need to report on 32 metrics
Large organisations will need to report on 58 metrics

A certification body, also referred to as a "registrar", performs an audit to assess compliance with the standard and the organization's declared management system. Upon a successful audit, the organization is granted a certificate of compliance from the trusted third-party registrar.



PREDICTIVE ANALYTICS (if required)

Providing a range of software solutions to host your ISO 30414 metrics data and providing advanced business analytics for human resource management that drives competitive advantage through higher workforce productivity, smarter workforce spending and better talent management.



SURVEILLANCE AUDIT (annually)

Onsite or remote surveillance audits at planned intervals to maintain the confidence that the certified management system continues to fulfil the certification requirements. The first surveillance audit is conducted within twelve (12) months from the date of the certification decision. Surveillance audits are not necessarily full system audits; thus surveillance audits are generally one-third of the time as the initial audit. There are a total of two Surveillance audits prior to the Recertification Audit.

About HR Metrics

HR Metrics is pioneer in Asia for introducing evidence based analytical frameworks for workforce management to leverage employees' performance and organization productivity in verifiable measurable terms. Company has expertise in 4 areas including HR Standards, Analytics, Diversity & Inclusion, and Competency based SHRM Certification.



HCM Analytics

HR Metrics provides evidence-based data, analytics framework to align workforce performance with organization's performance. We are delivery partner of Competitive Solutions Inc "CSI" USA in Pakistan for providing "Result Based KPI Scorecard" to aid leaders in strategic performance planning and management.



SHRM Certification

HR Metrics is SHRM International Partner for SHRM-CP and SHRM-SCP certification programs in Pakistan. SHRM is the foremost expert, convener and thought leader on issues impacting today's evolving workplaces.



Diversity Hub

Diversity Hub's mission is to help organizations become sustainable through inclusive cultural and behavioural change. Diversity Hub facilitates organizations in using GDIB standards and conducts annual GDIB awards.



HUMAN CAPITAL STANDARDS

HR Metrics is actively working to promote, train and certify people and organisations in the International Standards Organisation (ISO) range of voluntary guidelines for Human Resource Management



THANK YOU

WE WELCOME YOUR ENQUIRIES

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