

BS ISO 30405:2016



BSI Standards Publication

Human resource management — Guidelines on recruitment

bsi.

National foreword

This British Standard is the UK implementation of ISO 30405:2016.

The UK participation in its preparation was entrusted to Technical Committee HCS/1, Human Capital.

A list of organizations represented on this committee can be obtained on request to its secretary.

This publication does not purport to include all the necessary provisions of a contract. Users are responsible for its correct application.

© The British Standards Institution 2016.
Published by BSI Standards Limited 2016

ISBN 978 0 580 87974 6

ICS 03.100.30

Compliance with a British Standard cannot confer immunity from legal obligations.

This British Standard was published under the authority of the Standards Policy and Strategy Committee on 30 September 2016.

Amendments/corrigenda issued since publication

Date	Text affected
------	---------------

**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)



COPYRIGHT PROTECTED DOCUMENT

© ISO 2016, Published in Switzerland

All rights reserved. Unless otherwise specified, no part of this publication may be reproduced or utilized otherwise in any form or by any means, electronic or mechanical, including photocopying, or posting on the internet or an intranet, without prior written permission. Permission can be requested from either ISO at the address below or ISO's member body in the country of the requester.

ISO copyright office
Ch. de Blandonnet 8 • CP 401
CH-1214 Vernier, Geneva, Switzerland
Tel. +41 22 749 01 11
Fax +41 22 749 09 47
copyright@iso.org
www.iso.org

Contents

Page

Foreword	iv
Introduction	v
1 Scope	1
2 Normative references	1
3 Terms and definitions	1
4 Recruitment guidelines	3
4.1 General.....	3
4.2 Potential talent pool.....	4
4.3 Talent pool.....	4
4.3.1 General.....	4
4.3.2 Identify and/or confirm characteristics of the vacancy/opening.....	4
4.3.3 Create recruitment plan.....	5
4.3.4 Internal talent pool.....	6
4.3.5 External talent pool.....	7
4.3.6 Tools to assist in the recruitment workflow.....	7
4.4 Applicant pool.....	7
4.5 Candidates for further assessment.....	8
4.6 Candidate management.....	8
4.7 Pre-boarding.....	9
4.8 Boarding.....	10
5 Measurement, analysis and improvement	10
5.1 General.....	10
5.2 Measurement process.....	11
5.3 Analyse results.....	11
5.4 Improvement.....	11
Annex A (informative) Employer brand and recruitment	13
Annex B (informative) Commonly used recruitment metrics	15
Annex C (informative) Commonly used tools for sourcing/recruitment/search	17
Annex D (informative) Commonly used tools for recruitment workflow	18
Bibliography	19

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

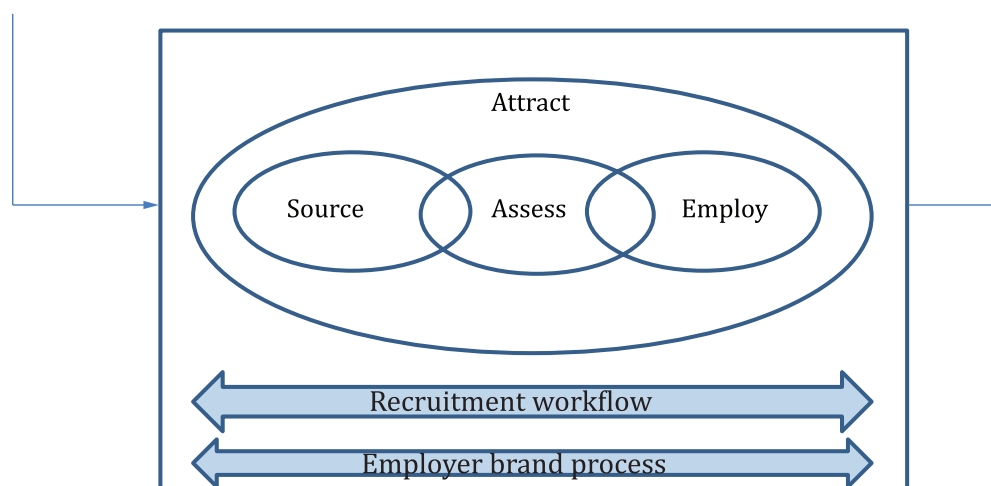


Figure 1 — Recruitment process within organizations

[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.

