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Human resource management — Vocabulary

Management des ressources humaines — Vocabulaire

iTeh STANDARD PREVIEW
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Foreword

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

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.

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Human resource management — Vocabulary

1 Scope

This document defines terms used in human resource management standards.

2 Normative references

There are no normative references in this document.

3 Terms related to the organization

3.1
governance
way a whole organization is led, directed, controlled and held accountable

3.2
organizational culture
values, beliefs and practices that influence the conduct and behaviour of people and organizations

3.3
organization structure
hierarchical arrangement of authority, responsibility and accountability in an organization

3.4
business model
organization's approach to operating in its environment

3.5
strategy
organization's approach to achieving its objectives

3.6
business continuity planning
BCP
process of mutual *planning* (3.7) by organizations and other *stakeholders* (5.1)

Note 1 to entry: Examples of how business continuity planning is used can include objectives to plan, establish, implement, operate, monitor, review, maintain and continually improve a documented management system to protect against and mitigate the effects of disruptive incidents, prepare for and respond to the same.

3.7
planning
process of thinking about and organizing activities required to achieve a desired outcome

3.8
strategic planning
planning (3.7) involving the formulation, development, implementation and evaluation of factors that are relevant to an organization's long-term or overall interests, and the means of achieving its objectives

3.9
social responsibility
responsibility of an organization for the consequences of its decisions and activities on society and the environment, through transparent and ethical behaviour that

— contributes to sustainable development, including health and the welfare of society;

— takes into account the expectations of *stakeholders* (5.1);

— is in compliance with applicable law and consistent with international norms of behaviour; and

— is integrated throughout the organization and practised in its relationships

[SOURCE: ISO 26000:2010, 2.18, modified — The word "impacts" has been replaced by "consequences", and the Notes to entry have been removed]

3.10
management
process of *planning* (3.7), organizing, directing and controlling the outcomes of people, groups or organizations

3.11
performance management
management (3.10) of the *performance* (4.12) of people, groups and organizations

3.12
management style
approach or method to *management* (3.10)

EXAMPLE   Participative management is a management style that encourages and enables people to contribute to decision-making with accountability; authoritarian management is a management style that discourages people to participate in decisions that affect them; country club management is a management style typified by lack of required direction and accountability.

[SOURCE: Blake & Mouton Managerial Grid]

3.13
risk
effect of uncertainty

Note 1 to entry: An effect is a deviation from the expected — positive or negative.

Note 2 to entry: Uncertainty is the state, even partial, of deficiency of information related to, understanding or knowledge of, an event, its consequence, or likelihood.

Note 3 to entry: Risk is often characterized by reference to potential "events" (as defined in ISO Guide 73:2009, 3.5.1.3) and "consequences" (as defined in ISO Guide 73:2009, 3.6.1.3), or a combination of these.

Note 4 to entry: Risk is often expressed in terms of a combination of the consequences of an event (including changes in circumstances) and the associated "likelihood" (as defined in ISO Guide 73:2009, 3.6.1.1) of occurrence.

3.14
policy
intentions and direction of an organization, as formally expressed by its top management

3.15
materiality
measure of the significance of an element to organizational results

3.16
feedback
information provided to people, groups or organizations regarding *performance* (4.12) or activities

Note 1 to entry: Feedback obtained during a process can be used to confirm or modify subsequent actions.

3.17
benchmarking
comparing attributes, processes or *performance* (4.12) between organizations

4   Terms related to human resources and planning

4.1
human capital
value of the collective knowledge, skills and abilities of an organization's people

4.2
human resources
HR
people working within or contributing to the organization

4.3
capacity management
process used to manage the *human capital* ([4.1](#)) necessary to execute organizational commitments and delivery excellence

Note 1 to entry: The primary goal is to ensure that capacity meets current and near term future organizational requirements in a cost-effective manner. It ties together location, *strategy* ([3.5](#)), organizational commitments, labour demand signal, financial constraints and total *workforce* ([10.1](#)) (contingent and direct labour). It is the mechanism necessary for effective resource management.

