

DRAFT INTERNATIONAL STANDARD

ISO/DIS 30405

ISO/TC 260

Secretariat: ANSI

Voting begins on:
2015-04-20

Voting terminates on:
2015-07-20

Human resource management — Guidelines on recruitment

Management des ressources humaines — Lignes directrices relatives au recrutement

ICS: 03.100.30

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Reference number
ISO/DIS 30405:2015(E)

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Published in Switzerland

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Foreword

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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 on the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the WTO principles in the Technical Barriers to Trade (TBT) see the following URL: [Foreword - Supplementary information](#)

The committee responsible for this document is Technical Committee ISO/TC 260, *Human resource management*.

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Introduction

0.1 General

Recruitment is a major part of human resource management including the necessary activities an organization undertakes to identify, attract, assess, and employ people. The impact of recruitment on organizational performance was noted in a survey conducted on behalf of the World Federation of People Management Associations (WFPMA) whose results indicated companies who were ranked in the top 20 percent in terms of their ability to deliver on recruiting experienced up to 3.5 times the revenue growth and as much as 2 times average profit margin. This International Standard provides guidance on effective processes and procedures necessary in the recruitment of people that assist any organization to focus and deliver on its performance objectives.

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

The recruitment process within an organization is designed to attract, source, assess, and employ people to carry out an organization's activities. Figure 1 shows how the needs of the organization, their human resource management policies and objectives (e.g. workforce planning), the legal, social and economic environment influence the organization's ability to recruit.

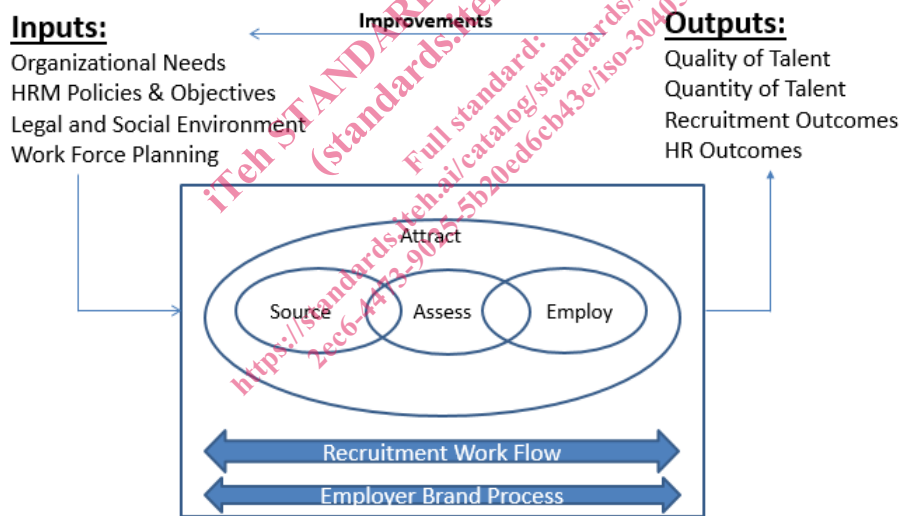


Figure 1 — Recruitment Process within Organizations

Additionally the figure highlights the fundamental role of the employer brand, recruitment work, and the four critical elements, *namely, attract, source, assess and employ people* that influences 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 International Standard

This International Standard provides guidance to those people responsible for hiring. 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.

Human resource management — Guidelines on recruitment

1 Scope

This International Standard provides guidance to those responsible for hiring on how to attract, source, assess, and employ people. (It or This International Standard) focuses on the recruitment process and practices necessary to fill a vacant position. The practices and policy development that support recruitment (e.g. job-postings, etc.) are covered in the logical order of the talent flow from Potential Talent Pool through Talent Pool, Applicant Pool, Candidates for further evaluation, Candidate Management, Pre-board, and boarding (See Figure 2 on page 5).

In large organizations this function is typically carried out by human resource professionals. In small organizations recruitment can be performed by non-HR professionals. This International Standard is designed to apply to organizations of all types (public, private, government entities, etc.) and sizes. It is specifically applicable to HR professionals, hiring managers, or employees of these organizations who are responsible for recruiting, staffing suppliers, staffing vendors, HR educators, and consultants who determine, analyse, and report on recruitment.

2 Normative references

None.

3 Terms and definitions

For the purposes of this document, the following terms and definitions apply.

3.1

applicant

people who are interested in and who have applied for a job

3.2

applicant pool

pool of interested *candidates* (3.6) for a job

3.3

assessing and assessment

systematic method and procedure for ascertaining work-related knowledge, skills, abilities, or other characteristics of an individual or group of individuals

Note 1 to entry: Some assessing activities can be subject to national legislation.

3.4

attract

generate and induce interest of the potential targeted *applicants* (3.1)

3.5

board (verb)

activities following *pre-boarding* (3.15) which typically occur on or immediately following the first day of work

3.6

candidate

applicant (3.1) who fulfils the job specific criteria

3.7

candidates for further evaluation

people who are interested and qualified for a job and who are of interest to the organization

3.8

employ (verb)

engage the services of or put a person to work

3.9

employee

person employed for wages, salary, and/or equity

3.10

employer brand

organization's reputation and differentiating characteristics as an employer within and outside of the organization

3.11

job description

list of specific or general tasks, or functions, and goals or responsibilities of a position as well as organisational conditions under which those tasks and functions are to perform, and under which those goals or responsibilities are to be pursued

Note 1 to entry: A Job description can include organizational structure and is often subject to local laws.

