
Human resource management — Guidelines on recruitment

*Management des ressources humaines — Lignes directrices relatives
au recrutement*

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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).

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. ISO shall not be held responsible for identifying any or all such patent rights. Details of any patent rights identified during the development of the document will be in the Introduction and/or on the ISO list of patent declarations received (see www.iso.org/patents).

Any trade name used in this document is information given for the convenience of users and does not constitute an endorsement.

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 World Trade Organization (WTO) principles in the Technical Barriers to Trade (TBT) see the following URL: www.iso.org/iso/foreword.html.

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 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 4 288 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.

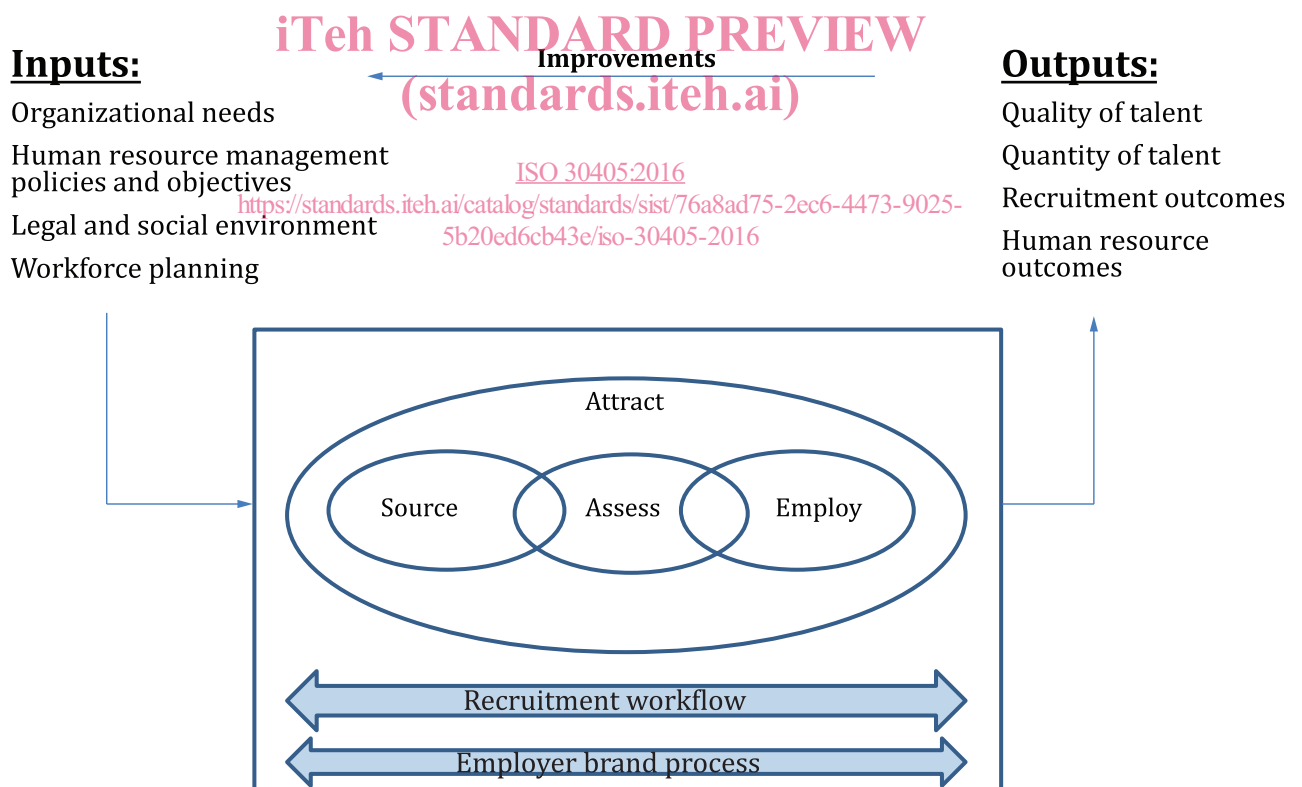


Figure 1 — Recruitment process within organizations

[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

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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.

NOTE In some countries, permission is required when using or retaining personal data from applicants/candidates.

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Human resource management — Guidelines on recruitment

1 Scope

This document provides guidance on how to attract, source, assess and recruit people. It focuses on key processes and practices, including:

- recruitment policy development;
- the flow from the sourcing of potential applicants to the boarding of new recruits;
- evaluation and measurement.

This document can be used by any organization regardless of type or size.

