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Management des ressources humaines — Coût par embauche



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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).

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 voluntary nature of standards, 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.

This document was prepared by Technical Committee ISO/TC 260, *Human resource management*.

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Introduction

0.1 General

Cost-Per-Hire (CPH) is a commonly used metric in recruitment to measure the efficiency (defined in financial terms) to fill an open position within an organization. The information provided from the use of this metric assists the recruitment function of human resources in terms of the budgeting and benchmarking of recruitment costs. This document covers the definition, assembly and documentation techniques required to produce the CPH.

A central requirement in the design of this document is to provide practitioners with a standard tool to calculate metric CPH. This document allows the calculation of accurate and comparable costs of recruitment through an algorithm to calculate the recruiting costs. Although this document is structured at a high level, specific consideration and responses are also addressed for consideration by individual organizations based on their unique hiring environments and requirements.

This document defines three types of CPH formulae.

- Cost-Per-Hire Internal (CPHI) defines a formula and methodology for creating the CPH measure appropriate for a particular organization. This metric is not designed for comparison with other organizations' CPH data. It is designed to be a comprehensive reflection of CPH data for a single organization.
- Cost-Per-Hire Comparable (CPHC) defines a formula and methodology for creating the CPH measure appropriate for comparison across organizations. This metric uses a similar methodology to CPHI; however, it uses a subset of data that is more likely to be used across organizations and is helpful in building acceptably strong comparisons of costs between organizations.
- Hire-Cost-Ratio (HCR) defines a formula and methodology comparing the total cost of hiring against the total compensation of the newly hired individuals in the first year of their employment. This formula varies from the CPHI or CPHC only in the denominator; whereas CPHI or CPHC are ratios of costs to the number of hires, the HCR is a ratio of costs to total first-year annual compensation of the new hires.

Recognizing that organizations operate differently, and incur unique costs, this document allows for variance within organizations while still providing a robust methodology for creating a CPH metric which enables comparison between organizations.

A CPH metric does not fully describe the adequacy of a recruiting effort within an organization. Variances of recruiting costs exist based on position type, position level, external market demand and geographic region. In addition, a cost measurement dimension does not account for other key factors in making recruiting decisions, such as the time it takes to fill a position, the quality of a hire or customer (hiring manager and candidate) satisfaction. It does not measure any post hire costs or damage to the organization by not having the employee in place.

0.2 Using this document

Organizations use the CPH metric to measure the cost of a recruiting operation. Organizations have found the metric useful in understanding their own internal operations with regard to recruiting and in identifying areas for improvement. Known uses of the CPH metric include those listed in [Table 1](#).

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Table 1 — Uses of CPH metric

Organizations	Departments and individuals who perform, manage or evaluate recruiting costs
<ul style="list-style-type: none"> — As benchmark data to be compared with data from other companies, competitors, other divisions, etc. — As a budget planning tool, quarterly and annually — As a comparator in recruitment process outsourcing (RPO) decisions — As a factor in strategic planning and budgeting tasks, to determine future costs in investment decisions — As a component of tracking and assessing the total cost of workforce turnover — As an ongoing measure of the recruiting function's overall performance 	<ul style="list-style-type: none"> — In setting sourcing budgets and strategy — In assessing source cost-effectiveness — As a measure of process improvement success — As a component of overall recruiting process efficiency — In measuring and comparing sub-group performance — In measuring and comparing hiring performance by employee segments, such as professional versus hourly hires — As a measure of individual recruiter performance — As a screening criterion in the interview/selection process for recruiter hiring — As a proficiency benchmark in recruiter training — As an input in workforce planning scenarios