
**Human resource management —
Vocabulary**

Management des ressources humaines — Vocabulaire

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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 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*.

This second edition cancels and replaces the first edition (ISO 30400:2016), which has been technically revised. <https://standards.iteh.ai/catalog/standards/sist/dc1b2bd6-4aeb-4f9e-a2ca-d310cf5359e8/iso-30400-2022>

The main changes are as follows:

- inclusion of new terms and definitions;
- removal of a small number of terms and definitions that have been replaced or are no longer current;
- relocation of a small number of terms and definitions to appropriate subclauses.

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

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 and definitions

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/>

3.1 Terms related to the organization

3.1.1

organization

person or group of people that has its own functions with responsibilities, authorities and relationships to achieve its *objectives* (3.1.22)

Note 1 to entry: The concept of organization includes, but is not limited to, sole-trader, company, corporation, firm, enterprise, authority, partnership, charity or institution, or part or combination thereof, whether incorporated or not, public or private.

Note 2 to entry: This constitutes one of the common terms and core definitions for ISO management system standards given in Annex SL of the Consolidated ISO Supplement to the ISO/IEC Directives, Part 1.

[SOURCE: ISO/IEC Directives, Part 1, 2020, Annex SL, Appendix 2, 3.1, modified — Note 2 to entry added.]

3.1.2

organizational governance

system by which an *organization* (3.1.1) makes and implements decisions in pursuit of its *objectives* (3.1.22)

Note 1 to entry: This concerns the way a whole organization is led, directed, controlled and held accountable.

[SOURCE: ISO 26000:2010, 2.13 – modified by addition of Note 1 to entry]

3.1.3

organizational culture

values, beliefs and practices that influence the conduct and *behaviour* (3.14.2) of people and *organizations* (3.1.1)

3.1.4

organization structure

arrangement of authority, responsibility and *accountability* (3.7.8) in an *organization* (3.1.1)

3.1.5

business model

organization's (3.1.1) approach to operating in its environment

3.1.6

strategy

approach to achieving *objectives* (3.1.22)

Note 1 to entry: A strategy generally includes a coordinated set of activities and the allocation of resources necessary to achieve the objectives.

Note 2 to entry: A strategy can be applied at different levels and functions in or across *organizations* (3.1.1). An overall strategy can be supported by a set of lower-level functional strategies.

Note 3 to entry: A strategy is generally planned but can evolve or emerge over time as a result of continual adaptations and adjustments.

[SOURCE: ISO 9000:2015, 3.5.12, modified — Definition revised and notes to entry added.]

3.1.7

business continuity planning

BCP

documented information (3.1.23) that guides an *organization* (3.1.1) to respond to disruption and resume, recover and restore the delivery of products and services consistent with its business continuity *objective* (3.1.22)

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* (3.1.31) a documented *management system* (3.1.20) to protect against and mitigate the effects of disruptive incidents, and prepare for and respond to the same.

[SOURCE: ISO 22300:2021, 3.1.22, modified — Note 1 to entry added.]

3.1.8

planning

part of *management* (3.1.11) focused on setting *objectives* (3.1.22) and specifying necessary operational *processes* (3.1.24) and related resources to fulfil the objectives

[SOURCE: ISO 22300:2021, 3.1.180]

3.1.9

strategic planning

planning (3.1.8) involving the formulation, implementation, *evaluation* (3.14.7) and *continual improvement* (3.1.31) of factors that are relevant to an *organization's* (3.1.1) interests over a defined period, and the means of achieving its *objectives* (3.1.22)

3.1.10

social responsibility

responsibility of an *organization* (3.1.1) for the impacts of its decisions and activities on society and the environment, through transparent and ethical *behaviour* (3.14.2) that:

- contributes to sustainable development, including health, safety 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* (3.15.15) of *behaviour* (3.14.2);
- is integrated throughout the organization and practised in its relationships

Note 1 to entry: Activities include products, services and *processes* (3.1.24).

Note 2 to entry: Relationships refers to an organization's activities within its sphere of influence.

