BS ISO 30400:2016



# **BSI Standards Publication**

# Human resource managementVocabulary



BS ISO 30400:2016 BRITISH STANDARD

#### National foreword

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# Human resource management — Vocabulary

Management des ressources humaines — Vocabulaire



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# Foreword

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

# 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.

# **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 related to the organization

#### 3.1

# governance

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

# 3.2

# organizational culture

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

# 3.3

# organization structure

hierarchical arrangement of authority, responsibility and accountability in an organization

#### 3.4

# business model

organization's approach to operating in its environment

#### 3.5

# strategy

organization's approach to achieving its objectives

# 3.6

# business continuity planning

#### BCP

process of mutual planning (3.7) by organizations and other stakeholders (5.1)

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

# 3.7

# planning

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

#### 3.8

# strategic planning

planning (3.7) involving the formulation, development, implementation and evaluation of factors that are relevant to an organization's long-term or overall interests, and the means of achieving its objectives

#### 3.9

# social responsibility

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

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- contributes to sustainable development, including health and the welfare of society;
- takes into account the expectations of *stakeholders* (5.1);
- is in compliance with applicable law and consistent with international norms of behaviour; and
- is integrated throughout the organization and practised in its relationships

[SOURCE: ISO 26000:2010, 2.18, modified — The word "impacts" has been replaced by "consequences", and the Notes to entry have been removed]

#### 3.10

# management

process of *planning* (3.7), organizing, directing and controlling the outcomes of people, groups or organizations

#### 3.11

# performance management

management (3.10) of the performance (4.12) of people, groups and organizations

#### 3.12

# management style

approach or method to management (3.10)

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]

# 3.13

# 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 related to, understanding or knowledge 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.

# 3.14

# policy

intentions and direction of an organization, as formally expressed by its top management

# 3.15

# materiality

measure of the significance of an element to organizational results

#### 3.16

#### feedback

information provided to people, groups or organizations regarding performance (4.12) or activities

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

#### 3.17

# benchmarking

comparing attributes, processes or *performance* (4.12) between organizations

# 4 Terms related to human resources and planning

# 4.1

# human capital

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

# 4.2

#### human resources

#### HR

people working within or contributing to the organization

#### 4.3

# capacity management

process used to manage the *human capital* (4.1) 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 in a cost-effective manner. It ties together location, *strategy* (3.5), organizational commitments, labour demand signal, financial constraints and total *workforce* (10.1) (contingent and direct labour). It is the mechanism necessary for effective resource management.

#### 4.4

# 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 (11.1) and use of organizational partners and third-party subcontractors.

# 4.5

# human resource strategy

approach to implementing *policies* (3.14) and practices that affect people, which are aligned with organizational *strategy* (3.5)

EXAMPLE Global integration and local responsiveness, global standardization and local response, such as in *workforce mobility* (12.1), local hiring versus transferring preference, incentive processes.

#### 4.6

# human resource management

#### **HRM**

management (3.10) of people in organizations

Note 1 to entry: Human resource management can include *talent management* (13.2), employee relations and industrial relations, separation, training and development, reward, *compensation* (6.5) and other benefits, *performance management* (3.11), grievance management, *strategies* (3.5), metrics, principles, *policies* (3.14) decisions, operations, practices and methods.

Note 2 to entry: Human resource management optimizes the contribution of people to support organizational and *stakeholder* (5.1) success.

# 4.7

# organizational values

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

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#### 4.8

# human resource planning

# **HRP**

process of anticipating, *assessing* (11.11), forecasting, articulating and meeting the organization's need for people

Note 1 to entry: Human resource planning can ensure that a sufficient number of people possessing the required *competence* (5.3) will be available to meet organizational needs.

#### 4.9

# human resource information system

#### HRIS

information technology that supports human resource management (4.6)

Note 1 to entry: The human resource information system can integrate *compensation* (6.5) and benefits, payroll, recruiting, learning and development, *workforce planning* (10.2), analytics, *performance management* (3.11) and others.

#### 4.10

# people risk

*risk* (3.13) related to negative outcomes that arise as a consequence of the behaviour and activities of people

#### 4.11

# succession plan

process for identifying and developing current employees with the potential to fill key positions in the organization

#### 4.12

#### performance

measurable result

Note 1 to entry: Performance can relate either to quantitative or qualitative findings.

Note 2 to entry: Performance can relate to the *management* (3.10) of activities, processes, products (including services), systems or organizations.