NOTE In larger organizations, the recruitment function is typically carried out by human resource professionals or recruitment experts. In smaller organizations, recruitment can be performed by people without formal human resource training or experience. This document can be used by anyone performing this function, as well as human resource educators and consultants who determine, analyse and report on recruitment.

2 Normative references

There are no normative references in this document.

3 Terms and definitions

For the purposes of this document, the terms and definitions given in ISO 30400 and the following apply.

ISO and IEC maintain terminological databases for use in standardization at the following addresses:

- ISO Online browsing platform: available at <http://www.iso.org/obp>
- IEC Electropedia: available at <http://www.electropedia.org/>

3.1

applicant

person who is interested in and who has applied for a job

3.2

applicant pool

people who have formally applied for a specific job

3.3

assess (verb)

ascertain work-related knowledge, skills, abilities or other characteristics of an individual or group of individuals

3.4

assessment

systematic method and procedure for ascertaining work-related knowledge, skills, abilities or other characteristics of people or a group of people, or the performance of people or a group of people

EXAMPLE Tests, assessment centres, instruments or tools used to *assess* (3.3) people in workplace contexts.

[SOURCE: ISO 10667-1:2011, 2.2, modified]

3.5

attract (verb)

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

3.6

boarding

activities following *pre-boarding* (3.13), which typically occur on the first day of work

Note 1 to entry: The *recruitment* (3.14) process ends when the *candidate* (3.7) reports for work and the *requisition* (3.15) is closed. The candidate becomes an employee on the first day he/she reports for work. On-boarding commences after the candidate reports to work, and is considered a separate process.

3.7

candidate

applicant (3.1) who is interested in and qualified for a job, and who is of interest to the organization

3.8

employ (verb)

engage the services of a person, or put a person to work

3.09

employer brand

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

3.10

job description

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

Note 1 to entry: A job description can include the organizational structure.

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3.11

person specification

job specification

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

3.12

potential talent pool

people who have, or who can develop, the knowledge, skills, abilities or other characteristics to perform a specific function for the organization, regardless of whether 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* (3.20) if they develop the knowledge, skills, abilities or other characteristics that they do not currently possess.

3.13

pre-boarding

activities necessary to move a *candidate* (3.7) from accepting an offer to the first day of employment

3.14

recruitment

process of *sourcing* (3.16), *attracting* (3.5), *assessing* (3.3) and *employing* (3.8) *talent* (3.18) for an existing or new position within the organization

3.15

requisition

request to recruit people

3.16

source (verb)

identify a pool of potential *applicants* (3.1)

3.17**succession plan**

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

3.18**talent**

person who has or can develop the knowledge, skills, abilities or other characteristics to perform a function, job or role, as required

3.19**talent mapping**

diagramming the skills, knowledge, abilities of individuals or teams in relevant positions in other organizations

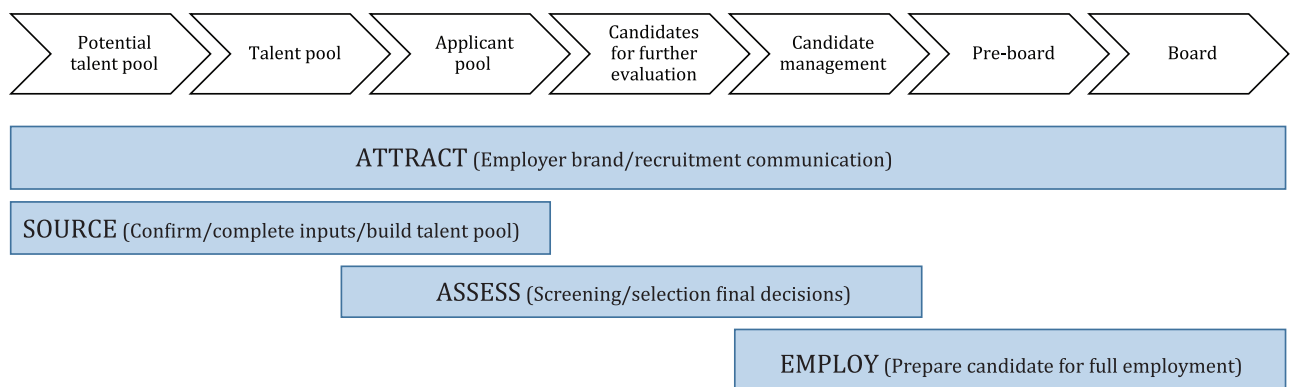
3.20**talent pool**

identified group of people who possess the knowledge, skills, abilities and other characteristics for a specific job

Note 1 to entry: Members of the *potential talent pool* (3.12) can move to the talent pool if they develop the knowledge, skills, abilities or other characteristics that they do not currently possess.