[SOURCE: ISO 26000:2010, 2.18]

3.1.11 management

coordinated activities to direct and control an *organization* (3.1.1)

Note 1 to entry: Management can include establishing *policies* (3.1.15) and *objectives* (3.1.22) and *processes* (3.1.24) to achieve these objectives.

Note 2 to entry: Management includes the processes of *planning* (3.1.8), organizing, directing and controlling the outcomes of people, groups or organizations.

[SOURCE: ISO 9000:2015, 3.3.3, modified — Note 2 to entry replaced.]

3.1.12 top management

person or group of people who directs and controls an *organization* (3.1.1) at the highest level

Note 1 to entry: Top management has the power to delegate authority and provide resources within the organization.

Note 2 to entry: If the scope of the *management system* (3.1.20) covers only part of an organization, then top management refers to those who direct and control that part of the organization.

Note 3 to entry: This constitutes one of the common terms and core definitions for ISO management system standards given in Annex SL of the Consolidated ISO Supplement to the ISO/IEC Directives, Part 1.

[SOURCE: ISO/IEC Directives, Part 1, 2020 Annex SL, Appendix 2, 3.5, modified — Note 3 to entry added.]

3.1.13 performance management

management (3.1.11) of the *performance* (3.2.12) of people, groups and *organizations* (3.1.1)

Note 1 to entry: Performance management can include *feedback* (3.1.17), *coaching* (3.14.4), *mentoring* (3.14.11), reviewing and *evaluation* (3.14.7) activities with the aim of *continual improvement* (3.1.31).

3.1.14 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* (3.1.32) related to, understanding or *knowledge* (3.12.1) 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.

Note 5 to entry: This constitutes one of the common terms and core definitions for ISO management system standards given in Annex SL of the Consolidated ISO Supplement to the ISO/IEC Directives, Part 1.

[SOURCE: ISO/IEC Directives, Part 1, 2020 Annex SL, Appendix 2, 3.9, modified — Note 5 to entry added.]

3.1.15 policy

intentions and direction of an *organization* (3.1.1), as formally expressed by its *top management* (3.1.12)

Note 1 to entry: This constitutes one of the common terms and core definitions for ISO management system standards given in Annex SL of the Consolidated ISO Supplement to the ISO/IEC Directives, Part 1.

[SOURCE: ISO/IEC Directives, Part 1, 2020 Annex SL, Appendix 2, 3.7, modified — Note 1 to entry added.]

3.1.16

materiality

measure of the significance of an element to organizational results

3.1.17

feedback

information (3.1.32) provided to people, groups or *organizations* (3.1.1) regarding *performance* (3.2.12) or activities

Note 1 to entry: Feedback obtained during a *process* (3.1.24) can be used to confirm or modify subsequent actions.

Note 2 to entry: Feedback can be provided in different forms, formats and channels, including, but not limited to, oral or written.

Note 3 to entry: In the context of *assessment* (3.15.3), it is information provided to the *assessment participant* (3.15.5) about his or her assessment results.

Note 4 to entry: In the context of relationships with customers and customer satisfaction, it includes opinions, comments and expressions of interest in a product, a service or a complaints-handling process (see ISO 9000:2015, 3.9.1).

3.1.18

benchmarking

activity of *measurement* (3.1.26) and analysis that an *organization* (3.1.1) can use to search for and compare practices inside and outside the organization, with the aim of improving its *performance* (3.2.12)

Note 1 to entry: Benchmarking can be applied to *policies* (3.1.15), *strategies* (3.1.6) and *objectives* (3.1.22), *processes* (3.1.24) and their operation, products, services and an organization's structures.

Note 2 to entry: Benchmarking can be used to compare attributes or performance between organizations.

[SOURCE: ISO 10014:2021, 3.8, modified — Note 2 to entry added.]

3.1.19

requirement

need or expectation that is stated, generally implied or obligatory

Note 1 to entry: "Generally implied" means that it is custom or common practice for the *organization* (3.1.1) and *interested parties* (3.3.1) that the need or expectation under consideration is implied.

Note 2 to entry: A specified requirement is one that is stated, for example in *documented information* (3.1.23).

Note 3 to entry: This constitutes one of the common terms and core definitions for ISO management system standards given in Annex SL of the Consolidated ISO Supplement to the ISO/IEC Directives, Part 1.

