INTERNATIONAL STANDARD

ISO 30400

First edition
2016-09-01

Human resource management — Vocabulary

Management des ressources humaines — Vocabulaire

Reference number
ISO 30400:2016(E)

COPYRIGHT PROTECTED DOCUMENT

Contents

Page

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

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

— 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

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* (3.14) and practices developed and implemented by organizations, to effectively manage *diversity* (9.1) and to foster *inclusion* (9.5) among all organizational *stakeholders* (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 (10.2) which usually covers a defined period of time, aligned to organizational *strategy* (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