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First edition
2018-06

Human resource management — Impact of hire metric

Management des ressources humaines — Mesure de l'impact du recrutement



Reference number
ISO/TS 30410:2018(E)

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Published in Switzerland

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Contents

	Page
Foreword	iv
Introduction	v
1 Scope	1
2 Normative references	1
3 Terms and definitions	1
4 Workforce segmentation approaches to determine critical positions	2
4.1 General.....	2
4.2 Role-based segmentation.....	2
4.3 Employee-based segmentation.....	2
4.4 Critical positions.....	2
5 Impact of critical positions	2
5.1 Definition.....	2
5.2 Purpose.....	3
5.3 Formulae.....	3
5.4 How to use.....	3
5.4.1 General.....	3
5.4.2 Intended user(s).....	4
5.4.3 Contextual factors.....	4
6 Impact of performance variation of critical position holders on business value	4
6.1 Definition.....	4
6.2 Purpose.....	4
6.3 Formula.....	4
6.4 How to use.....	5
6.4.1 General.....	5
6.4.2 Intended user(s).....	5
6.4.3 Contextual factors.....	5
7 Impact of unfilled critical positions	6
7.1 Definition.....	6
7.2 Purpose.....	6
7.3 Formula.....	6
7.4 How to use.....	6
7.4.1 General.....	6
7.4.2 Intended user(s).....	7
7.4.3 Contextual factors.....	7
Annex A (informative) Impact of hire flowchart	8
Bibliography	9

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.

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

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Introduction

In an increasingly competitive and resource-sensitive market, the impact of critical positions on organizational performance differentiation is significant. This has created a growing awareness that organizational focus needs to shift *from* efficiency and effectiveness *to* impact measures that can provide insights to support timely, informed and consistent strategic decision-making that contributes to maximizing organizational value.

To have impact, measures should focus on those components that make a strategic difference to organizational outcomes: the quality of appointment decisions and, in particular, appointments to critical positions and the performance of the people in those positions, which is identified here as the impact of hire.

Impact measurement refers to the critical positions' contribution to the success of the organization during a defined period.

A critical position is a role that has a direct and significant impact on organizational outcomes and competitive advantage.

Impact of hire, therefore, only pertains to those positions that are most critical to the organization's strategy. This document provides an approach to measuring the impact of a critical position's contribution to maximizing value for the organization.

The focus of this document is on critical positions, the performance of individuals who hold critical positions, and the identification of metrics that can be used to evaluate their impact, respectively and collectively on organizational value.