[SOURCE: ISO/IEC Directives, Part 1, 2020 Annex SL, Appendix 2, 3.3, modified — Note 3 to entry added.]

3.1.20

management system

set of interrelated or interacting elements of an *organization* (3.1.1) to establish *policies* (3.1.15) and *objectives* (3.1.22) and *processes* (3.1.24) to achieve those objectives

Note 1 to entry: A management system can address a single discipline or several disciplines.

Note 2 to entry: The system elements include the organization's structure, roles and responsibilities, *planning* (3.1.8) and operation.

Note 3 to entry: The scope of a management system can include the whole of the organization, specific and identified functions of the organization, specific and identified sections of the organization, or one or more functions across a group of organizations.

Note 4 to entry: A management system can include human and group dynamics and *behaviours* (3.14.2).

Note 5 to entry: This constitutes one of the common terms and core definitions for ISO management system standards given in Annex SL of the Consolidated ISO Supplement to the ISO/IEC Directives, Part 1.

[SOURCE: ISO/IEC Directives, Part 1, 2020 Annex SL, Appendix 2, 3.4, modified — Notes 4 and 5 to entry added.]

3.1.21 effectiveness

extent to which planned activities are realized and planned results achieved

Note 1 to entry: This constitutes one of the common terms and core definitions for ISO management system standards given in Annex SL of the Consolidated ISO Supplement to the ISO/IEC Directives, Part 1.

[SOURCE: ISO/IEC Directives, Part 1, 2020 Annex SL, Appendix 2, 3.6, modified — Note 1 to entry added.]

3.1.22 objective

result to be achieved

Note 1 to entry: An objective can be strategic, tactical or operational.

Note 2 to entry: Objectives can relate to different disciplines [e.g. financial, health and safety, *knowledge management* (3.12.2) and environmental goals] and can apply at different levels [e.g. strategic, organization-wide, project, product and *process* (3.1.24)].

Note 3 to entry: An objective can be expressed in other ways, e.g. as an intended outcome, a purpose, an operational criterion or by the use of other words with similar meaning (e.g. aim, goal or target).

Note 4 to entry: In the context of *human resource management* (3.2.6), objectives are set by the *organization* (3.1.1), consistent with the *human resource policies* (3.1.15), to achieve specific results.

Note 5 to entry: This constitutes one of the common terms and core definitions for ISO management system standards given in Annex SL of the Consolidated ISO Supplement to the ISO/IEC Directives, Part 1.

[SOURCE: ISO/IEC Directives, Part 1, 2020 Annex SL, Appendix 2, 3.8, modified — Note 5 to entry added.]

3.1.23 documented information

information (3.1.32) required to be controlled and maintained by an *organization* (3.1.1) and the medium on which it is contained

Note 1 to entry: Documented information can be in any format and media, and from any source.

Note 2 to entry: Documented information can refer to:

- the *management system* (3.1.20), including related *processes* (3.1.24);
- information created in order for the organization to operate (documentation);
- evidence of results achieved (records).

Note 3 to entry: This constitutes one of the common terms and core definitions for ISO management system standards given in Annex SL of the Consolidated ISO Supplement to the ISO/IEC Directives, Part 1.

[SOURCE: ISO/IEC Directives, Part 1, 2020 Annex SL, Appendix 2, 3.11, modified — Note 3 to entry added.]

3.1.24

process

set of interrelated or interacting activities which transforms inputs into outputs

Note 1 to entry: This constitutes one of the common terms and core definitions for ISO management system standards given in Annex SL of the Consolidated ISO Supplement to the ISO/IEC Directives, Part 1.

[SOURCE: ISO/IEC Directives, Part 1, 2020 Annex SL, Appendix 2, 3.12, modified — Note 1 to entry added.]

3.1.25

monitoring

determining the status of a system, a *process* (3.1.24) or an activity

Note 1 to entry: To determine the status, there can be a need to check, supervise or critically observe.

Note 2 to entry: This constitutes one of the common terms and core definitions for ISO management system standards given in Annex SL of the Consolidated ISO Supplement to the ISO/IEC Directives, Part 1.

