

ISO 30400:2016

Human resource management -- Vocabulary

Introduction

This document has been developed to help facilitate a common understanding of and maintain consistency in fundamental vocabulary in human resource management standards.

This document is intended to be used by:

- human resource practitioners;
- academic professionals and students;
- developers of related standards;
- stakeholders in organizations, regardless of organizational size and type;
- labour unions, work councils, other employee and employer representatives;
- others interested in the human resource management profession.

ISO 30405:2016

Human resource management -- Guidelines on recruitment

Introduction

0.1 General

Recruitment is a major part of human resource management, including the necessary activities an organization undertakes to attract, source, assess and employ people. The activities that comprise recruitment also overlap, to some degree, with those that comprise staffing, but the prime focus of this document is on recruitment.

The impact of recruitment on organizational performance was noted in a survey conducted of 4288 executives from 102 countries by the World Federation of People Management Association (WFPMA), which showed that organizations ranked in the top 20% in terms of ability to deliver on recruiting experienced up to 3,5 times the revenue growth and as much as twice the average profit margin of other organizations.

This document aims to help organizations focus and deliver on recruitment performance objectives by providing guidance on effective processes and procedures necessary for the recruitment of people.

0.2 Relationship with human resource management in the context of the organization

The recruitment process begins when a requisition is approved. Recruitment is designed to attract, source, assess and employ people to carry out an organization's activities. Figure 1 illustrates the overall recruitment process.

Figure 1 — Recruitment process within organizations

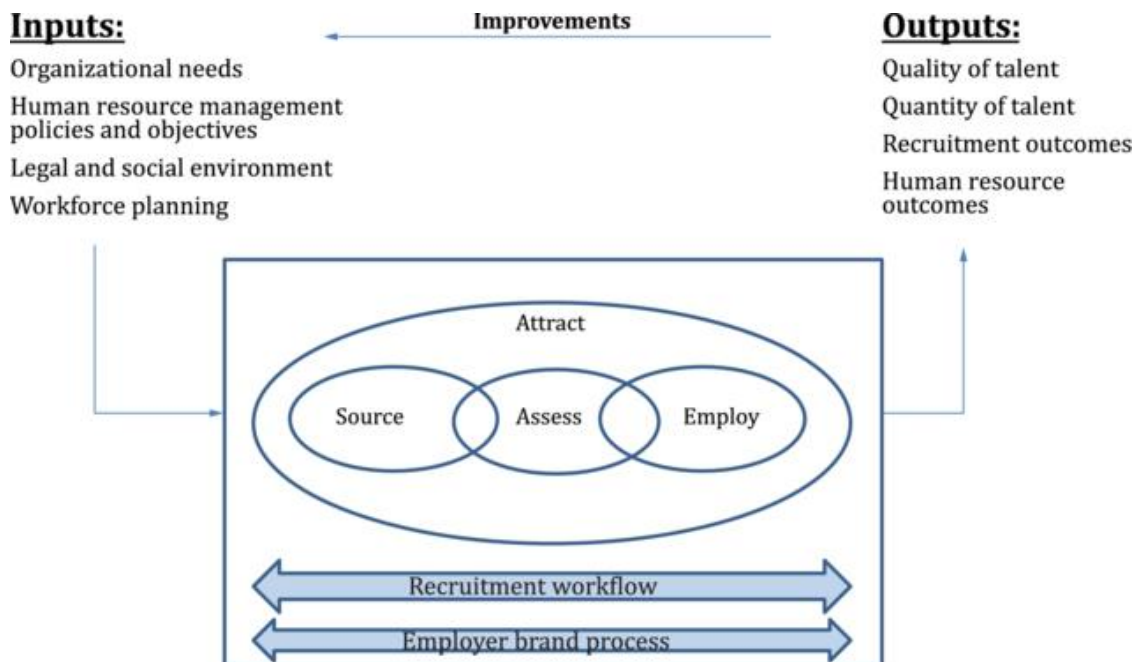


Figure 1 highlights the fundamental role of the employer brand, recruitment work and the four critical elements (attract, source, assess and employ people) that influence the quality and quantity of people available to the organization. This in turn affects human resource management outcomes, ultimately affecting the organization's performance.

