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Human resource management — Guidelines on recruitment

Management des ressources humaines — Lignes directrices relatives au recrutement

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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

0.1 General

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

The impact of recruitment on organizational performance was noted in a survey conducted of 4 288 executives from 102 countries by the World Federation of People Management Association (WFPMA), which showed that organizations ranked in the top 20 % in terms of ability to deliver on recruiting experienced up to 3,5 times the revenue growth and as much as twice the average profit margin of other organizations.

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

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

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

Inputs:

Organizational needs

Human resource management policies and objectives

Legal and social environment

Workforce planning

Improvements

Outputs:

Quality of talent

Quantity of talent

Recruitment outcomes

Human resource outcomes

Attract

Source   Assess   Employ
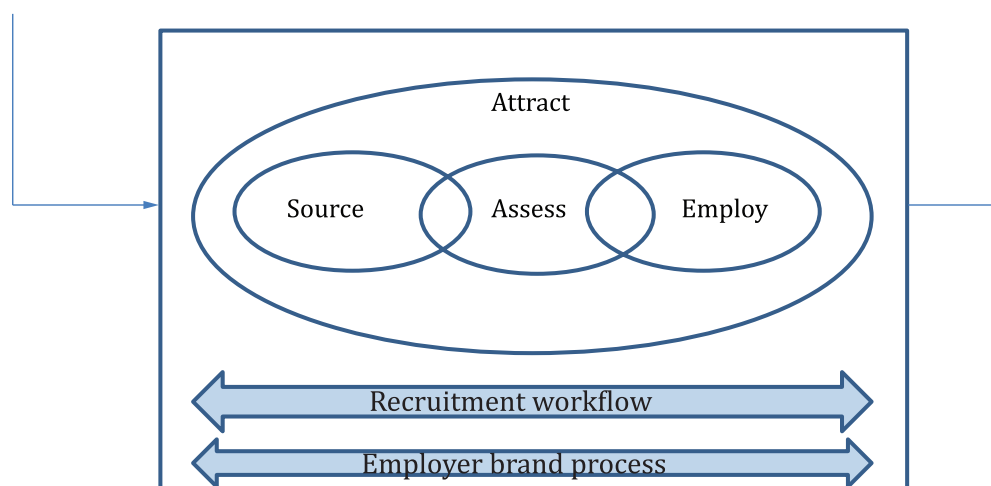
Recruitment workflow

Employer brand process

Figure 1 — Recruitment process within organizations

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

0.3 Using this document

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

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