INTERNATIONAL STANDARD

ISO/FDIS 30405

ISO/TC **260**

Secretariat: **ANSI**

Voting begins on:
2023-02-23

Voting terminates on:
2023-04-20

Human resource management — Guidelines on recruitment

Management des ressources humaines — Lignes directrices relatives au recrutement

Reference number
ISO/FDIS 30405:2023(E)

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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 30405:2016), which has been technically revised.

The main changes are as follows:

— document restructured to include a practical approach to create a positive candidate experience;

— structure now follows the phases of the recruitment process within the hiring organization;

— information about the relevance of describing requirements of a position included;

— new Annex B on artificial intelligence added;

— previous Annexes C and D deleted;

— information on data protection and privacy advice added;

— new Annex C added, presenting options for checking work eligibility and background information of candidates;

— definition of the candidate experience broadened to include not only the best-fitting candidates in the final stages of the recruitment process but also all applicants, candidates and persons interacting with the organization during the recruitment process but not hired.

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

0.1 General

Recruitment is one of the most impactful functions of human resource management. Recruitment is a dynamic, complex process which does not always fit a linear model. An open systems approach with continual learning will be as beneficial here as with other human resource management systems. This document focuses on the necessary activities an organization undertakes to attract, source, assess and employ people, including both internal and external candidates.

The impact of recruitment on organizational performance was highlighted in a milestone survey of 4 288 executives from 102 countries conducted in 2012 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.[17]

More recently, the body of evidence which confirms the central role of hiring for success has been growing. Risks identified by leaders are increasingly directed to the availability of skills and talents to realize entrepreneurial goals.[14],[15] Although the pandemic of 2020 and the following years changed the priorities of human resource management in organizations throughout the world, in the 2021 survey of WFPMA the critical importance of recruitment for organizations was confirmed.[10]

This document provides guidance on effective and efficient processes and practices for the recruitment of people that support the achievement of organizational and recruitment objectives. It also includes guidance on promoting a positive candidate experience and the link with the employer brand.

0.2 Relationship with human resource management in the context of the organization

The recruitment process is required when an organization identifies a need for skills, knowledge, capability or talent, often leading to a requisition. It includes phases to attract, source, assess and employ people.

Figure 1 illustrates an exemplary of the overall recruitment process with its phases from the starting point to the end point. It highlights the candidate experience as a dimension that is influenced by every single recruitment phase and that itself impacts on these.

Organizational needs, HR policies and objectives, and the legal and social environment, including labour relations and workforce planning, may contribute to the identification of the recruitment need and how the recruitment is carried out. This document outlines a process for successfully meeting the organization's recruitment needs.

For more in-depth information on workforce planning, see ISO 30409.
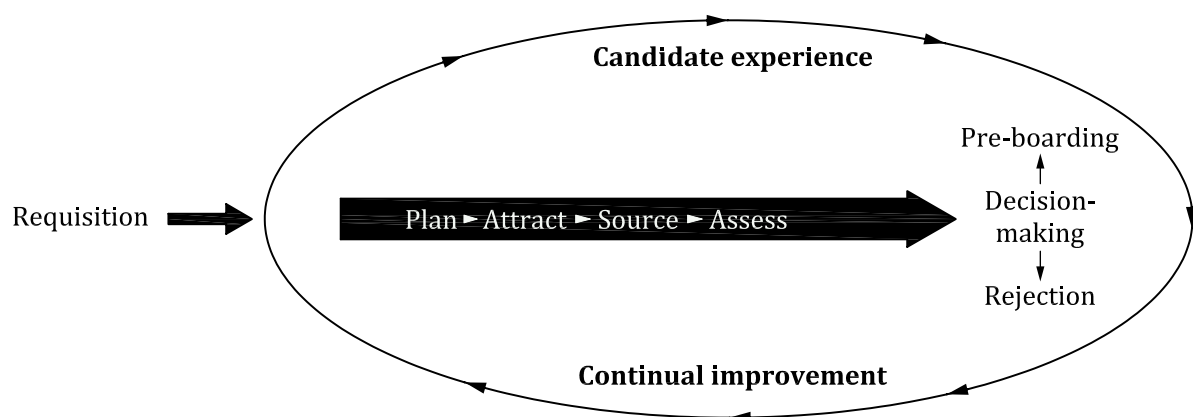
Figure 1 — Overview of the recruitment process

Anything an organization does can impact its employer brand and its attractiveness to candidates. In Figure 1, "Attract" refers to activities to attract candidates for identified vacancies.

0.3 Structure of the document

This document follows the phases of recruitment shown in Figure 1.

It provides recommendations throughout the recruitment process, including typical instances of interaction up to the new hire's start date.

This structure helps align organizational activities, processes and functions with the needs of the organization and all applicants and candidates.