Note 3 to entry: In the context of human resources, performance relates to the execution or accomplishment of work by people, groups or organizations.

# 4.13

# 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: Key performance indicators differ depending on organizational goals and are often used as determinants for evaluating *performance* (4.12).

# 4.14

# contingent worker

people who are engaged as casual labour, flexible labour, independent contractor, independent professional and consultant

# 5 Terms related to people and organization

# 5.1

# interested party

# stakeholder

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

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

#### 5.2

# staffing

process of acquiring, deploying and retaining people

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

# 5.3

# competence

ability to apply knowledge and skills to achieve intended results

# 5.4

# core competences

*competences* (5.3) that are essential for an organization's success

#### 5.5

# competence model

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

#### 5.6

# competence framework

structure that defines the *competence* (5.3) of people within an organization

#### 5.7

# leadership competences

required set of *competences* (5.3) for leaders in *workplace* (5.8) contexts

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

# **5.8**

# workplace

area(s) in which the worker's activities are carried out

[SOURCE: ISO/TR 25901-1:2016, 2.1.8.35]

# 5.9

# career

pattern of work-related experiences that span a person's life

#### 5.10

# career stage

distinct phase of a person's career (5.9)

Note 1 to entry: Career stages can include entry, establishment, advancement, maintenance, transition and maturity.

# 5.11

# employee referral

potential employee recommended by current employee(s) of the organization

Note 1 to entry: These recommendations can be compensated.

# 6 Terms related to human resource metrics

# 6.1

# **Cost-Per-Hire Internal**

#### **CPHI**

organization-specific costs associated with recruitment (11.1)

#### 6.2

# **Cost-Per-Hire Comparable**

#### **CPHC**

measure to identify costs associated with recruitment (11.1) among organizations

#### 6.3

#### **Cost-Per-Hire**

#### **CPH**

measure to identify costs associated with recruitment (11.1)

Note 1 to entry: It is calculated by taking the average of total recruitment costs divided by the number of hires.

Note 2 to entry: *Cost-Per-Hire Internal* (6.1) and *Cost-Per-Hire Comparable* (6.2) are subsets of Cost-Per-Hire.

#### 6.4

#### Hire-Cost-Ratio

#### **HCR**

formula and methodology comparing the *Cost-Per-Hire* (6.3) against the *total compensation* (6.6) of the newly hired people

Note 1 to entry: This formula varies from *Cost-Per-Hire Internal* (6.1) or *Cost-Per-Hire Comparable* (6.2) only in the denominator; whereas Cost-Per-Hire Internal or Cost-Per-Hire Comparable are ratios of costs to the number of hires, the Hire-Cost-Ratio is a ratio of costs to total first-year annual *compensation* (6.5) of the new hires.

#### 6.5

# compensation

value given for services rendered

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

# 6.6

# total compensation

all direct or indirect *compensation* (6.5) received within a specific time period

Note 1 to entry: This can be salary, bonuses, perquisites, benefits, stock options, insurance and others.

Note 2 to entry: It can be used by employers to attract and retain *talent* (13.1).

# 6.7

# productivity

quality, state or fact of being able to generate, create, enhance or bring forth goods, services and knowledge

# 6.8

# workforce productivity

measurement of the productivity (6.7) of the workforce (10.1)

Note 1 to entry: Measurement should include quality and quantity.

# 6.9

# quality of hire

measurement of the *performance* (4.12) of the employee after hire compared to pre-hire expectations during a defined period

# 6.10

# impact of hire

measurement of the new hire's contribution to the success of the organization during a defined period

#### 6.11

# retention rate

ratio of the total *workforce* (10.1) that is retained over a defined period

# 6.12

#### turnover rate

ratio of separations against total *workforce* (10.1) during a defined period

Note 1 to entry: Separations can be voluntary or involuntary

# 6.13

#### audit

systematic, independent and documented process for obtaining audit evidence and evaluating it objectively to determine the extent to which the audit criteria are fulfilled

Note 1 to entry: An audit can be an internal audit (first party) or an external audit (second party or third party), and it can be a combined audit (combining two or more disciplines).

Note 2 to entry: An internal audit is conducted by the organization itself, or by an external party on its behalf.

Note 3 to entry: "Audit evidence" and "audit criteria" are defined in ISO 19011.