0.3 Using this document

This document provides guidance to those people responsible for recruiting. Clause 4 describes both processes and procedures, as well as the relevant criteria one can use to attract, source, assess and employ people in the organization. Clause 5 provides guidelines for measurement, analysis and improvement for assessing the efficiency, effectiveness and impact of the recruiting process.

ISO 30408:2016

Human resource management -- Guidelines on human governance

Introduction

People are at the heart of every organization. For an organization to achieve long-term sustainable success, it is important to consider all stakeholders within the governance system.

All organizations have governance. Governance refers to the system by which organizations are directed, controlled and held accountable. Governance defines rules, systems, processes and behaviour. To be effective, a governance system needs to consider the whole organization in all of its dimensions. Effective governance promotes confidence in both present and future stakeholders

(employees, investors, shareholders, customers and other interested parties) in the long-term viability of the organization. Effective governance contributes to strategic decision-making by creating responsible, accountable, well-managed and value-focused organizations.

Human governance refers specifically to the system or systems by which people within an organization are directed and held accountable. The governance of people is as important as the governance of physical assets or financial capital, and how this is done is instrumental in promoting appropriate behaviour within an organization. By considering human and social factors in the decision-making process, the human governance system will lead to positive outcomes for all stakeholders.

By aligning effective human governance practices with strategic planning, the organization can:

- respond to organizational, regulatory and operational needs;
- anticipate and manage human resource risks;
- ensure associated costs are managed and the value of such investments is measured;
- develop an organizational culture which reflects its organizational values;
- foster increased management, effective communication and collaboration across all stakeholders;
- optimize overall performance.

The purpose of this document is to provide organizations with guidelines to structure a human governance system and align it to the needs of the organization.

This document provides guidelines for the alignment of relationships, roles and responsibilities within human governance systems, recognizing that these systems are fundamental for directing behaviour within an organization.

ISO 30409:2016

Human resource management -- Workforce planning

Introduction

This document has been developed in response to worldwide demand for workforce planning advice and support to enable industry, organizations and businesses of all sizes to advance their workforce planning capabilities and to respond more effectively to the current and projected demands of the labour market, the dynamic international business environment and its increasing complexity.

ISO 30414:2018

Human resource management -- Guidelines for human capital reporting for internal and external stakeholders

Introduction

Human capital includes the cumulative knowledge, skills and abilities of an organization's people and the impact on an organization's long-term performance, as well as competitive advantage through optimizing organizational outcomes.

The measurement of human capital facilitates the ability of an organization to manage one of its most

critical resources and risks, people. Research shows that organizations that do not manage their human capital may damage the ability and opportunity for the business to create long-term and sustainable value achieved through their people.

This document is guided by the principles of human rights at work, and coupled with the human governance standard (ISO 30408), it establishes guidelines on human capital data capture, measurement, analysis and reporting.

The benefits of a standardized approach to human capital reporting (HCR) include

- the use of standardized and agreed data, which describes organizational value in a broadly comparable sense;
- the improvement of HRM processes that support good practice in establishing and maintaining positive employment relations;
- greater understanding of the financial and non-financial returns that are generated as a result of investments in human capital;
- accessible and transparent reporting of human capital data and insights that enhances internal and external understanding and assessment of an organization's human capital and its present and future performance.

ISO/TR 30406:2017

Human resource management -- Sustainable employability management for organizations

Introduction

0.1 General

Sustainable employability is a relatively new term reflecting a component or strand of the larger business sustainability movement. The term “sustainability” itself refers to the capacity to endure, and in this instance reflects a commitment to creating value for a business, its workforce, industry, community, society and the economy through embedding the capabilities and capacities necessary to deliver enduring or ongoing employment over the long term.

Broadly, sustainable employability also refers to a person's ability to gain or maintain quality work throughout their working lives, and to have the opportunity and the appropriate work context to be able to transfer knowledge, skills and abilities (KSAs) to another job, organization or future role. In addition, sustainable employability refers to an organization's commitment to balancing the well-being and job requirements of workforce members.

