INTERNATIONAL STANDARD

ISO
30405

First edition
2016-09-01

Human resource management — Guidelines on recruitment

Management des ressources humaines — Lignes directrices relatives au recrutement

Reference number
ISO 30405:2016(E)

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ISO 30405:2016(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 on 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 the following URL: www.iso.org/iso/foreword.html.

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

Introduction

0.1 General

Recruitment is a major part of human resource management, including the necessary activities an organization undertakes to attract, source, assess and employ people. The activities that comprise recruitment also overlap, to some degree, with those that comprise staffing, but the prime focus of this document is on recruitment.

The impact of recruitment on organizational performance was noted in a survey conducted of 4 288 executives from 102 countries 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.

This document aims to help organizations focus and deliver on recruitment performance objectives by providing guidance on effective processes and procedures necessary for the recruitment of people.

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

The recruitment process begins when a requisition is approved. Recruitment is designed to attract, source, assess and employ people to carry out an organization's activities. Figure 1 illustrates the overall recruitment process.

Inputs:

Organizational needs

Human resource management policies and objectives

Legal and social environment

Workforce planning

Improvements

Outputs:

Quality of talent

Quantity of talent

Recruitment outcomes

Human resource outcomes

Attract

Source   Assess   Employ

Recruitment workflow

Employer brand process

Figure 1 — Recruitment process within organizations
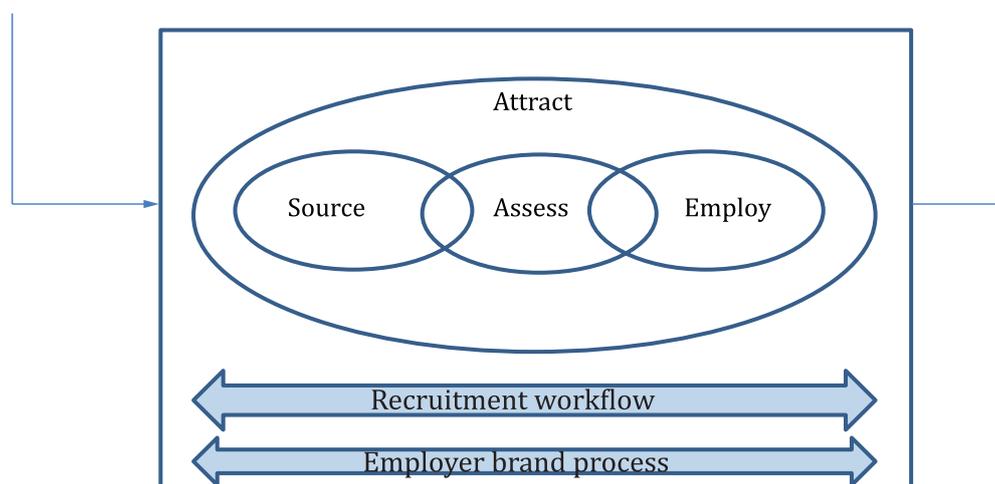
Figure 1 highlights the fundamental role of the employer brand, recruitment work and the four critical elements (attract, source, assess and employ people) that influence the quality and quantity of people available to the organization. This in turn affects human resource management outcomes, ultimately affecting the organization's performance.

0.3 Using this document

This document provides guidance to those people responsible for recruiting. Clause 4 describes both processes and procedures, as well as the relevant criteria one can use to attract, source, assess and employ people in the organization. Clause 5 provides guidelines for measurement, analysis and improvement for assessing the efficiency, effectiveness and impact of the recruiting process.

NOTE   In some countries, permission is required when using or retaining personal data from applicants/candidates.

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Human resource management — Guidelines on recruitment

1 Scope

This document provides guidance on how to attract, source, assess and recruit people. It focuses on key processes and practices, including:

— recruitment policy development;

— the flow from the sourcing of potential applicants to the boarding of new recruits;

— evaluation and measurement.

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

NOTE   In larger organizations, the recruitment function is typically carried out by human resource professionals or recruitment experts. In smaller organizations, recruitment can be performed by people without formal human resource training or experience. This document can be used by anyone performing this function, as well as human resource educators and consultants who determine, analyse and report on recruitment.

2 Normative references

There are no normative references in this document.

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 terminological databases for use in standardization at the following addresses:

— ISO Online browsing platform: available at http://www.iso.org/obp

— IEC Electropedia: available at http://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 (verb)
ascertain work-related knowledge, skills, abilities or other characteristics of an individual or group of individuals

3.4
assessment
systematic method and procedure for ascertaining work-related knowledge, skills, abilities or other characteristics of people or a group of people, or the performance of people or a group of people

EXAMPLE   Tests, assessment centres, instruments or tools used to *assess* (3.3) people in workplace contexts.

[SOURCE: ISO 10667-1:2011, 2.2, modified]

1

3.5
attract (verb)
generate and induce interest of the potential targeted *applicants* (3.1)

3.6
boarding
activities following *pre-boarding* (3.13), which typically occur on the first day of work

Note 1 to entry: The *recruitment* (3.14) process ends when the *candidate* (3.7) reports for work and the *requisition* (3.15) is closed. The candidate becomes an employee on the first day he/she reports for work. On-boarding commences after the candidate reports to work, and is considered a separate process.

3.7
candidate
applicant (3.1) who is interested in and qualified for a job, and who is of interest to the organization

3.8
employ (verb)
engage the services of a person, or put a person to work

3.09
employer brand
organization's reputation and differentiating characteristics as an employer within and outside the organization

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

Note 1 to entry: A job description can include the organizational structure.

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

3.12
potential talent pool
people who have, or who can develop, the knowledge, skills, abilities or other characteristics to perform a specific function for the organization, regardless of whether they would ever apply to work for the organization

Note 1 to entry: Members of the potential talent pool can move to the *talent pool* (3.20) if they develop the knowledge, skills, abilities or other characteristics that they do not currently possess.

3.13
pre-boarding
activities necessary to move a *candidate* (3.7) from accepting an offer to the first day of employment

3.14
recruitment
process of *sourcing* (3.16), *attracting* (3.5), *assessing* (3.3) and *employing* (3.8) *talent* (3.18) for an existing or new position within the organization

3.15
requisition
request to recruit people

3.16
source (verb)
identify a pool of potential *applicants* (3.1)