Dear Members and Colleagues,

Further to previous communications regarding the work of ISO in the area of Human Resources, we would like to bring you up-to-date with recent developments.

After ISO members (national standardisation bodies in 163 countries) accepted the proposal for standard setting on Human Resources in January 2011, an ISO Technical Committee (TC260) was established, which held its first meeting in November 2011 in Washington, DC and its second on 23-25 September 2012 in Melbourne. The third meeting of the task force will take place on 24-27 September 2013 in Rotterdam, to discuss the development of a family of Human Resource Management Standards, and also two New Work Item Proposals (NWIPs), which will be put to the vote.

Current work of the task force involves:
- **Common terminology** to describe HR activities;
- Management by **sustainable employability** of staff. The outcome of this work will be a “Technical Report”;
- Standard **“cost per hire”** based on an American National Standard. The outcome of this work will be a Technical Specification Paper;
- **Human Governance**. The outcome of this work will be a guidance standard, which is not for certification, on Human Governance, addressing all kinds and sizes of organisations.

Details of the areas to be covered by the two NWIPs, neither of which is intended to produce Management System Standards, are summarized below and contained in Annexes I and II.
NWIP on Recruitment

The scope of the work will include the processes that support the recruiting function of Human Resource Management; the processes, practices and assessment of recruitment sources and the metrics that support these processes. The work does not extend to examining staffing tools, such as interviews, written tests, performance tests, background checks, and the like, or strategic workforce planning.

NWIP on Workforce Planning

This work includes items such as what is strategic workforce planning? Why should organisations invest in workforce planning? What are current practices globally? Forecasting future demand etc.

Also attached as Annex III is the draft TC260 Standards Structure Document, which outlines possible standardisation processes within TC260 with a view to providing the HR function with a set of common and shared practices, metrics, and processes in order to realize the potential of human resources in the organization.

The IOE has received an A-liaison status for the work of the TC260, which allows us to comment on proposals and working drafts. Please do not hesitate to contact us if you have any questions, and submit any comments to the IOE (thorns@ioe-emp.org) as indicated in the box above.

Best regards,

Matthias Thorns

Senior Adviser

INTERNATIONAL ORGANISATION OF EMPLOYERS

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Form04 NWIP Recruitment

Document type: NP ballot

Date of document: 2013-06-14

Expected action: VOTE

Action due date: 2013-09-14

Background:

Committee URL: http://isotc.iso.org/livelink/livelink/open/tc260
## NEW WORK ITEM PROPOSAL

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<td>(to be given by the Secretariat)</td>
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<th>Secretariat</th>
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<td>14 June 2013</td>
<td>N 69</td>
<td>ANSI</td>
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<table>
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<tr>
<th>Proposal for new PC</th>
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A proposal for a new work item within the scope of an existing committee shall be submitted to the secretariat of that committee with a copy to the Central Secretariat and, in the case of a subcommittee, a copy to the secretariat of the parent technical committee. Proposals not within the scope of an existing committee shall be submitted to the secretariat of the ISO Technical Management Board.

The proposer of a new work item may be a member body of ISO, the secretariat itself, another technical committee or subcommittee, or organization in liaison, the Technical Management Board or one of the advisory groups, or the Secretary-General.

The proposal will be circulated to the P-members of the technical committee or subcommittee for voting, and to the O-members for information.

**IMPORTANT NOTE: Proposals without adequate justification risk rejection or referral to originator.**

Guidelines for proposing and justifying a new work item are contained in Annex C of the ISO/IEC Directives, Part 1.

☑️ The proposer has considered the guidance given in the Annex C during the preparation of the NWIP.

### Proposal  (to be completed by the proposer)

**Title of the proposed deliverable.**

*(in the case of an amendment, revision or a new part of an existing document, show the reference number and current title)*

<table>
<thead>
<tr>
<th>English title</th>
<th>Recruitment</th>
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</table>

<table>
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<th>French title</th>
<th>Recruitment</th>
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**Scope of the proposed deliverable.**

The focus of this standard is on the recruitment process. The recruitment process is a major part of human resource management and includes activities an organization undertakes to identify and attract strategically-relevant talent. It is the initial thought of the NWIP authors that the scope of the work will be:

1. The processes that support the recruiting function of Human Resource Management.
2. The processes and practices that extend from the authorization for requisition creation to the identification and assessment of recruitment sources.
3. The metrics that support the recruiting processes. The NWIP would attempt to include all aspects of metrics that might potentially be considered to be in scope (e.g. qualitative, effectiveness, service levels, impact)

The items that the authors believe would be out of scope are:

1. Staffing tools: interviews, written tests, performance tests, background checks, and the like. The tools will be identified if they fit into the recruitment process, but specific tools should have their own standards.
2. Strategic Workforce Planning – this is a separate HR Practices area, and may be addressed in a future NWIP.
3. Day-one processes forward – At a minimum, from the point the person is at his or her first day – any processes and/or functions at that point would be out of scope. The one exception to this is metrics – which focus on the quality of each new hire.
Purpose and justification of the proposal.
A fiduciary goal of ISO/TC 260 is to standardize the field of Human Resource Management (ISO/TC 260 Business Plan), and in so doing, create value to the organization through operational improvements that yield more efficient and effective practices within the scope of Human Resource Management. In the guiding document for ISO/TC 260 that evolved from the plenary meeting in 2012, recruitment was identified as one of the key areas in the Human Resource Management domain.