Globally, the world of work for both large and small-to-medium-sized organizations is in the middle of fundamental changes resulting from factors including demographic shifts, technological advances, changes in types of work, globalization, the increased interest of individuals in working at the location and hours of choice, and the diminishing viability in the world economy of some industries. Among the most significant changes is the fact that in most economies, the concept of a “job for life” is no longer applicable for all industries or for individuals. A manifestation of different methods of work involves flexible workforces at different professional levels in different industries and with different working patterns. However, as organizations and individuals also operate in very fast-paced and competitive environments, the new world of work requires workforce and skills planning, as well as a workforce that is agile and adaptable to regularly learning new skills, in order to keep pace with organizational and industry/discipline developments.

0.2 Benefits of focusing on sustainable employability

The phrase “war for talent” was first coined by Hankin of McKinsey and Co. in 1997, before being adopted by Michaels, Handfield-Jones and Axelroad as the title of their book in 2001. The phrase emphasizes the importance of talent (in the form of KSAs) to an organization’s success. This can also refer to the demand for certain KSAs at a given time. Organizations can find that they lack the necessary KSAs when needed. At the same time, organizations can find that they have a surplus of KSAs that they no longer need. Either factor or both can result in excessive spending on recruitment and buying in talent, expensive layoffs of workforce members that are no longer needed and/or falling behind in the organization’s market. However, an approach of sustainable employability can help organizations save money and build agility into their own operations.

Such an approach involves:

- assessing market requirements;
- planning the workforce’s KSA needs and retraining and redeploying its workforce to meet changing business imperatives;
- considering workforce members’ individual life cycle and lifestyle requirements.

Sustainable employability also relates to the balance between the physical and mental demands of the job and the physical and mental abilities of workforce members.

Competitive organizations support, nurture and promote sustainable employability for their workforce through monitoring and keeping an inventory of KSAs necessary for current business requirements and the workforce’s existing KSAs, training workforce members in under-represented KSAs and looking ahead to changing business conditions to ensure workforce members are prepared to adapt to KSAs required in the future. On a macro level, organizations also promote sustainable employability by working with industry and local, regional and national authorities on KSA availability inventories and by exploring the nature of transferrable KSAs in diminishing industries which can be redeployed in others.

While it is widely acknowledged that the financial impact of environmental sustainability on business profits has been difficult to measure, metrics for determining the value created through sustainable employability are more tangible because of costs resulting from laying off staff, recruiting new staff, lack of organizational continuity and other related financial impact. The white paper “Sustainability Value Management: Stronger metrics to drive differentiation and growth asserts that consistent application of new valuation approaches to identify and measure the value of sustainability to business and society will foster better decision making and value generation.

At the time of publication, there are already metrics available in the area of sustainability that can also function for sustainable employability. For example, the Global Reporting Initiative defines environmental, social and governance (ESG) factors and metrics for sustainability. Savitz and Weber connect environmental, social and economic factors with sustainable organizations.

NOTE Human resource metrics are addressed in other documents developed by ISO/TC 260, notably ISO/TS 30407.

0.3 Aim of this document

This document can form a bridge between human resources and other business units such as the executive board, management, operations and occupational health and safety.

This document can be used to start a conversation in an organization about sustainable employability and its relationship with the future of the organization and the individual.

This document can be linked to strategic and tactical, or short-term to medium-term, objectives.

There are multiple solutions to improve sustainable employability within an organization. This document can assist in identifying which elements can be important for an organization.

This document has been developed to assist organizations and the workforce to sustain employability.

This document describes a transferable methodology for organizations of any size or type, whose purpose is:

- to help facilitate a common understanding of sustainable employability;
- to build capacity and capability.

For each sector and organization, the importance of the factors that affect sustainable employability differ, which gives an organization an organizational and/or industry-specific mix of policies. In addition, sustainability policy cannot be separated from general policy, quality policy, the improvement cycle, etc., but forms part of this.

ISO/TS 30407:2017

Human resource management -- Cost-Per-Hire

Introduction

0.1 General

Cost-Per-Hire (CPH) is a commonly used metric in recruitment to measure the efficiency (defined in financial terms) to fill an open position within an organization. The information provided from the use of this metric assists the recruitment function of human resources in terms of the budgeting and benchmarking of recruitment costs. This document covers the definition, assembly and documentation techniques required to produce the CPH.

