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Human resource management — Terminology

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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. 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 ISO/TC 260.

Introduction

This standard is applicable to the following target groups:

1. Human resource practitioners;
2. Academic professionals and students;
3. Developers of related standards;
4. Stakeholders in organizations, regardless of organizational size and type;
5. Labour unions, work councils, other employee and employer representatives;
6. Others interested in the human resource management profession.

Title Human resource management - Vocabulary

1 Scope

This standard is developed to:

- a) help facilitate a common understanding of fundamental vocabulary in human resources, subject to country-specific compliance-related definitions. The definitions in this standard do not replace formal definitions defined by country-specific applicable legal and organizational requirements;
- b) maintain consistency in vocabulary for any purpose. For example, if the term "talent management" is used, all parties utilizing the term would understand and use the intended meaning;
- c) identify and define human resource vocabulary utilized in ISO/TC 260 Human resource management (HRM) workgroups during standard development processes;
- d) describe historical context, if applicable, and current use of applicable human resource vocabulary for clarification and development of standardized terms that can be understood and used by standards' users from multiple cultures and countries.

2 Normative references

The following documents, in whole or in part, are normatively referenced in this document and are indispensable for its application. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

(To be added or deleted at a later stage.)

3 General HR Terms and definitions

3.1 Terms and definitions related to the organization

3.1.1

governance

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

3.1.2

organizational culture

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

3.1.3

organization structure

hierarchical arrangement of authority, responsibility and accountability in an organization

3.1.4

business model

organization's approach to operating in its environment

3.1.5

strategy

organization's approach to achieving its objectives

3.1.6**strategic**

factors material to an organization's long-term or overall interests and the means of achieving them

3.1.7**business continuity planning****BCP**

process of mutual planning by business entities and other outside members of the community in which the organization conducts business

3.1.8**planning**

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

3.1.9**strategic planning**

planning (3.1.8)) that involves formulation, development, implementation, and evaluation

3.1.10**social responsibility****SR**

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

[SOURCE: ISO 26000, 2.18 modified by replacing impacts with "consequences"]

Note 1 to entry: Social responsibility contributes to sustainable development, including health and the welfare of society; takes into account the expectations of *stakeholders* (3.3.1); is in compliance with applicable law and consistent with international norms of behaviour; and is integrated throughout the organization and practised in its relationships.

3.1.11**management**

process of planning, organizing, directing and controlling people or organizations

3.1.12**performance management**

management (3.1.11) of the *performance* (3.2.12) of people and organizations

3.1.13**management style**

approach or method to *management* (3.1.11)

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]

3.1.14

risk

effect of uncertainty on achieving objectives

[SOURCE: ISO 31000, 2.1. Modified by adding the word “achieving”.]

3.1.15

policy

statement of intent

Note 1 to entry: This is an articulated system of principles to guide organizational decisions.

3.1.16

materiality

essential element that is significant to organizational results

3.1.17

feedback

information provided to a person, group or organization

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

3.1.18

benchmarking

comparing attributes, processes or *performance* (3.2.12) between organizations

3.2 Terms and definitions related to human resources and planning

3.2.1

human capital

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

3.2.2

human resources

people working within or contributing to the organization

3.2.3

capacity management

process used to manage the *human capital* (3.2.1) necessary to executive business commitments and delivery excellence

Note 1 to entry: The primary goal is to ensure that capacity meets current and near term future business requirements in a cost-effective manner. It ties together location *strategy* (3.1.5), business commitments, labour demand signal, financial constraints and total *workforce* (8.1) (contingent and direct labour). It is the mechanism necessary for effective resource management.

3.2.4**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 and use of business partners and third-party subcontractors.

3.2.5**HR strategy**

approach to implementing *policies* (3.1.15) and practices that affect people, which are aligned with organizational *strategy* (3.1.5)

EXAMPLE: global integration and local responsiveness, global standardization and local response, such as in *workforce mobility* (10.1), local hiring versus transferring preference, incentive processes.

3.2.6**human resource management****HRM**

management (3.1.11) of people in organizations

and/or

ensuring the human resources functions and practices are aligned internally and externally in accordance with the principles and objectives of the organization

Note 1 to entry: HRM can include talent *management* (3.1.11), employee relations and industrial relations, separation, training and development, reward, compensation and other benefits, *performance management* (3.1.12), *grievance management*, *strategies* (3.1.5), metrics, principles, *policies* (3.1.15) decisions, operations, practices and methods.

Note 2 to entry: HRM optimizes the contribution of people to support organizational and *stakeholder* (3.3.1) success.

3.2.7**organizational values**

aspirational or articulated standards, behaviours, principles or concepts that an organization considers important

3.2.8**human resource planning****HRP**

process of anticipating, assessing, forecasting, articulating and meeting the organization's need for people

Note 1 to entry: HRP can ensure that a sufficient number of people possessing the required *competence* (3.3.5) will be available to meet organizational needs.

3.2.9

human resource information system

HRIS

information technology that supports *HRM* (3.2.8)

Note 1 to entry: The HRIS can integrate compensation and benefits, payroll, recruiting, training and development, analytics, *performance management* (3.1.12) and others.

3.2.10

people risk

risk (3.1.14) related to costs that arise as a consequence of organizational vulnerabilities

Note 1 to entry: The costs can be monetary or non-monetary.

3.2.11

succession planning

identification and development of potential successors for key positions

Note 1 to entry: Key positions are those that are critical to the organization in context with time, space and recruitment challenges.

3.2.12

performance

execution or accomplishment of work by individuals or organizations

Note 1 to entry: Performance can be based on criteria and measured.

3.2.13

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: KPI's differ depending on organizational goals and are often used as determinants for evaluating *performance* (3.2.12).

3.3 terms and definitions related to people and organization

3.3.1

stakeholder

interested party

person or organization that can affect, be affected by, or perceive themselves to be affected by a decision or activity

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

[Source: ISO 9000:2015, 3.2.5. modified by removing the characteristic “opposing”]

3.3.2

small and medium enterprises

SME

Small and medium organizations

Note 1 to entry: The definitions are country-specific.

3.3.3

pool

group of people

3.3.4

staffing

filling in an open position with a person

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

3.3.5

competence

ability to apply knowledge and skills to achieve intended results

[SOURCE: ISO/IEC Directive Part 1]

3.3.6

core competences

competences (3.3.5) that are essential for an organization's success

3.3.7

competence model

process of analyzing and describing knowledge, skill and ability of people

3.3.8

competence framework

structure that defines *performance*(3.2.12) of people within an organization

3.3.9

leadership competences

required set of *competences* (3.3.5) for leaders in *workplace* (3.3.10) contexts

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

3.3.10

workplace

area or areas in which the worker's activities are carried out

[ISO 25901:2007]