The recruitment process is major part of human resource management and encompasses the necessary activities the organization undertakes to identify strategically relevant talent, attract it, and integrate that talent into the organization. Ultimately, the recruiting process brings value to the organization through focusing and delivering on key performance indicators (KPIs). In 2008, the Boston Consulting Group (BCG), in conjunction with the World Federation of Personnel Management Associations (WFPMA), conducted a global survey of 4700 executives, revealing a critical need to streamline human resource management practices. Specific reference was given to delivering on recruiting and staffing commitments to meet future talent challenges. In response, the International Organization for Standardization (ISO) formed a new Technical Committee (TC 260) to assist organizations in aligning and streamlining their human resource management practices. The Business Plan of ISO/TC 260 clearly articulates the need and priority of finding and retaining quality talent (Business Plan, Page 5). The importance of this proposed standard encompassing recruitment was recently documented in the recent BCG/WFPMA 2012 study in which human resource capabilities of companies were correlated with a company’s economic performance. Results indicate up to 3.5 times the revenue growth and as much as 2 times average profit margin for companies rated in the top 20 percent in terms of their ability to deliver on recruiting (Boston Consulting Group 2012).

If a draft is attached to this proposal:

Please select from one of the following options (note that if no option is selected, the default will be the first option):

☑ Draft document will be registered as a new project in the committee’s work programme (stage 20.00)
☐ Draft document can be registered as a Working Draft (WD – stage 20.20)
☐ Draft document can be registered as a Committee Draft (CD – stage 30.00)
☐ Draft document can be registered as a Draft International Standard (DIS – stage 40.00)

Is this a Management Systems Standard (MSS)?

☐ Yes ☑ No

NOTE: if Yes, the NWIP along with the Justification study (see Annex SL of the Consolidated ISO Supplement) must be sent to the MSS Task Force secretariat (tmbo@iso.org) for approval before the NWIP ballot can be launched.

Indication(s) of the preferred type or types of deliverable(s) to be produced under the proposal.


Proposed development track ☐ 1 (24 months) ☑ 2 (36 months - default) ☐ 3 (48 months)

Known patented items (see ISO/IEC Directives, Part 1 for important guidance)

☐ Yes ☑ No  If “Yes”, provide full information as annex

A statement from the proposer as to how the proposed work may relate to or impact on existing work, especially existing ISO and IEC deliverables. The proposer should explain how the work differs from apparently similar work, or explain how duplication and conflict will be minimized.

Project will fit into the body of work proposed within the scope of ISO/TC 260, but is not intended to supersede or conflict with other global standards on related areas of practice. No known conflicting or contradictory global standards document currently exists. If pre-existing global standards in areas covered in this proposed work are identified, efforts will be undertaken to point to the existing work in the new document, rather than duplicate the work.

A listing of relevant existing documents at the international, regional and national levels.

BS 8877 “Online recruitment: code of practice”
BS ISO 10667 “Assessment service delivery. Procedures and methods to assess people in work and organizational settings.”
Government of Western Australia "Commissioner's Instruction No.1: Employment Standard"
A simple and concise statement identifying and describing relevant affected stakeholder categories (including small and medium sized enterprises) and how they will each benefit from or be impacted by the proposed deliverable(s).

This standard will be universal in nature and adoptable by any organization regardless of the size, industry, or country in which it will be utilized.

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<tr>
<th>Liaisons:</th>
<th>Joint/parallel work:</th>
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<tr>
<td>A listing of relevant external international organizations or internal parties (other ISO and/or IEC committees) to be engaged as liaisons in the development of the deliverable(s).</td>
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<tr>
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<td>CEN (please specify committee ID)</td>
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<td></td>
<td>Other (please specify)</td>
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</table>

A listing of relevant countries which are not already P-members of the committee.