#### 6.14

#### data audit

examination of data for quality and accuracy during the development of a *Cost-Per-Hire* (6.3) metric

# 6.15

# external cost factor

# external cost

expense incurred to external vendors or individuals during the course of recruiting

# 6.16

# internal cost factor

# internal cost

expense related to the internal staff, capital and organizational costs of the *recruitment* (11.1)/staffing (5.2) function

# 6.17

# system of record

information system considered to be the source for a specific piece of information to be used in a *Cost- Per-Hire* (6.3) metric

#### 6.18

#### compiler

individual responsible for the creation of a *Cost-Per-Hire* (6.3) metric

# 7 Terms related to human governance

# **7.1**

#### human governance

system by which an organization is directed and controlled, taking into account the organization's *stakeholders* (5.1) as well as human and social factors, at the highest and every level of decision making

# 8 Terms related to sustainable employability

# 8.1

# sustainable employability

long-term capability to acquire or create and maintain work

Note 1 to entry: Sustainable employability can be the responsibility of people, organizations or governments.

#### 8.2

# sustainable employability for the individual

long-term capability to acquire, create and maintain employment, through adaptation to changing employment, economic and personal conditions throughout different life stages

#### 8.3

# sustainable employability for employing organizations

long-term and agile approach to acquiring, creating, developing and training, retaining, redeploying and supporting *workforce* (10.1) members to meet changing economic, legislative and market requirements and conditions

Note 1 to entry: This definition applies to organizations in all sectors, both private and public.

#### 8.4

# sustainable employability for public sectors

long-term approaches and initiatives to encourage, promote and support value-driven employment benefitting constituents, employing organizations, economic development and all relevant stakeholders (5.1)

Note 1 to entry: Approaches could include, but are not limited to: frameworks, funding and legislation to support anti-discrimination and anti-exploitation in the *workplace* (5.8); flexible working; pathways to return to work (parents with children, careers, long-term sick or unemployed); career-advisory programmes; knowledge and skills development and training; incentives for foreign direct investment; business and tax incentives for organizations that invest long-term in their *workforce* (10.1).

# 9 Terms related to diversity and inclusion

# 9.1

# diversity

characteristics of differences and similarities between people

Note 1 to entry: Diversity includes factors that influence the identities and perspectives that people bring when interacting at work.

Note 2 to entry: Diversity can foster learning from others who are not the same, about dignity, respect and *inclusiveness* (9.5) for everyone, and about creating *workplace* (5.8) environments and practices that foster learning from others to gain advantages of diverse perspectives.

# 9.2

# bias

particular tendency, trend, inclination, feeling or opinion especially that is preconceived or unreasoned

Note 1 to entry: Bias can be both explicit and implicit.

# 9.3

# diversity management

formal or informal processes, including *policies* ( $\underline{3.14}$ ) and practices developed and implemented by organizations, to effectively manage *diversity* ( $\underline{9.1}$ ) and to foster *inclusion* ( $\underline{9.5}$ ) among all organizational *stakeholders* ( $\underline{5.1}$ )

#### 9.4

# diversity and inclusion climate survey

assessment (11.12) of the attitudes, norms, policies (3.14) and processes associated with acceptance of diversity (9.1) and inclusion (9.5) in an organization

Note 1 to entry: The survey could include an internal or external *audit* (6.13).

# 9.5

# inclusion

# inclusiveness

practice of including all *stakeholders* (5.1) in organizational contexts

Note 1 to entry: Stakeholders from different groups should be accepted and welcomed (e.g. offered opportunities on the basis of abilities, *talents* (13.1) and skills).

#### 9.6

#### accommodation

process by which a person or organization adjusts to new circumstances

#### 9.7

# cultural accommodation

*accommodation* (9.6) by creating a new culture to substitute the old and incorporating aspects of other cultures as a form of adapting to a new environment

# 10 Terms related to workforce planning

#### 10.1

#### workforce

people who provide a service or labour to contribute to business or organizational outcomes

#### 10.2

# workforce planning

systematic identification, analysis and *planning* (3.7) of organizational needs in terms of people

Note 1 to entry: It is a process used to generate business intelligence to inform business of the current and future impact of the external and internal environment on the business, enabling the business to be resilient to structural and cultural changes to better position itself for the future.

#### 10.3

# strategic workforce planning

workforce planning ( $\underline{10.2}$ ) which usually covers a defined period of time, aligned to organizational strategy ( $\underline{3.5}$ )

Note 1 to entry: The scope of *planning* (3.7) can include identifying the *workforce* (10.1) *assessments* (11.12) and *benchmarking* (3.17), human resource *policy* (3.14) frameworks and associated processes on current and future organizational strategic objectives.