A central requirement in the design of this document is to provide practitioners with a standard tool to calculate metric CPH. This document allows the calculation of accurate and comparable costs of recruitment through an algorithm to calculate the recruiting costs. Although this document is structured at a high level, specific consideration and responses are also addressed for consideration by individual organizations based on their unique hiring environments and requirements.

This document defines three types of CPH formulae.

- Cost-Per-Hire Internal (CPHI) defines a formula and methodology for creating the CPH measure appropriate for a particular organization. This metric is not designed for comparison with other organizations' CPH data. It is designed to be a comprehensive reflection of CPH data for a single organization.
- Cost-Per-Hire Comparable (CPHC) defines a formula and methodology for creating the CPH measure appropriate for comparison across organizations. This metric uses a similar methodology to CPHI; however, it uses a subset of data that is more likely to be used across organizations and is helpful in building acceptably strong comparisons of costs between organizations.
- Hire-Cost-Ratio (HCR) defines a formula and methodology comparing the total cost of hiring against the total compensation of the newly hired individuals in the first year of their employment. This formula varies from the CPHI or CPHC only in the denominator; whereas CPHI or CPHC are ratios of costs to the number of hires, the HCR is a ratio of costs to total first-year annual compensation of the new hires.

Recognizing that organizations operate differently, and incur unique costs, this document allows for variance within organizations while still providing a robust methodology for creating a CPH metric which enables comparison between organizations.

0.2 Using this document

Organizations use the CPH metric to measure the cost of a recruiting operation. Organizations have found the metric useful in understanding their own internal operations with regard to recruiting and in identifying areas for improvement.

ISO/TS 30410:2018

Human resource management -- Impact of hire metric

Introduction

In an increasingly competitive and resource-sensitive market, the impact of critical positions on organizational performance differentiation is significant. This has created a growing awareness that organizational focus needs to shift *from* efficiency and effectiveness *to* impact measures that can provide insights to support timely, informed and consistent strategic decision-making that contributes to maximizing organizational value.

To have impact, measures should focus on those components that make a strategic difference to organizational outcomes: the quality of appointment decisions and, in particular, appointments to critical positions and the performance of the people in those positions, which is identified here as the impact of hire.

Impact measurement refers to the critical positions' contribution to the success of the organization during a defined period.

A critical position is a role that has a direct and significant impact on organizational outcomes and competitive advantage.

Impact of hire, therefore, only pertains to those positions that are most critical to the organization's strategy. This document provides an approach to measuring the impact of a critical position's contribution to maximizing value for the organization.

The focus of this document is on critical positions, the performance of individuals who hold critical positions, and the identification of metrics that can be used to evaluate their impact, respectively and collectively on organizational value.

ISO/TS 30411:2018

Human resource management -- Quality of hire metric

Introduction

Measurement, analysis and improvement of the recruitment process is essential, as highlighted in ISO 30405. The quality of hire metric (QoH) is critical for determining the effectiveness of the recruitment process and has a consequential impact on an organization's performance. As such, the QoH has emerged as the single most important performance metric for talent acquisition teams.

According to Jac Fitz Enz, quality is defined by the customer and depends upon the satisfaction of the customer. For recruitment, quality of hire relates to the satisfaction of the stakeholders with the performance of the new hire, and can be assessed as the percentage of products/services that meet or exceed expectations.

Recruitment is a gateway or entry into an organization and all stakeholders are interested in assessing the QoH. Regardless of who uses what measures, one thing is obvious: everyone is concerned about the quality of hire and wants to use a credible framework to determine the success of the recruitment process.

MSZ EN ISO 20700:2019

Irányelvek vezetői tanácsadói szolgáltatásokhoz

(Guidelines for management consultancy services)

Introduction

Management consultants use their know-how to support clients in any sector locally, regionally and globally to deal with important issues such as handling complexity, achieving sustainable organizational growth, innovating, achieving change and enhancing productivity. The management consultancy industry makes a substantial contribution to the world economy.

