
**Human resource management —
Workforce data quality**

*Management des ressources humaines — Qualité des données de la
main d'œuvre*

iTeh STANDARD PREVIEW
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ISO 30435:2023

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Published in Switzerland

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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 document 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 of the voluntary nature of standards, 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 www.iso.org/iso/foreword.html.

This document was prepared by Technical Committee ISO/TC 260, *Human resource management*.

Any feedback or questions on this document should be directed to the user's national standards body. A complete listing of these bodies can be found at www.iso.org/members.html.

Introduction

Workforce data quality is concerned with policies, processes and practices for:

- identifying and determining relevant workforce data;
- data capture;
- data maintenance;
- data review.

This document establishes the importance of data quality and the validity and consistency of comparative data across functions, size, specific segmentation, industry sector, industry and region. This document also provides a basis for continual improvement in the quality of workforce data that are available for analysis and to support evidence-based decision-making.

The application of this document's guidelines assists organizations to make informed decisions based on high-quality workforce data. The economic and social benefits derived from improved decision-making are substantial and, along with the impacts of poor workforce data quality, are discussed in [Annex A](#).

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Human resource management — Workforce data quality

1 Scope

This document provides the basis for organizational improvement underpinned by quality workforce data that supports analysis and evidenced-based decision-making.

Workforce data quality, for the purpose of this document, is the process of:

- a) workforce data determination;
- b) data capture;
- c) data maintenance;
- d) data review processes.

The focus of this document is on the quality of data itself rather than on other critical aspects relating to the overall management of data, such as privacy and security of personal data, the analysis and reporting of data and the use of technology.

This document does not cover the analysis of data and reporting structure or the definition of any metric other than quality of workforce data. Technology platforms in the form of human resource information systems, databases, spreadsheets, and the like, can improve the process of the capture and management of data. The focus of this document is the data itself.

While data security and data privacy are also critical to the overall management of data, they are not dealt with in this document.

This document is applicable to all types and sizes of organization across all industry sectors and regions.

2 Normative references

There are no normative references in this document.

3 Terms and definitions

No terms and definitions are listed in this document.

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

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

4 Defining workforce data quality

4.1 General

A high level of workforce data quality provides the foundation for evidence-based decision-making to support organizational performance and continual improvement.

Key considerations are the identification and capture of relevant data. The organization should determine what data is material to the purpose of the organization and its strategic objectives.

When considering what data to capture, refer to the relevant national and international human resource management standards.

This document focuses on key elements of workforce data quality: accuracy, timeliness, completeness, consistency and relevance. Further information on overall data quality can be found in the ISO 8000 series.

NOTE 1 Refer to ISO 30414:2018, Figure 2, which highlights and recommends a number of metrics for reporting internally and/or externally.

NOTE 2 See [Annex A](#) for the impacts of poor data quality.

NOTE 3 Refer to ISO 8000-1 and ISO 8000-2 for further information on general data quality.

4.2 Accuracy

To determine the level of accuracy required for various data, first consider the nature of the data being captured. The accuracy of the data determined to be important should be aligned to relevant industry guidelines. The current accuracy should also form the basis for future targeted accuracy. [Table 4](#) offers an example of data accuracy requirements.

4.3 Timeliness

Timeliness of data capture and the availability of the data for decision-making and reporting should be considered. For instance, when considering termination data, the reason can be different at the time of termination than a few months later, or if engagement data is being collected from one group at the start of a shift and another group at the end of a shift, the trends can be affected by the timing of collection.

4.4 Completeness

Completeness regularly becomes an issue when forms are partially filled in and/or data partially collected. Some examples of this include:

- a) qualifications have not been regularly sighted or verified;
- b) referees have not been contacted;
- c) performance information has not been recorded.

The risks to the organization and the individual in these instances cannot be underestimated. Complete data collection should be mandatory. Further, the responsibility for checking, recording and validating information that people provide is critical to data quality and should not be underestimated.

4.5 Consistency

Consistency in collecting data is essential for comparative analysis. Comparative analysis highlights the direction of an issue being monitored, such as an increase in workforce turnover.

To be consistent, consideration should be given to:

- a) timing of the data collecting, for instance monthly or bi-monthly;
- b) formulae used in any calculation not varying;
- c) data points and formats used not varying, such as dates, job titles, department names and employee ID numbers.

4.6 Relevance

Not all data collected are valuable. Many data points currently being measured are interesting but not relevant. One way to understand the importance of data and measurement is to use a framework that allows for the grouping of data points and/or measurements. For simplicity, group the resulting metric using the performance audit framework of input, process, output and outcome to allow the metric to be clustered across the activities within the workforce life cycle.