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]

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)

3.17

succession plan

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

3.18

talent

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

3.19

talent mapping

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

3.20

talent pool

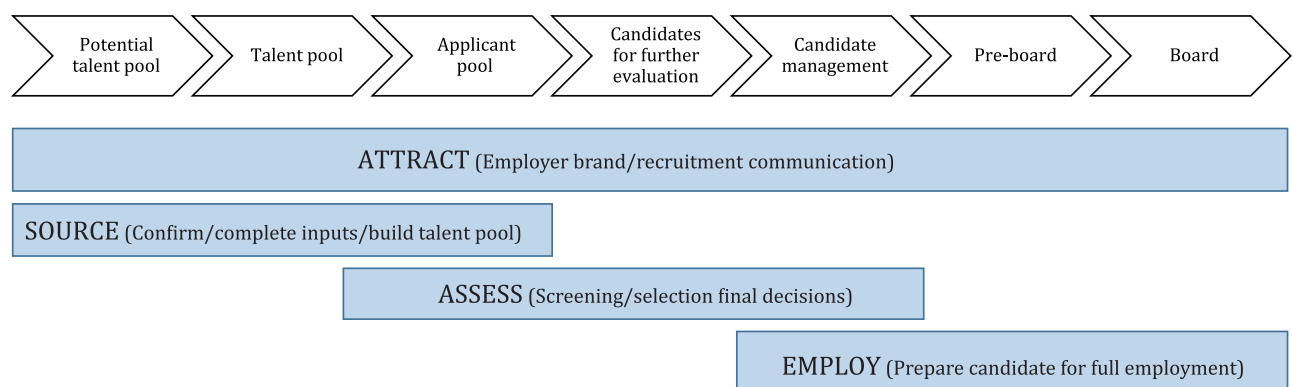
identified group of people who possess the knowledge, skills, abilities and other characteristics for a specific job

Note 1 to entry: Members of the *potential talent pool* (3.12) can move to the talent pool if they develop the knowledge, skills, abilities or other characteristics that they do not currently possess.

4 Recruitment guidelines

4.1 General

This clause provides the processes and practices necessary for the recruitment of people for a vacant position. These guidelines can help organizations to attract, source, assess and employ people efficiently and effectively. [Figure 2](#) illustrates the recruitment process, including critical elements and major activities.



NOTE Based on Reference [6]

Figure 2 — Recruitment process as a talent supply chain

Attracting describes the overall process of generating and inducing interest amongst suitable applicants for potential employment opportunities in the organization. Sourcing is the process of generating a pool of applicants. Assessing is the evaluation of knowledge, skills, abilities and other characteristics in order to perform a job. Employing is the process of moving the desired candidate into employment. Some of the activities associated with each function overlap other functions. Recruitment activities should be aligned to the talent flow to help ensure the candidate experience is positive.

4.2 Potential talent pool

The purpose of identifying a potential talent pool is to create awareness about the organization (employer brand) and to attract the interest of potential applicants. This stage of the recruitment process does not typically identify characteristics of specific vacancies or open positions. Employer branding reflects an organization's past, current and desired future reputation as a place to work, as well as the image it projects. The goal of these activities is to assist in moving potential talent to the talent pool. A key activity is to articulate and communicate relevant information to current employees and prospective applicants, and to ensure that it is consistent to both.

Employer brand refers to the perceptions people have about an organization as an employer. The employer brand affects an organization's ability to attract people and engage and retain current employees.

Communications about the employer brand can include (but are not limited to) the following:

- a description of the organization's purpose, strategy, culture and values;
- a description of the tangible and intangible rewards employees receive in return for their contributions.

For more information on the employer brand, see [Annex A](#).

4.3 Talent pool

4.3.1 General

The talent pool consists of people who possess the knowledge, skills, abilities and other characteristics for a specific job. The goal of the recruitment activities pertaining to the talent pool include:

- alerting current employees to job opportunities within an organization;
- informing non-employees that jobs are available.

This clause provides guidance on activities and necessary decisions to move people from the talent pool to the applicant pool.

NOTE The talent pool is sometimes referred to as the external supply of labour, e.g. all engineering graduates or all individuals who possess a degree in nursing and are licensed to practice.

4.3.2 Identify and/or confirm characteristics of the vacancy/opening

The objective at this stage is to identify and/or confirm the purpose, functions and characteristics of the job for which they are recruiting. People with knowledge of the position should be consulted to ensure information is current and accurate. If the open position is a replacement, the job description should be checked and updated if necessary. A job description needs to be created if none exists. The following items should be included:

- a) date of vacancy;
- b) job title;
- c) job description (including travel/mobility requirements);
- d) reporting lines;
- e) location;
- f) required person specifications;
- g) desired, but not required, person specifications (specific skills, aptitudes and abilities);

- h) managerial/team relationships (reporting, networking or collaboration required for the position);
- i) working hours and shifts;
- j) salary and other benefits (including having a balance of tangible and intangible rewards);
- k) number of opening(s) with classifications (if any) (e.g. diversity classifications);
- l) type of employment (full time/part time, permanent/temporary, fixed-term contract, contractor/freelance, replacement/new position);
- m) desired starting employment date;
- n) business justification for filling the position;
- o) probationary periods and other related requirements (if any);
- p) other requirements.