The aim of this document is to improve transparency and understanding between clients and management consultancy service providers (hereinafter referred to as MCSPs), in order to achieve better results from consultancy projects. Appropriate application of this document enables MCSPs to provide better value for clients and reduce risk in management consultancy assignments. By improving quality, professionalism, ethical behaviour and interoperability of management consultancy, this document is intended to enhance the effectiveness of the management consulting industry and accelerate the development of the profession.

This document is based on good practice from the management consultancy industry. It includes recommendations to improve the specification, execution, acceptance of the outcome and closure of management consultancy services, based on research and the experience of a wide range of MCSPs and their clients.

This document takes the form of an easy-to-understand guidance document, written from the perspective of management consultancy. It applies to all MCSPs, whatever their size or specialism, including sole proprietors, partnerships, associations, governmental and non-governmental organizations, internal departments of corporations, etc.

Innovation, differentiation and ethical behaviour are important parts of an MCSP's value proposition. This document focuses only on the deliverables and outcomes of management consulting. MCSPs are free to use their own methods and approaches.

This document:

- is written as guidance;
- is applicable to all MCSPs;
- applies to organizations, not their internal resources;
- is based on outcomes;
- protects innovation and differentiation;
- emphasizes the importance of understanding clients' needs;
- is easy to understand.

Megjegyzések:

E szabvány az MSZ EN 16114:2012 – *Vezetői tanácsadói szolgáltatások szabvány* helyébe lép.

MSZ EN ISO 9004:2018

Minőségirányítás. A szervezet minősége. Útmutató a tartós siker eléréséhez.

(Quality management — Quality of an organization — Guidance to achieve sustained success)

Introduction

This document provides guidance for organizations to achieve sustained success in a complex, demanding and ever-changing environment, with reference to the quality management principles described in ISO 9000:2015. Where they are applied collectively, quality management principles can provide a unifying basis for an organization's values and strategies.

While ISO 9001:2015 focuses on providing confidence in an organization's products and services, this document focuses on providing confidence in the organization's ability to achieve sustained success.

Top management's focus on the organization's ability to meet the needs and expectations of customers and other relevant interested parties provides confidence in achieving sustained success. This document addresses the systematic improvement of the organization's overall performance. It includes the planning, implementation, analysis, evaluation and improvement of an effective and efficient management system.

Factors affecting an organization's success continually emerge, evolve, increase or diminish over the years, and adapting to these changes is important for sustained success. Examples include social responsibility, environmental and cultural factors, in addition to those that might have been previously considered, such as efficiency, quality and agility; taken together, these factors are part of the organization's context.

The ability to achieve sustained success is enhanced by managers at all levels learning about and understanding the organization's evolving context. Improvement and innovation also support sustained success.

This document promotes self-assessment and provides a self-assessment tool for reviewing the extent to which the organization has adopted the concepts in this document.

ISO 37500:2014

Guidance on outsourcing

Introduction

Around the globe, outsourcing is increasingly an opportunity to add value, tap into a resource base and/or mitigate risk. This International Standard aims to provide general guidance for outsourcing for any organization in any sector. It provides a vocabulary for outsourcing practitioners across all industry sectors. It includes typical outsourcing concepts to improve the understanding of all stakeholders, by

providing a set of practices that can be used to manage the outsourcing life cycle.

Outsourcing is a business model for the delivery of a product or service to a client by a provider, as an alternative to the provision of those products or services within the client organization, where:

- the outsourcing process is based on a sourcing decision (make or buy);
- resources can be transferred to the provider;
- the provider is responsible for delivering outsourced services for an agreed period of time;
- the services can be transferred from an existing provider to another;
- the client is accountable for the outsourced services and the provider is responsible for performing them.

This International Standard starts with the precondition that an organization has already established a sourcing strategy and concluded that outsourcing might be a beneficial approach.

This International Standard:

- covers the entire outsourcing life cycle in four phases, as depicted in Figure 2, and provides definitions for the terms, concepts, and processes that are considered good practice;
- provides detailed guidance on the outsourcing life cycle, processes and their outputs;
- provides a generic and industry independent foundation, which can be supplemented and tailored to suit industry-specific requirements;
- can be used before, during and after the decision is made to outsource;
- aims to enable mutually beneficial collaborative relationships.

The description of each outsourcing phase provides information for the client side as well as the provider side.