NOTE See ISO 30414 for guidelines on internal and external human capital reporting.

This framework focuses on a grouping within an activity. Some examples of this include:

- a) inputs for recruitment and talent management;
- b) grouping across activities;
- c) the entire workforce life cycle.

An example of this grouping can be seen through the following recruitment processes:

- input: CVs received;
- process: interviews with prospective employees;
- output: hiring of an employee or contractor;
- outcome: impact of hire compares the desired outcome, such as sales figures or customer service scores, against the actual outcome of what the new recruit delivered in the nominated time frame.

The relevant data to use for various metrics and assessments should be determined using this grouping.

5 Workforce life cycle framework 30435:2023

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5.1 General

A workforce life cycle framework is a table of all the activities an organization undertakes and considers relevant to the management of its workforce. The framework can be unique to an industry sector or developed for each individual organization. The workforce life cycle follows the high-level framework of plan, do, check and act.

5.2 Expanding the workforce life cycle framework

Expanding the workforce life cycle framework will enhance the ability to determine what data should be captured. Through expansion of the framework, a clearer understanding of the interrelationships of each stage of the life cycle will be determined, see example in [Table 1](#). By selecting the activities that form the core workforce management functions of an organization and expanding on the higher-level functions, the practitioner can gain a more detailed understanding of what key measures and data points impact workforce management in the organization. For example, turnover can be broken into voluntary, involuntary and/or critical position turnover for the practitioner to gain greater insight into the data.

Table 1 — Example of expanded workforce life cycle framework (organizational perspective)

Plan		Do			Check		Act	
Define re-quirements	Strategise and plan	Consolidate or acquire	Develop	Administer	Analyse	Report	Evaluate	Repeat
Organization-al objective(s)	Workforce planning	Recruitment	Capability framework	Reward and recognition	Workforce activity analytics	Statutory reporting	Data dic-tionary	Prioritise
Values	Diversity and inclusion		Position de-scriptions	Payroll	Root cause analytics	Administra-tive reporting	Human resourc-es data quality	
Define work required to deliver objec-tives	Sustainable employabil-ity		Critical role management	Statutory re-quirements		Workforce reporting		
Organization design	Workforce design		Mandatory training	Health and safety				
Organization design			Learning and develop-ment	Disciplinary management				
Define func-tions and roles required			Performance management	Employee relations				
Determine build capa-bility, buy capability, outsource requirement			Succession planning	Policies and procedures				
				Workforce allocation				
				Transition				
				Knowledge management				
Define re-quirements	Strategise and plan	Consolidate or acquire	Develop	Administer	Analyse	Report	Evaluate	Repeat

An example of a more detailed breakout of the “do” function of the workforce life cycle can be seen in [Table 2](#).

Table 2 — Example of more detailed “do” components of the workforce life cycle (organizational perspective)

Consolidate or acquire	Develop	Administer
Employer of choice positioning	Innovation	Reward and recognition
Alumni	Organization development	Payroll
Attraction	Capability framework	Statutory requirements
Recruitment	Position descriptions	Health and safety
Assessment	Critical role management	Disciplinary management
Interviewing	Mandatory training	Employee relations
Reference checking	Performance management	Industrial relations
Clearances or psych testing	Learning and development	Policies and procedures
Letter of offer	Succession planning	Workforce allocation
Onboarding	Engagement	Rostering – scheduling

Table 2 (continued)

Consolidate or acquire	Develop	Administer
Contract preparation and management	Retention	Transition
Vendor management	Business advisory or partnering	Turnover – voluntary
		Turnover – involuntary
		Turnover – critical position
		Outplacement
		Transition to retirement
		Retirement
		Knowledge management
		Governance
		Contingent management

5.3 Using the framework

The content in the expansion of the workforce life cycle framework varies across industries. Organization size has an impact on what services are undertaken and what data needs to be captured. This framework should be used to document the activities undertaken within the organization.

NOTE Some organizations do not manage an alumnus or have a need for vendor management. Other organizations break recruitment into several subsets due to the volume of recruits.

While each organization will determine what exactly is relevant to include in the workforce life cycle framework, the similarities across industries and sizes of organization typically outweigh the differences.

5.4 Generic workforce data framework

The relevant human resource information shall be part of an assurance regime for data quality.

The relevant human resource information to be collected is determined by each organization.

[Table 3](#) shows examples of generic data groups to capture.

The following responsibilities shall be allocated:

- a) setting the time frames;
- b) volume of data to be sampled;
- c) accuracy requirements.

The key workforce data shall be user defined.

Current and relevant national and international standards on human resource management cover many of the core components of the workforce life cycle, such as recruitment, learning and development and workforce planning. These standards highlight the most appropriate measures and data points to capture.