NOTE The organization determines what information is for internal use only, and what information is provided to candidates.

4.3.3 Create recruitment plan

Using the information gathered in [4.3.2](#), a recruitment plan should be created, which can include the following:

- a) reviews of results and stakeholder feedback from previous searches for similar positions;
- b) budget allocation;
- c) identification of talent pool;
- d) identification of market conditions (e.g. unemployment rate, market rate of pay);
- e) determining staff involved;
- f) deciding time sequence;
- g) determining if talent will be sourced internally, externally, or both (see [4.3.4](#) for internal sourcing tools and [4.3.5](#) for external sourcing tools);
- h) identifying activities and media for sourcing based on organizational needs and job requirements (e.g. print, digital, networking);
- i) designing a specific message consistent with organizational values, employer brand, job requirements and employee value proposition (how an employee views the rewards and benefits that they receive in return for their performance);
- j) identifying job and organization-related criteria for sourcing people;
- k) identifying tools to assess the extent to which candidates meet or exceed organizational and job requirements (the method to be chosen is dependent on the goal of the selection process, the number of applications and the number of qualified candidates in the applicant pool); assessment tools can include (but are not limited to) the following:
 - 1) tests:
 - job knowledge tests;
 - general knowledge tests;
 - aptitude tests;

- situational judgment tests;
- personality tests;
- 2) work simulations (e.g. work sample tests, case studies, role plays etc.):
 - assessment centre activities;
 - case studies;
 - role play;
 - simulations;
 - work samples;
 - group tasks;
- 3) other proven instruments (e.g. structured inventories, biographical data analysis, etc.):
 - background checks/verification of candidate's application data (e.g. employment, education);
 - background investigations (e.g. social media, criminal, public records check, educational records);
 - interviews (these can vary in structure and can be face-to-face, by telephone or through other digital means);
 - medical/health examinations (including drug assessment);
 - candidate presentations;

NOTE Some tools might require consent from candidates to comply with data protection laws or other regulations.

- 4) post-employment assessment tools (e.g. probationary period), media and platforms, including:
 - telephonic;
 - internet;
 - gamification software (design concept to engage users in problem solving);
- l) determining if there needs to be more than one round of assessments to determine suitable candidates;
- m) establishing the success criteria by which sourcing and assessing strategies and tools will be evaluated (see [Annex B](#) for commonly used examples of metrics for evaluation of efficiency, effectiveness, outcomes and impacts.);
- n) ensuring the recruitment plan is aligned with the organizational vision, values, goals and strategies, and in compliance with legal and ethical practices.

4.3.4 Internal talent pool

The steps for identification of the internal talent pool are:

- a) identification of the person responsible (e.g. the organization's recruiter, human resource generalist, reporting manager, administrator, recruitment process outsourcing);
- b) selection of a sourcing option, based on organizational and job requirements:
 - 1) internal postings;

- 2) succession plans;
- 3) internal employee career-database search.

4.3.5 External talent pool

The steps for identification of the external talent pool are:

- a) identification of the people responsible, which can include any or all of the following in-house functions/staff, as applicable:
 - sourcing;
 - recruitment/resourcing;
 - human resources;
 - purchasing/procurement;
 - administration/back office support;
 - other person(s) responsible for acquiring talent;
- b) identification of external stakeholder(s)/organizations to be involved, which can include any or all of the following:
 - sourcing agents;
 - recruitment/staffing companies;
 - preferred supplier lists;
 - executive search firms;
 - recruitment process outsourcing;
 - human resource outsourcing;
 - talent mapping function/service;

NOTE The organization ensures that resourcing partners understand the organization's requirements, values and culture.

- c) choice of sourcing/recruitment/search/selection option(s) based on organizational and job requirements and existing contractual arrangements (if any): options for finding candidates/applicants are included in [Annex C](#).

4.3.6 Tools to assist in the recruitment workflow

Identify or select the tool to assist in tracking applicants as they move through the recruitment process. Some of the options for tools that can be used are listed in [Annex D](#).