4.4
capacity plan
view of resource requirements over a defined period that reflects planned numbers of resources by roles and skills

Note 1 to entry: This capacity plan can include consideration of skills development, retraining, redeployment, *recruitment* ([11.1](#)) and use of organizational partners and third-party subcontractors.

4.5
human resource strategy
approach to implementing *policies* ([3.14](#)) and practices that affect people, which are aligned with organizational *strategy* ([3.5](#))

EXAMPLE   Global integration and local responsiveness, global standardization and local response, such as in *workforce mobility* ([12.1](#)), local hiring versus transferring preference, incentive processes.

4.6
human resource management
HRM
management ([3.10](#)) of people in organizations

Note 1 to entry: Human resource management can include *talent management* ([13.2](#)), employee relations and industrial relations, separation, training and development, reward, *compensation* ([6.5](#)) and other benefits, *performance management* ([3.11](#)), grievance management, *strategies* ([3.5](#)), metrics, principles, *policies* ([3.14](#)) decisions, operations, practices and methods.

Note 2 to entry: Human resource management optimizes the contribution of people to support organizational and *stakeholder* ([5.1](#)) success.

4.7
organizational values
aspirational or articulated standards, behaviour, principles or concepts that an organization considers important

4.8
human resource planning
HRP
process of anticipating, *assessing* ([11.11](#)), forecasting, articulating and meeting the organization's need for people

Note 1 to entry: Human resource planning can ensure that a sufficient number of people possessing the required *competence* ([5.3](#)) will be available to meet organizational needs.

4.9
human resource information system
HRIS
information technology that supports *human resource management* ([4.6](#))

Note 1 to entry: The human resource information system can integrate *compensation* ([6.5](#)) and benefits, payroll, recruiting, learning and development, *workforce planning* ([10.2](#)), analytics, *performance management* ([3.11](#)) and others.

4.10
people risk
risk ([3.13](#)) related to negative outcomes that arise as a consequence of the behaviour and activities of people

4.11
succession plan
process for identifying and developing current employees with the potential to fill key positions in the organization

4.12
performance
measurable result

Note 1 to entry: Performance can relate either to quantitative or qualitative findings.

Note 2 to entry: Performance can relate to the *management* ([3.10](#)) of activities, processes, products (including services), systems or organizations.

Note 3 to entry: In the context of human resources, performance relates to the execution or accomplishment of work by people, groups or organizations.

4.13
key performance indicator
KPI
indicators that are qualitative and quantitative measures that demonstrate critical success factors of the people in an organization

EXAMPLE   Revenue; profitability.

Note 1 to entry: Key performance indicators differ depending on organizational goals and are often used as determinants for evaluating *performance* ([4.12](#)).

4.14
contingent worker
people who are engaged as casual labour, flexible labour, independent contractor, independent professional and consultant

5 Terms related to people and organization

5.1
interested party
stakeholder
person or organization that can affect, be affected by, or perceive itself to be affected by a decision or activity

EXAMPLE   Customers, owners, people in an organization, suppliers, bankers, unions, work councils, partners, or society that may include competitive or pressure groups.

5.2
staffing
process of acquiring, deploying and retaining people

Note 1 to entry: this can be both internal and external.

5.3
competence
ability to apply knowledge and skills to achieve intended results

5.4
core competences
competences (5.3) that are essential for an organization's success

5.5
competence model
process of analysing and describing knowledge, skill and ability of people

5.6
competence framework
structure that defines the *competence* (5.3) of people within an organization

5.7
leadership competences
required set of *competences* (5.3) for leaders in *workplace* (5.8) contexts

Note 1 to entry: This can include leadership skills, abilities, characteristics and behaviour.

5.8
workplace
area(s) in which the worker's activities are carried out

[SOURCE: ISO/TR 25901-1:2016, 2.1.8.35]

5.9
career
pattern of work-related experiences that span a person's life

5.10
career stage
distinct phase of a person's *career* (5.9)

Note 1 to entry: Career stages can include entry, establishment, advancement, maintenance, transition and maturity.

5.11
employee referral
potential employee recommended by current employee(s) of the organization

Note 1 to entry: These recommendations can be compensated.