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Human resource management — Guidelines on recruitment

*Management des ressources humaines — Lignes directrices relatives
au recrutement*



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Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular the different approval criteria needed for the different types of ISO documents should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see www.iso.org/directives).

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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*.

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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

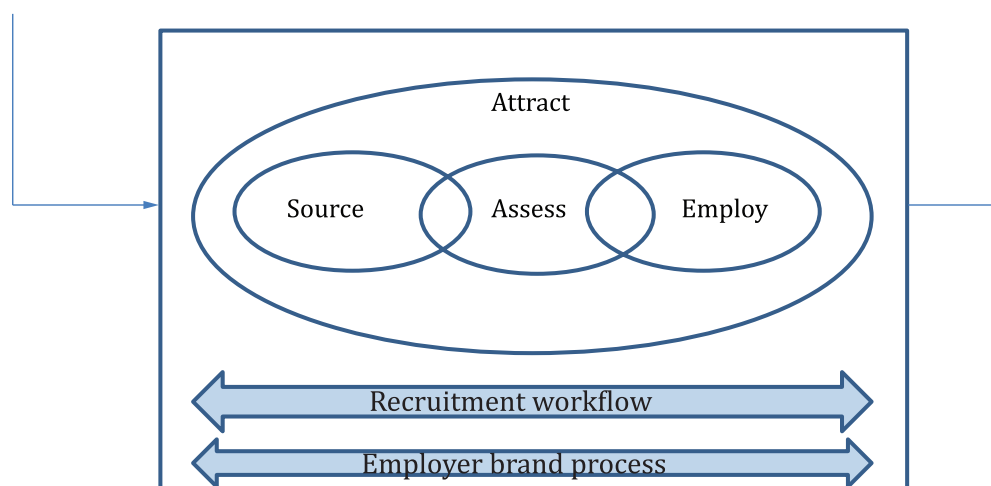


Figure 1 — Recruitment process within organizations

[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

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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.