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ISO/FDIS 30405
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Human resource management — Guidelines on recruitment

1 Scope

This document provides guidance on how to attract, source, assess and employ people with the goal of meeting the organizational needs while fostering a positive candidate experience. It focuses on key processes and practices, including:

— preparing and planning;

— managing the different phases and stakeholders;

— reviewing and learning.

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

NOTE   This document can be used by anyone managing or performing the recruitment function, whether this is a dedicated role within the organization or an additional task for someone with another role, as well as those who evaluate, teach or consult in recruitment.

2 Normative references

The following documents are referred to in the text in such a way that some or all of their content constitutes requirements of this document. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

ISO 30400, *Human resource management — Vocabulary*

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

3.4
assessment
systematic method and procedure for ascertaining or measuring work-related knowledge, skills, abilities or other characteristics of an individual, or the performance of an individual

[SOURCE: ISO 10667-1:2020, 3.2, modified — Definition revised and notes to entry removed.]

3.5
attract
generate interest from, and appeal to, the targeted potential *applicants* (3.1) or *candidates* (3.6)

3.6
candidate
person who is being considered for a job

3.7
candidate experience
experience with, and resulting perceptions about, the organization

Note 1 to entry: This includes the experiences of all those who are interested in, apply for or are considered for the vacancy throughout the process.

3.8
employ
engage the services of a person or put a person to work

3.9
employer brand
organization's reputation and differentiating characteristics as an employer, internally and externally

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

3.11
person specification
knowledge, skills, abilities and other characteristics needed by a person to perform the job

3.12
pre-boarding
activities necessary to move a *candidate* (3.6) from accepting an offer to the first day of employment

Note 1 to entry: This can also be referred to as onboarding.

3.13
recruitment
process of *sourcing* (3.15), *attracting* (3.5), *assessing* (3.3) and *employing* (3.8) *talent* (3.16) for an existing or new position within the organization

3.14
requisition
formalized request to recruit for a position or positions

3.15
source
identify and develop supply channels of potential *applicants* (3.1)

3.16
talent
person who has or can develop the knowledge, skills, abilities and other characteristics to perform a function, job or role, as required

4 Recruitment guidelines

4.1 General

This clause describes the functions, processes and practices for the recruitment of people to fill a position. Following the guidance can enable more engaging, effective and efficient attraction, sourcing, assessment and hiring of people. This clause also sets out practices that promote the respectful treatment of all applicants and candidates. Gaining the commitment of all those involved in the recruitment process is a prerequisite to ensure a positive candidate experience.

The needs of applicants and candidates should be taken into account in the design of the whole process and communication regarding each step should be clear and transparent. For communication concerning assessment, see the ISO 10667 series.

The organization should use every opportunity of interaction with candidates to provide information that develops the candidate's understanding of the role and the experience of working for the organization. To support candidates in making informed decisions about continuing their application or accepting offers where made, information should be provided about the context, tasks and requirements of the role.

At every stage of the process, applicants and candidates alike should have the opportunity to ask questions and get full and meaningful responses.

Timely and appropriate communication throughout the recruitment process can pre-empt questions and reduce the recruiters' workload.

NOTE   In some jurisdictions, employee and employer representatives can play a leading role in recruitment, including but not limited to the planning of recruitment (4.2) and assessment (4.5) of candidates.

Figure 2 shows the key phases of the recruitment process and some of its inputs and outcomes, described in more detail in the following subclauses. Organizational needs and how effectively recruitment is performed impact the quality and quantity of talent recruited.
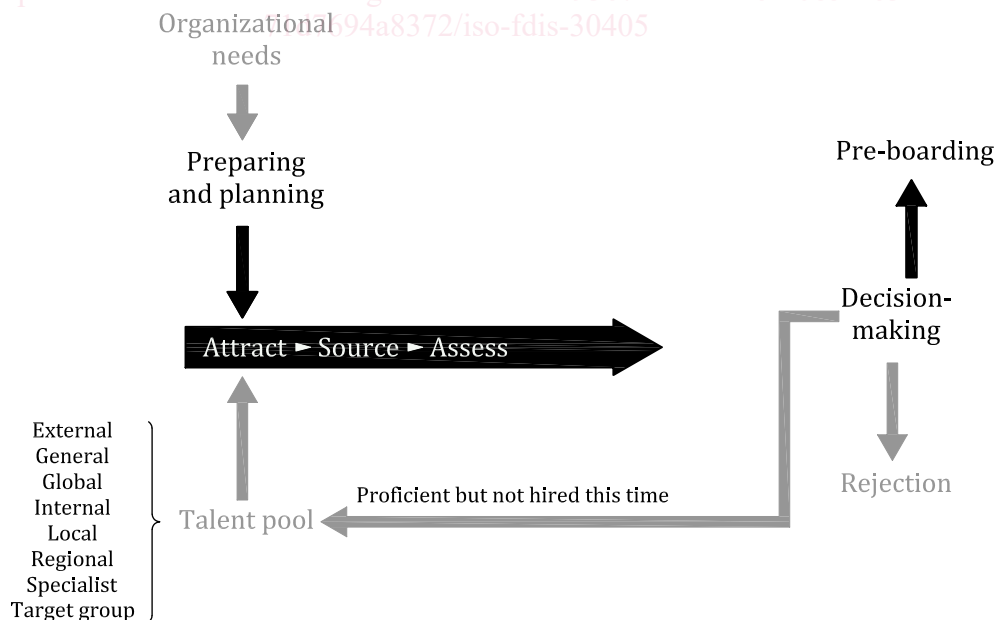

Figure 2 — Key phases of the recruitment process

Attraction is essential to generate and maintain interest from applicants and candidates for potential employment opportunities.