4.4 Applicant pool

The applicant pool consists of people who have formally applied for a specific job. The goal at this stage of recruitment is to obtain a pool of both interested and qualified talent for a specific job.

- a) Review applicants' documents against organizational and job requirements/competences by segmenting into at least three groups:
 - 1) not qualified: these applicants do not meet the job, person or organizational requirements/competences;

- 2) qualified and not pursuing: people who meet minimum qualifications/competences but who the organization has decided not to pursue;
- 3) qualified and pursuing: the applicant moves to the next stage for further evaluation.

NOTE It is important to determine clear objective measures for why qualified or competent people might be excluded from further evaluation.

- b) Communicate with applicants, acknowledging receipt of application, next steps and expected timelines.

4.5 Candidates for further assessment

4.5.1 This pool of candidates refers to people who are both interested in and qualified for a specific job. The goal at this stage of recruitment is to assess candidates for their knowledge, skills, abilities and other characteristics to further refine the pool of candidates for the job.

4.5.2 Before the first meeting with the candidate:

- a) arrange pre-determined initial assessments and an interview schedule;
- b) acquire further information about the candidate.

4.5.3 During the first meeting with a candidate:

- a) greet the candidate and describe the recruitment process steps;
- b) answer any questions the candidate has about the process;
- c) conduct assessments;
- d) record information acquired during assessment activities accurately, using a predetermined, common template that each interviewer completes to ensure accurate comparison across all candidates;
- e) close this assessment;
- f) describe the next step in the recruitment process.

4.5.4 Following the first meeting with the candidate:

- a) use the assessment results to decide whether the candidate will move to the next level of assessment or become the final candidate;
- b) share the assessment results with any internal stakeholders responsible for feedback on process and recruitment outcome.

NOTE 1 This is a funnel or filtering process. Successive activities in the assessment process yield successively smaller and smaller pools of candidates for further evaluation. The goal of assessment is an analysis of each candidate's job-related qualifications, in line with the needs of the organization.

NOTE 2 Assessors and interviewers are expected to be competent.

4.6 Candidate management

The candidate management stage focuses on the completion of final decisions regarding interested and qualified candidates. The goal of this stage is to offer jobs to interested and desired candidates, while candidates who are qualified for other employment situations are channelled to other applicant pools, if appropriate. The remaining candidates are thanked and notified of final decisions.

To manage candidates, the following steps can be taken:

- a) rank order candidates;
- b) determine which candidates will receive offers;
- c) manage the offer by:
 - 1) determining the offer content, including (but not limited to) the following:
 - start date;
 - type of employment;
 - job designation;
 - duration of contract;
 - compensation;
 - salary and benefits;
 - working hours;
 - induction and training details;
 - bonuses;
 - other terms and conditions (e.g. joining requirements);
 - acceptance terms;
 - 2) presenting the offer to candidate(s);
 - 3) processing job-offer acceptance (provide next steps to candidate);
 - 4) processing job-offer rejection (determine next steps);
- d) employment-eligibility verification/contract signed.

NOTE This is the process of deciding which selected applicants will receive job offers, remaining in contact with those who accept and informing all other candidates of that decision.

4.7 Pre-boarding

4.7.1 This stage focuses on completing the activities necessary to move the candidate from accepting an offer to the first day of employment. The goal of this stage is retain the interest and desire of the candidate to join the organization, by ensuring that required documentation is complete and by initiating the candidate's social and cultural integration into the organization.

4.7.2 Prepare new employee package, which can include:

- a) welcome letter;
- b) agenda for first week;
- c) vision, mission and values of organization and department;
- d) organizational chart;
- e) code of conduct and rules and regulation handbook, including (but not limited to) confidentiality and security information;

- f) departmental phone/email directory;
- g) emergency procedures and/or health and safety information.

4.7.3 Pre-boarding activities:

- a) notify department personnel/payroll/benefits representative of new employee;
- b) notify IT department of new employee, and provide list of required software/hardware;
- c) request email set up;
- d) notify telecommunications to set up phone hook-up and voicemail;
- e) prepare employee work area (i.e. supplies, furniture, nameplate, keys or key codes);
- f) make lunch plans for employee's first day;
- g) identify employee with similar responsibilities to function as the new employee's coach for work-related processes and procedures;
- h) add employee to department and or unit organizational contact and routing lists;
- i) prepare new employee paperwork (payroll and benefits information);
- j) prepare parking permit information/paperwork;
- k) set up time sheets, if necessary;
- l) inform receiving manager and team to set aside time for introduction and meeting mentor/buddy.