[SOURCE: ISO/IEC Directives, Part 1, 2020 Annex SL, Appendix 2, 3.15, modified — Note 2 to entry added.]

3.1.26

measurement

process (3.1.24) to determine a value

Note 1 to entry: This constitutes one of the common terms and core definitions for ISO management system standards given in Annex SL of the Consolidated ISO Supplement to the ISO/IEC Directives, Part 1.

[SOURCE: ISO/IEC Directives, Part 1, 2020 Annex SL, Appendix 2, 3.16, modified — Note 1 to entry added.]

3.1.27

conformity

fulfilment of a *requirement* (3.1.19)

Note 1 to entry: This constitutes one of the common terms and core definitions for ISO management system standards given in Annex SL of the Consolidated ISO Supplement to the ISO/IEC Directives, Part 1.

[SOURCE: ISO/IEC Directives, Part 1, 2020 Annex SL, Appendix 2, 3.18, modified — Note 1 to entry added.]

3.1.28

nonconformity

non-fulfilment of a *requirement* (3.1.19)

Note 1 to entry: This constitutes one of the common terms and core definitions for ISO management system standards given in Annex SL of the Consolidated ISO Supplement to the ISO/IEC Directives, Part 1.

[SOURCE: ISO/IEC Directives, Part 1, 2020 Annex SL, Appendix 2, 3.19, modified — Note 1 to entry added.]

3.1.29

correction

action to eliminate a detected *nonconformity* (3.1.28)

Note 1 to entry: This constitutes one of the common terms and core definitions for ISO management system standards given in Annex SL of the Consolidated ISO Supplement to the ISO/IEC Directives, Part 1.

[SOURCE: ISO/IEC Directives, Part 1, 2020 Annex SL, Appendix 2, modified — Note 1 to entry added.]

3.1.30**corrective action**

action to eliminate the cause of a *nonconformity* (3.1.28) and to prevent recurrence

Note 1 to entry: This constitutes one of the common terms and core definitions for ISO management system standards given in Annex SL of the Consolidated ISO Supplement to the ISO/IEC Directives, Part 1.

[SOURCE: ISO/IEC Directives, Part 1, 2020 Annex SL, Appendix 2, 3.20, modified — Note 1 to entry added.]

3.1.31**continual improvement**

recurring activity to enhance *performance* (3.2.12)

Note 1 to entry: *Organizations* (3.1.1) can apply existing *performance* (3.2.12) *evaluation* (3.14.7) and improvement frameworks to support continual improvement. Example frameworks include maturity models, *objectives* (3.1.22) and key results (OKR) and Six Sigma.

Note 2 to entry: This constitutes one of the common terms and core definitions for ISO management system standards given in Annex SL of the Consolidated ISO Supplement to the ISO/IEC Directives, Part 1.

[SOURCE: ISO/IEC Directives, Part 1, 2020 Annex SL, Appendix 2, 3.21, modified — Note 1 to entry added.]

3.1.32**information**

data that are processed, organized and correlated to produce meaning

Note 1 to entry: Information can also refer to *codified knowledge* (3.12.6).

[SOURCE: ISO 5127:2017, 3.1.1.16, modified — Note to entry replaced.]

3.1.33**collective bargaining**

negotiations between employer *organizations* (3.1.1) and *workers'* (3.13.4) organizations aiming at agreement on mutually relevant issues

Note 1 to entry: Collective bargaining can be used to determine working conditions and terms of employment and to regulate the relationship between the organization and the *workforce* (3.8.1).

3.2 Terms related to human resources and planning**3.2.1****human capital**

value of the collective *knowledge* (3.12.1), *skills* (3.14.12) and *abilities* (3.14.1) of an *organization's* (3.1.1) people

3.2.2**human resources****HR**

people working within or contributing to the *organization* (3.1.1)

3.2.3**capacity management**

process (3.1.24) used to manage the *human capital* (3.2.1) 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* (3.1.19) in a cost-effective manner. It ties together location, *strategy* (3.1.6), organizational commitments, labour demand signal, financial constraints and total *workforce* (3.8.1) (contingent and direct labour). It is the mechanism necessary for effective resource *management* (3.1.11).