4 Recruitment guidelines**4.1 General**

This clause provides the processes and practices necessary for the recruitment of people for a vacant position. These guidelines can help organizations to attract, source, assess and employ people efficiently and effectively. Figure 2 illustrates the recruitment process, including critical elements and major activities.



NOTE Based on Reference [6]

Figure 2 — Recruitment process as a talent supply chain

Attracting describes the overall process of generating and inducing interest amongst suitable applicants for potential employment opportunities in the organization. Sourcing is the process of generating a pool of applicants. Assessing is the evaluation of knowledge, skills, abilities and other characteristics in order to perform a job. Employing is the process of moving the desired candidate into employment. Some of the activities associated with each function overlap other functions. Recruitment activities should be aligned to the talent flow to help ensure the candidate experience is positive.

4.2 Potential talent pool

The purpose of identifying a potential talent pool is to create awareness about the organization (employer brand) and to attract the interest of potential applicants. This stage of the recruitment process does not typically identify characteristics of specific vacancies or open positions. Employer branding reflects an organization's past, current and desired future reputation as a place to work, as well as the image it projects. The goal of these activities is to assist in moving potential talent to the talent pool. A key activity is to articulate and communicate relevant information to current employees and prospective applicants, and to ensure that it is consistent to both.

Employer brand refers to the perceptions people have about an organization as an employer. 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) the following:

- a description of the organization's purpose, strategy, culture and values;
- a description of the tangible and intangible rewards employees receive in return for their contributions.

For more information on the employer brand, see [Annex A](#).

4.3 Talent pool

4.3.1 General

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The talent pool consists of people who possess the knowledge, skills, abilities and other characteristics for a specific job. The goal of the recruitment activities pertaining to the talent pool include:

- alerting current employees to job opportunities within an organization;
- informing non-employees that jobs are available.

This clause provides guidance on activities and necessary decisions to move people from the talent pool to the applicant pool.

NOTE The talent pool is sometimes referred to as the external supply of labour, e.g. 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

The objective at this stage is to identify and/or confirm the purpose, functions and characteristics of the job for which they are recruiting. People with knowledge of the position should be consulted to ensure information is current and accurate. If the open position is a replacement, the job description should be checked and updated if necessary. A job description needs to be created if none exists. The following items should be included:

- a) date of vacancy;
- b) job title;
- c) job description (including travel/mobility requirements);
- d) reporting lines;
- e) location;
- f) required person specifications;
- g) desired, but not required, person specifications (specific skills, aptitudes and abilities);

- h) managerial/team relationships (reporting, networking or collaboration required for the position);
- i) working hours and shifts;
- j) salary and other benefits (including having a balance of tangible and intangible rewards);
- k) number of opening(s) with classifications (if any) (e.g. diversity classifications);
- l) type of employment (full time/part time, permanent/temporary, fixed-term contract, contractor/freelance, replacement/new position);
- m) desired starting employment date;
- n) business justification for filling the position;
- o) probationary periods and other related requirements (if any);
- p) other requirements.

NOTE The organization determines what information is for internal use only, and what information is provided to candidates.

4.3.3 Create recruitment plan

Using the information gathered in [4.3.2](#), a recruitment plan should be created, which can include the following:

- a) reviews of results and stakeholder feedback from previous searches for similar positions;
- b) budget allocation;
- c) identification of talent pool;
- d) identification of market conditions (e.g. unemployment rate, market rate of pay);
- e) determining staff involved;
- f) deciding time sequence;
- g) determining if talent will be sourced internally, externally, or both (see [4.3.4](#) for internal sourcing tools and [4.3.5](#) for external sourcing tools);
- h) identifying activities and media for sourcing based on organizational needs and job requirements (e.g. print, digital, networking);
- i) designing a specific message consistent with organizational values, employer brand, job requirements and employee value proposition (how an employee views the rewards and benefits that they receive in return for their performance);
- j) identifying job and organization-related criteria for sourcing people;
- k) identifying tools to assess the extent to which candidates meet or exceed organizational and job requirements (the method to be chosen is dependent on the goal of the selection process, the number of applications and the number of qualified candidates in the applicant pool); assessment tools can include (but are not limited to) the following:
 - 1) tests:
 - job knowledge tests;
 - general knowledge tests;
 - aptitude tests;