NOTE This process includes all activities beginning at the time a candidate accepts a job offer, and ending when the candidate reports for work.

4.8 Boarding

The recruitment process ends when the candidate joins the organization. The goal of this stage is to transition the candidate (now an employee) to the on-boarding process, which will facilitate the candidate's smooth induction and integration into the organization's culture and work community. Activities such as the following assist in transitioning the new employee from the recruitment process to the on-boarding process:

- a) send a welcome message to staff announcing the new employee's arrival and location;
- b) introduce the new employee to human resource/payroll/benefits representative to complete any new hire paper work and to receive an introduction to employee benefits.

NOTE This process includes the activities associated with introducing new employees to the representative responsible for socializing them into the organization.

5 Measurement, analysis and improvement

5.1 General

Measurement is critical to the recruiting process, and recruitment inevitably encompasses aspects of the staffing process as well. For consistency, the term "recruitment" is used in this document, while acknowledging that the measurement process overlaps with staffing.

Recognizing that value is created through the quality of talent recruited as well as the costs incurred to secure that talent, three broad sets of measures are suggested: efficiency, effectiveness and impact.

Improvements to the recruitment process can be made by tracking the measurement results and looking for deviations from desired results.

Collecting, analysing and acting on the measurement results help to ensure that high-quality talent is being employed, while maximizing efficient use of resources.

5.2 Measurement process

Comprehensive measurement of the recruitment process records its effectiveness, efficiency and impact, and can be analysed in its entirety and/or at various points during or after the process (e.g. after employees complete a probationary period). The following steps are intended to guide this process:

- a) select key recruitment metrics that align with the needs of the organization ([Annex B](#) provides commonly used metrics to assess the recruitment process, and outcomes based on efficiency, effectiveness and impact);
- b) collect and benchmark data:
 - 1) collect data in a consistent way;
 - 2) build a process for tracking metrics (large organizations typically use an applicant tracking system; smaller organizations can use spreadsheet software);
 - 3) translate raw data;
 - 4) track data for internal benchmarking;
 - 5) identify sources for external benchmarking data;
 - 6) establish a goal indicating a normal range for each particular measurement;
 - 7) collect data.

5.3 Analyse results

Once data are collected, it is necessary to compare the results of the data with the pre-established goal. The following questions should be asked.

- a) What is the current measurement?
- b) How does the current state compare with the past state and the goal state?
- c) How does the current state compare with external benchmarks?
- d) Have all key stakeholders involved in the process received the relevant results?
- e) Is action required?
- f) If there is a significant deviation from the desired goal, what are the internal and external factors that contribute to the challenge?
- g) What key metrics need to be coupled for a complete understanding of the current state?

5.4 Improvement

The purpose of collecting data is to assess the efficiency, effectiveness and impact of the recruitment process. Taking action for improvement in the process is key to delivering value to the overall human resource system and the organization as a whole.

The organization should:

- a) identify potential causes of deviations;

- b) develop an action plan to improve the results;
- c) compare the results of future processes;
- d) identify any other data that can assist in trouble-shooting;
- e) continue to improve until its goal is achieved.

Annex A (informative)

Employer brand and recruitment

A.1 General

The employer brand refers to an organization's reputation as a place to work and is therefore critical to the recruiting effort. The employer brand, or identity or image, includes the functional, economic and psychological benefits provided to an employee or prospective employee by their potential or actual employment with that particular organization (see Reference [4]). The employer brand influences, and is influenced by, almost all human resource management practices and processes. This annex is intended to help to understand how to assess current employer brand and the brand's impact on recruiting objectives.

A.2 Levels of employer brand

Employers that have strong, positive brands can more easily attract people than organizations that have negative or unknown or undistinguished brands. For recruitment, the level of attraction communicated via the employer brand influences the pool of applicants from which the employer can choose, ultimately defining the people who will work in an organization, as well as the volume of necessary resources required to staff the organization properly.

It is difficult to develop or maintain a strong, positive employer brand without a sound corporate brand (see Reference [14]). According to the Corporate Leadership Council (see Reference [8]), elements for inclusion in the development of messages regarding an employer's brand are organizational culture, work-life balance, working environment, compensation and benefits. The value that the organization offers/brings to its community should also be considered.

Effective employer brands allow organizations to differentiate themselves from other organizations based on their offerings as employers. There are three commonly accepted layers of brand strength, as indicated by the following questions.

- a) Have potential employees heard of the organization?
- b) Would potential employees consider working for the organization?
- c) Would potential employees consider the organization to be an employer of choice, therefore ranking above other potential employers?