3.12

job specification

person specification

knowledge, skills, abilities and other characteristics needed by a person to perform the job

3.13

person specification

job specification

see 3.12 job specification

3.14

potential talent pool

people who have or can develop the knowledge, skills, abilities or other characteristics to perform a specific function for the organization regardless of whether or not they would ever apply to work for the organization

Note 1 to entry: Members of the potential talent pool can move to the *talent pool* (3.21) upon gaining the requirements they currently do not possess.

3.15

pre-boarding

activities necessary to move a *candidate* (3.6) from accepting an offer to the first day of employment

3.16

recruitment

process of sourcing, attracting and assessing employing talent for an existing or new position within the organization

3.17
requisition
request to recruit people

3.18
source (verb)
identify a pool of potential applicants

3.19
succession plan
process for identifying and developing current employees with the potential to fill key positions in the organization

3.20
talent mapping
looking at other organizations and determining the positions and who is in those positions

3.21
talent pool
identified group of people who are currently qualified to function in a specific job

Note 1 to entry: Members of the *potential talent pool* (3.14) can move to this group upon gaining the knowledge, skills, and education they currently do not possess.

4 Recruitment guidelines

4.1 General

This clause provides the processes and practices necessary for the recruitment of people for a vacant position. Organizations can use these guidelines to guide their efforts to attract, source, assess, and employ people efficiently and effectively, thereby adding value to the organization. Figure 2, illustrates the recruitment process as people move through the process, along with the four critical elements of recruitment.

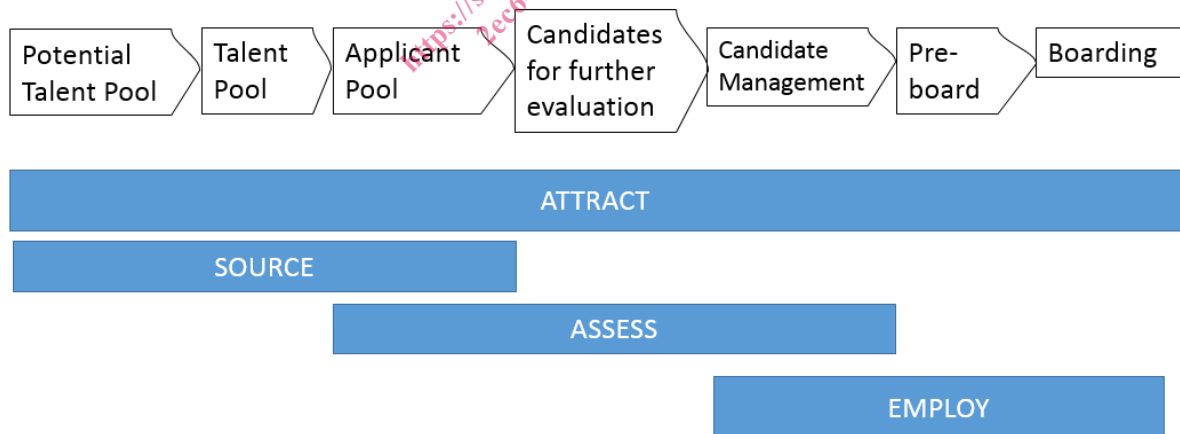


Figure 2 — Flow of talent through the recruitment process

Based on: Cascio, W., & Boudreau, J, Investing in People: Financial Impact of Human Resource Initiatives, 2nd Ed., © 2011. Adapted with permission of Pearson Inc., Upper Saddles River, NJ.

Attraction describes the overall process of generating and inducing interest amongst suitable applicants for potential employment opportunities in the organization. Sourcing is acquiring a pool of applicants. Assess is the use of pre-determined methods and criteria to evaluate the requisite knowledge, skill and abilities in order to perform a job. Employ describes the process of moving desired candidates into full employment.

4.2 Potential talent pool

4.2.1 General

The potential talent pool refers to a grouping of people who currently have or can develop the knowledge, skills, and abilities (KSA) to perform a specific function for the organization regardless of whether or not they would ever apply to work. The goal is *to create* awareness about the organization (employer brand) and to attract the interest of potential candidates. Employer branding reflects an organization's past, current and future reputation as a place to work as well as the image it projects. The goal of these activities are to assist in moving potential talent to the talent pool. A key activity is to articulate and communicate employer brand to current and prospective staff

Employer brand refers to the perceptions people have about working for an organization. The employer brand affects an organization's ability to attract people and engage and retain current employees.

Communications about the employer brand can include, but are not limited to:

A description of the tangible and intangible rewards employees receive in return for their contributions.

A description of the organization's purpose, strategy, culture, and values.

For more information on the employer brand, please see Annex A.

4.3 Talent pool

4.3.1 General

The talent pool consists of people who possess the knowledge, skills, abilities and other attributes for a specific job. The goal of the organization's activities addressed to the talent pool is the process of alerting current employees to opportunities within the company, and informing non employees that jobs are available in the organization. This clause provides guidance on activities and necessary decisions to move people from the talent pool to the applicant pool.

NOTE: This is a pool of individuals who possess the knowledge, skills, abilities and other attributes to apply for jobs in an organization. It is sometimes referred to as the external supply of labour, for example, all engineering graduates, or all individuals who possess a degree in nursing and are licensed to practice.

4.3.2 Identify and/or confirm characteristics of the vacancy/opening

- a) Date of vacancy
- b) Position title
- c) Position description/outline
- d) Reporting lines
- e) Location
- f) Required person specifications