# 10.4

# operational workforce planning

workforce planning (10.2) which covers a defined period of time, aligned with the organization's planning (3.7) cycle, and which focuses on gathering, analysing and reporting on workforce planning strategy (3.5)

Note 1 to entry: The shorter-term planning activities of *staffing* (5.2) or scheduling can be excluded.

# 11 Terms related to recruitment

#### 11.1

# recruitment

process of sourcing (11.5), attracting (11.6), assessing (11.11) and employing (11.16) talent (13.1) for an existing or new position within the organization

#### 11.2

# requisition

request to recruit people

#### 11.3

# 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* (11.4) if they develop the knowledge, skills, abilities or other characteristics that they do not currently possess.

#### 11.4

# talent pool

identified group of people who possess the knowledge, skills, abilities and other characteristics for a specific job

Note 1 to entry: Members of the *potential talent pool* (11.3) can move to the talent pool if they develop the knowledge, skills, abilities or other characteristics that they do not currently possess.

#### 11.5

# source (verb)

identify a pool (5.3) of potential applicants (11.8)

# 11.6

#### attract (verb)

generate and induce interest of the potential targeted *applicants* (11.8)

# 11.7

# applicant pool

people who have formally applied for a specific job

# 11.8

# applicant

person who is interested in and who has applied for a job

#### 11.9

#### candidate

applicant (11.8) who is interested in and qualified for a job, and who is of interest to the organization

#### 11.10

#### person specification

# job specification

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

# 11.11

# assess (verb)

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

# 11.12

#### 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* (11.11) people in *workplace* (5.8) contexts.

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

#### 11.13

# 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.

# 11.14

# pre-boarding

activities necessary to move a *candidate* (11.9) from accepting an offer to the first day of employment

# 11.15

# boarding

activities following *pre-boarding* (11.14), which typically occur on the first day of work

Note 1 to entry: The *recruitment* (11.1) process ends when the *candidate* (11.9) reports for work and the *requisition* (11.2) is closed. The candidate becomes an employee on the first day he/she reports for work. Onboarding commences after the candidate reports to work, and is considered a separate process.

#### 11.16

# employ (verb)

engage the services of a person, or put a person to work

#### 11.17

#### employer brand

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

#### 11.18

# talent mapping

diagramming the skills, knowledge, abilities of individuals or teams in relevant positions in other organizations

# 12 Terms related to workforce mobility

# 12.1

# workforce mobility

relocation of people and/or work

# 12.2

# localization compensation strategies

*compensation* (6.5) approach that provides an international assignee with the same level of compensation provided to local nationals working in a similar capacity, sometimes with certain adjustments

#### 12.3

# outsource (verb)

make an arrangement where an external organization performs part of an organization's function or process

Note 1 to entry: An external organization is outside the scope of the management system, although the outsourced function or process is within the scope.

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# 12.4

# job evaluation

process used to determine the external and internal value of a position within an organization

Note 1 to entry: Factors considered when evaluating a job position include: scope of responsibility; complexity of position; degree of impact; amount of supervision or managerial control, and leadership; required knowledge (education, experience, skills, *competences* (5.3)); and autonomy (freedom to act and make decisions)

#### 12.5

# job satisfaction

degree of fulfilment and/or contentment arising out of interplay of an employee's positive and negative feelings towards his/her work

Note 1 to entry: Job satisfaction is a perception. Its behavioural expression can be observed and indirectly measured in surveys.

# 13 Terms related to talent management

# 13.1

#### talent

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

#### 13.2

# talent management

implementation of integrated strategies to increase *workplace* (5.8) *productivity* (6.7), by developing improved processes for *attracting* (11.6), developing, retaining and utilizing people with special skills and aptitudes to meet current and future organizational needs

# 13.3

# high potentials

# potentials

people identified as having a propensity for exceptional *performance* (4.12)

# 14 Terms related to knowledge management

# 14.1

# knowledge management

combination of processes, actions, methodologies and solutions that enable the creation, maintenance, distribution and access to organizational knowledge

# 14.2

# knowledge management system

set of interrelated or interacting elements of an organization to establish, embed and enable *knowledge management* (14.1) *policies* (3.14) and objectives, and processes to achieve those objectives

Note 1 to entry: The system elements include the organization's knowledge management culture, structure, *governance* (3.1) and leadership; roles and responsibilities; *planning* (3.7), technology, processes and operation, etc.

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