The strength of its employer brand clearly affects an organization's ability to continually attract the best applicants/candidates throughout the recruitment process.

A.3 Incorporating employer brand into recruitment

Incorporating the employer brand into the recruitment process is one of the keys to success. At a minimum, information about the organization and job should be incorporated into the recruitment process. For national and international searches, community information should also be included:

- a) collect current external organizational communications (e.g. designs, logos, slogans, phrases);
- b) identify positive aspects of corporate culture;
- c) identify external perceptions (customers, society and other relevant stakeholders);

- d) leadership vision and values statements;
- e) realistic job information;
- f) other information that would uniquely position the organization to the applicant;
- g) construct an authentic and compelling recruiting initiative: it is important that recruiting messages do not contradict messages coming from other parts of the organization (they should in fact reinforce those messages);
- h) develop a communication plan for the target applicants/candidates that includes details about how the brand message will be deployed through existing communications channels (including marketing channels, public relations, personal experiences with employees, and direct mail): the communication plan lays out the target audience, the message and how it is delivered.

A.4 Measurements for employer brand relating to recruitment

The employer brand can be evaluated in numerous ways. To evaluate its effect on recruiting, the following examples of common measurements can be considered (further information regarding measurements is given in [Annex B](#)):

- a) number of job applicants;
- b) number of unsolicited applicants;
- c) percentage of applicants who move to candidate pools;
- d) number of applicants whose knowledge, skills and abilities meet or exceed the job vacancy characteristics;
- e) number of applicants in response to specific campaigns;
- f) average length of time to fill a vacancy;
- g) job offer-to-acceptance ratio for each vacancy;
- h) percent of selected candidates who show up for the first day of work for each vacancy;
- i) number of employee referrals for each vacancy;
- j) retention of new employees after a given period of time (6 months, 1 year): in order to be statistically accurate, the same period of time should be used to determine the number and/or percentage of candidates who remain employed for all vacancy positions;
- k) number of new employees who are promoted within a specific time that is typical for the organization.

NOTE It is important to compare and benchmark the metrics with other organizations in the industry in order to make a judgement.

The following two measures are critical to understanding the strength of the employer brand in comparison to others in the marketplace:

- survey of applicants on the influence of the employer brand on their decision to pursue employment with an organization;
- survey of candidates offered a job who rejected the job offer, in order to determine if they have changed employment location, selected an alternative organization as an employer, or decided to remain with their present employers, as well as the reasoning behind this.

Annex B (informative)

Commonly used recruitment metrics

B.1 General

The metrics in this annex are commonly used metrics in the recruitment process. Some organizations might choose to measure other elements that capture key performance indicators for their specific situations. There are three types of measures:

- efficiency;
- effectiveness;
- impact.

The needs of the organization can influence the decision about measurement, but metrics from each of the categories are necessary to ensure that the recruitment process delivers the best talent, while preserving organizational resources and providing value to the overall operation of the organization. [Clauses B.2](#) to [B.4](#) address each of the three classes of metrics.

B.2 Efficiency metrics

Efficiency describes the connection between recruitment and the talent-related programmes and practices that it produces. [Table B.1](#) provides a non-exhaustive list of commonly used efficiency metrics in the recruitment process.

Table B.1 — Efficiency metrics for major recruitment elements

Dimension	Efficiency metric		
	Volume	Time	Cost
Attract	Number of applicants	Number of days for a specific recruitment process	Cost per applicant
Source	Number of applicants from particular source(s)	Number of days from date when job is made public to applications closed	Cost per person
Assess	Number of applicants assessed	Number of days for assessment process	Cost per person
Employ	Numbers hired	Number of days to start recruitment	Cost per hire (see ISO/TS 30407)

B.3 Effectiveness metrics

Effectiveness describes the connection between recruitment and changes in talent quality (e.g. whether new employees increase skill levels in the organization). [Table B.2](#) provides a non-exhaustive list of commonly used effectiveness metrics in the recruitment process.

Table B.2 — Effectiveness metrics for major recruitment elements

Dimension	Effectiveness metric	
	Quality	Stakeholder satisfaction
Attract	Percentage of applicants who meet minimum qualifications	Number of days from requisition to start of recruitment process
Source	Percentage of qualified applicants from each source	Sourcing tool effectiveness in providing qualified candidates
Assess	Percentage of candidates who pass assessments	Accuracy of assessment tools
Employ	Percentage of employees who successfully complete probation period (success can be measured as a pass/fail or on a continuum)	Performance rating on completion of probation (some countries may be pass/fail)

B.4 Impact metrics

Impact describes the connection between the changes in recruitment and the strategic success of the organization (e.g. whether increased skill levels actually enhance the organizational processes or initiatives that are most vital to strategic success). [Table B.3](#) provides a non-exhaustive list of commonly used impact metrics in the recruitment process.