Sourcing is the phase in which recruiters identify and clarify the channels to communicate with potential candidates and applicants or to approach potentially suitable candidates.

Assessment involves ascertaining or measuring work-related knowledge, skills, abilities and other relevant characteristics in order to select the candidate(s) that best meet the needs of the organization.

Some of the recruitment activities associated with one phase may overlap with other recruitment phases.

Recruitment processes have a substantial impact on the diversity of an organization and should be guided by the principles in ISO 30415.

For the use of AI in recruitment, see Annex B.

4.2 Preparing and planning the recruitment process

4.2.1 Requisition

Recruitment begins with a need that has been identified to fulfil a work requirement. The starting point for recruitment can be the need to hire as few as one person or as many as hundreds.

The process then depends on what kind of need this represents:

— to fill a job that already exists and has been vacated;

— to create a new job to fulfil a new work requirement;

— to fill numerous jobs that experience high staff turnover or new jobs that need to be filled to carry out new work at the organization.

NOTE   Recruitment can meet organizational needs but can sometimes be initiated when an opportunity to take on a person of special value to the organization is identified.

4.2.2 Planning

4.2.2.1 General

Planning the recruitment process is important to ensure an effective and efficient process which meets the organizational needs, involves stakeholders and takes into account appropriate contextual factors.

4.2.2.2 Contextual factors

4.2.2.2.1 General

A number of contextual factors affect recruitment and should be considered in planning and preparing an appropriate process.

4.2.2.2.2 The job market

The job market refers to considerations regarding the general availability of talent and jobs and the way this changes over time. There are international, national and local effects on job markets. Other factors include the mobility of target groups, the knowledge, skills and abilities held by available talent, new or emerging professions and skill sets and competitor recruitment activity.

Information resources to help with recruitment planning include, but are not limited to:

— governmental statistics;

— consulting with colleagues;

— local job agencies.

If there is a lack of information, testing the job market with a generally framed job advertisement placed in popular job search sites can be helpful.

4.2.2.2.3 The employer brand

Employer brand refers to the perceptions people have about an organization as an employer. A positive employer brand will enhance an organization's ability to attract potential candidates. A negative employer brand will make recruitment more difficult. The quality of the employer brand should be taken into account when designing the recruitment process, as should the potential impact of the recruitment process on the employer brand.

For more information on the employer brand and employer branding activities, see Annex A.

4.2.2.2.4 Compensation

Depending on the life-cycle of your organization or budgetary constraints, having robust compensation can improve recruiting effectiveness. This includes base pay, bonuses and other benefits provided to employees.

4.2.2.3 Job description

The job description supports the entire recruitment process by providing a clear overview of the role and its tasks. It should show the more detailed job activities, work environment and requirements, such as responsibilities and result expectations of the role. It can also provide clarity during pre-boarding, onboarding and, later on, performance review. In planning, additional specifications and information regarding, for example, compensation and job grading (if applied) should also be included. For more information on the job description, see requirements analysis in the ISO 10667 series.

4.2.2.4 Person specification

The person specification clarifies the essential formal and informal criteria to be used for selecting the individual or individuals most appropriate for the role. This can include, but is not limited to, a minimum level of education and experience, behavioural competencies or expert knowledge required. The characteristics listed should be clearly worded to ensure that they reflect necessary requirements and not personal or discriminatory biases (see ISO 30415). The most appropriate way to develop the person specification is through a formal and structured requirements analysis (see the ISO 10667 series).

4.2.2.5 Stakeholder involvement

Organizations should establish a list of stakeholders to be involved in the different stages of the recruitment process and consider how to integrate their timely and appropriate involvement in the planning and implementation of different phases of the recruitment process. The identification of stakeholders will depend on the nature and structure of the organization, but in general stakeholders are those who have an interest in the process and outcome of the recruitment, including those whose support is needed, who can support the process or help mitigate risks and challenges that may arise.

4.2.2.6 Scheduling

Recruitment activities should be scheduled to ensure the availability of all stakeholders involved in any activity. Scheduling should include the definition of milestones to be met in the different phases and coordinating where and how the recruitment activities take place, including but not limited to:

— the timing and placement of advertising and other sourcing initiatives;

— setting deadlines to receive applications;