Table B.3 — Impact metrics for major recruitment elements

Dimension	Impact metric
	Strategic impact
Attract	Number of days position remains unfilled beyond plan
Source	Percentage of successful hires by source
Assess	
Employ	Net increase/decrease in sales/production, where applicable

Annex C **(informative)**

Commonly used tools for sourcing/recruitment/search

The choice of sourcing/recruitment/search option(s) should be based on organizational and job requirements and existing contractual arrangements (if any). Options for finding candidates/applicants can include (but are not limited to) the following:

- a) advertisements, e.g. single and/or campaign, broadcast (radio/television), digital, email, flyers/handbills, outdoor, print (magazines, newspapers), video;
- b) apprenticeships;
- c) career/job fairs;
- d) employee alumni networks;
- e) employee referrals;
- f) events such as conferences, networking gatherings;
- g) government-run employment/job centres;
- h) groups (advocacy/social/support/hobby/special interest for individuals);
- i) job boards (generalist, specialist, aggregate);
- j) educational outlets, local and regional;
- k) organization/industry events open to the public;
- l) mobile recruiting app;
- m) organization's website, including dedicated career content;
- n) professional employer organizations;
- o) professional associations;
- p) recruitment or staffing agencies;
- q) search firms;
- r) direct search by using sourcing software and techniques to identify specialist professionals via the internet;
- s) social media fan, follower, brand consumer networks;
- t) social media platforms that are relevant to the organization and its targeted audience;
- u) unsolicited applications;
- v) university recruiting activities through careers services, alumni networks and other channels.

Annex D **(informative)**

Commonly used tools for recruitment workflow

There are many tools available to assist organizations in tracking applicants as they move through the recruitment process, including the following commonly used tools:

- a) applicant tracking systems;
- b) candidate relationship management software;
- c) candidate-search software;
- d) university recruiting software and services;
- e) corporate career site design services;
- f) corporate career site hosting;
- g) employer branding agencies;
- h) high-volume candidate messaging software and services;
- i) job-posting tools and services;
- j) mobile platforms;
- k) recruitment advertising agencies;
- l) recruitment/staffing and search agencies;
- m) referral software services;
- n) scheduling software;
- o) search engine optimization and search engine marketing services;
- p) sourcing dashboards;
- q) third party vendor management software;
- r) social media tracking services.

Bibliography

- [1] ISO 10667-1:2011, *Assessment service delivery — Procedures and methods to assess people in work and organizational settings — Part 1: Requirements for the client*
- [2] ISO 30400, *Human resource management — Vocabulary*
- [3] ISO/TS 30407¹⁾, *Human resource management — Cost-per-Hire*
- [4] AMBLER T., & BARROW S. The Employer Brand. *Journal of Brand Management*. 1996, **4** (3) pp. 85–106
- [5] BURKHOLDER N. Calculating Efficiency. 2006. Available at: <https://www.staffing.org/>
- [6] CASCIO W., & BOUDREAU J. *Investing in People: Financial Impact of Human Resource Initiatives*, 2nd Ed, 2011, Pearson/FT Press, Upper Saddle River, NJ.
- [7] CASCIO W., & BOUDREAU J. Utility of selection systems: Supply-chain analysis applied to staffing decisions. In: *Handbook of I/O Psychology*, (ZEDECK S. ed.). American Psychological Association, Washington, D. C., **Vol. 2**, 2011, pp. 421–44.
- [8] CORPORATE LEADERSHIP COUNCIL. *The Employment Brand: Building Competitive Advantage in the Labour Market*. Corporate Leadership Council, Washington, 1999
- [9] CUFF G. *Cost Per Hire Survey*. Employment Management Association, Wellesley, MA, 1983
- [10] DEUTSCH , SHEA , EVANS and the Employment Management Association, *Direct Cost per Hire Survey*, 1981, Wellesley, MA: Employment Management Association.
- [11] FITZ-ENZ J. *How to Measure Human Resources Management*. McGraw Hill, New York, 1984
- [12] FLAMHOLTZ E. *Human Resource Accounting*. Dickenson Publishing Company, Encino, CA, 1974
- [13] FRANCA V., & PAHOR M. The strength of the employer brand: Influences and implications for recruiting. *Journal of Marketing and Management*. 2012, **3** (1) pp. 78–122
- [14] LEMMINK J., SCHUIJF A., STREUKENS S. The role of corporate image and company employment image in explaining application intentions. *J. Econ. Psychol.* 2003, **24** pp. 1–15
- [15] “O*NET Content Model”. Available at: <https://www.onetcenter.org/>
- [16] TAYLOR S. *Resource and Talent Management*. Chartered Institute of Personnel and Development, London, UK, 2014
- [17] World Federation of People Management Association and Boston Consulting Group, 2012. Available at: https://www.bcgperspectives.com/content/articles/people_management_human_resources_leadership_from_capability_to_profitability/

1) To be published.

British Standards Institution (BSI)

BSI is the national body responsible for preparing British Standards and other standards-related publications, information and services.

BSI is incorporated by Royal Charter. British Standards and other standardization products are published by BSI Standards Limited.

About us

We bring together business, industry, government, consumers, innovators and others to shape their combined experience and expertise into standards-based solutions.

The knowledge embodied in our standards has been carefully assembled in a dependable format and refined through our open consultation process. Organizations of all sizes and across all sectors choose standards to help them achieve their goals.

Information on standards

We can provide you with the knowledge that your organization needs to succeed. Find out more about British Standards by visiting our website at bsigroup.com/standards or contacting our Customer Services team or Knowledge Centre.

Buying standards

You can buy and download PDF versions of BSI publications, including British and adopted European and international standards, through our website at bsigroup.com/shop, where hard copies can also be purchased.

If you need international and foreign standards from other Standards Development Organizations, hard copies can be ordered from our Customer Services team.

Copyright in BSI publications

All the content in BSI publications, including British Standards, is the property of and copyrighted by BSI or some person or entity that owns copyright in the information used (such as the international standardization bodies) and has formally licensed such information to BSI for commercial publication and use.

Save for the provisions below, you may not transfer, share or disseminate any portion of the standard to any other person. You may not adapt, distribute, commercially exploit, or publicly display the standard or any portion thereof in any manner whatsoever without BSI's prior written consent.

Storing and using standards

Standards purchased in soft copy format:

- A British Standard purchased in soft copy format is licensed to a sole named user for personal or internal company use only.
- The standard may be stored on more than 1 device provided that it is accessible by the sole named user only and that only 1 copy is accessed at any one time.
- A single paper copy may be printed for personal or internal company use only.

Standards purchased in hard copy format:

- A British Standard purchased in hard copy format is for personal or internal company use only.
- It may not be further reproduced – in any format – to create an additional copy. This includes scanning of the document.

If you need more than 1 copy of the document, or if you wish to share the document on an internal network, you can save money by choosing a subscription product (see 'Subscriptions').

Reproducing extracts

For permission to reproduce content from BSI publications contact the BSI Copyright & Licensing team.

Subscriptions

Our range of subscription services are designed to make using standards easier for you. For further information on our subscription products go to bsigroup.com/subscriptions.

With **British Standards Online (BSOL)** you'll have instant access to over 55,000 British and adopted European and international standards from your desktop. It's available 24/7 and is refreshed daily so you'll always be up to date.

You can keep in touch with standards developments and receive substantial discounts on the purchase price of standards, both in single copy and subscription format, by becoming a **BSI Subscribing Member**.

PLUS is an updating service exclusive to BSI Subscribing Members. You will automatically receive the latest hard copy of your standards when they're revised or replaced.

To find out more about becoming a BSI Subscribing Member and the benefits of membership, please visit bsigroup.com/shop.

With a **Multi-User Network Licence (MUNL)** you are able to host standards publications on your intranet. Licences can cover as few or as many users as you wish. With updates supplied as soon as they're available, you can be sure your documentation is current. For further information, email subscriptions@bsigroup.com.

Revisions

Our British Standards and other publications are updated by amendment or revision.

We continually improve the quality of our products and services to benefit your business. If you find an inaccuracy or ambiguity within a British Standard or other BSI publication please inform the Knowledge Centre.

Useful Contacts

Customer Services

Tel: +44 345 086 9001

Email (orders): orders@bsigroup.com

Email (enquiries): cservices@bsigroup.com

Subscriptions

Tel: +44 345 086 9001

Email: subscriptions@bsigroup.com

Knowledge Centre

Tel: +44 20 8996 7004

Email: knowledgecentre@bsigroup.com

Copyright & Licensing

Tel: +44 20 8996 7070

Email: copyright@bsigroup.com

BSI Group Headquarters

389 Chiswick High Road London W4 4AL UK