Preparatory work (at a minimum an outline should be included with the proposal)

- [ ] A draft is attached
- [ ] An outline is attached
- [ ] An existing document to serve as initial basis

The proposer or the proposer's organization is prepared to undertake the preparatory work required

- Yes
- No

<table>
<thead>
<tr>
<th>Proposed Project Leader (name and e-mail address)</th>
<th>Name of the Proposer (include contact information)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sandy J. Miles <a href="mailto:smiles@murraystate.edu">smiles@murraystate.edu</a></td>
<td>Amanda Benedict Green, US TAG Administrator <a href="mailto:amanda.green@shrm.org">amanda.green@shrm.org</a></td>
</tr>
</tbody>
</table>

Supplementary information relating to the proposal

- [ ] This proposal relates to a new ISO document;
- [ ] This proposal relates to the amendment of existing ISO document
- [ ] This proposal is for the revision of an existing ISO document;
- [ ] This proposal relates to the adoption as an active project of an item currently registered as a Preliminary Work Item;
- [ ] This proposal relates to the re-establishment of a cancelled project as an active project.

Other:

Annex(es) are included with this proposal (give details)

- [ ]
Form04 NWIP Worforce Planning and outline

Document type: NP ballot
Date of document: 2013-06-14
Expected action: VOTE
Action due date: 2013-09-14

Background:

Committee URL: http://isotc.iso.org/livelink/livelink/open/tc260
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The proposal will be circulated to the P-members of the technical committee or subcommittee for voting, and to the O-members for information.

**IMPORTANT NOTE:** Proposals without adequate justification risk rejection or referral to originator.

Guidelines for proposing and justifying a new work item are contained in Annex C of the ISO/IEC Directives, Part 1.

☒ The proposer has considered the guidance given in the Annex C during the preparation of the NWIP.

**Proposal** (to be completed by the proposer)

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</tr>
<tr>
<td>English title</td>
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</tbody>
</table>

**Scope of the proposed deliverable.**

The aim of creating a Workforce Planning standard is to identify practices and processes that enable effective workforce planning.

**Purpose and justification of the proposal.**

Workforce planning is taking steps to ensure an organization has the human capital capable of executing its strategies, and doing so with a long-range perspective to ensure a sustainable workforce of the future. We believe this is a universal concern in organizations from all around the world. This topic is consistent with the scope of ISO/TC 260, as identified in the TC's Business Plan.

**If a draft is attached to this proposal:***

Please select from one of the following options (note that if no option is selected, the default will be the first option):

☒ Draft document will be registered as new project in the committee’s work programme (stage 20.00)
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**Indication(s) of the preferred type or types of deliverable(s) to be produced under the proposal.**


**Proposed development track**

☒ 1 (24 months) ☒ 2 (36 months - default) ☐ 3 (48 months)

**Known patented items**  (see ISO/IEC Directives, Part 1 for important guidance)

☐ Yes ☒ No  If "Yes", provide full information as annex
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Project will fit into the body of work proposed within the scope of ISO/TC 260, but is not intended to supersede or conflict with other global standards on related areas of practice. No known conflicting or contradictory global standards document currently exists. If pre-existing global standards in areas covered in this proposed work are identified, efforts will be undertaken to point to the existing work in the new document, rather than duplicate the work.

A listing of relevant existing documents at the international, regional and national levels.

- Australian Workforce Planning guidelines HB 299 - 2008
- CIPD guide "Workforce planning: right people, right time, right skills (2010)"
- Draft American National Standard for Workforce Planning
- "Managing the Total Workforce", The Conference Board
- “Consultation draft of the international <IR> Framework”, The International Integrated Reporting Council (IIRC)

A simple and concise statement identifying and describing relevant affected stakeholder categories (including small and medium sized enterprises) and how they will each benefit from or be impacted by the proposed deliverable(s)

Organizations interested in developing workforce planning capabilities or implementing workforce planning. The standard is intended to be accessible to employers and organizations of all sizes.

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Preparatory work (at a minimum an outline should be included with the proposal)

- ☒ A draft is attached
- ☐ An outline is attached
- ☐ An existing document to serve as initial basis
- The proposer or the proposer's organization is prepared to undertake the preparatory work required ☒ Yes ☐ No

### Proposed Project Leader (name and e-mail address)

| Susan Harmansky, susan.harmansky@sgsintl.com |
| Tom Hogan, tch12@psu.edu |

### Name of the Proposer (include contact information)

| Amanda Benedict Green, US TAG Administrator |
| amanda.green@shrm.org |

Supplementary information relating to the proposal

- ☒ This proposal relates to a new ISO document;
- ☐ This proposal relates to the amendment of existing ISO document
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Other:

Annex(es) are included with this proposal (give details)

- ☐
OUTLINE
Workforce Planning International Standard
May 8, 2013

I. Executive Summary

II. Overview of Workforce Planning
   a. What is Strategic Workforce Planning – Strategic workforce planning is the process of alignment of human capital to organizational capabilities and core values in order to execute the business strategy.
   b. Why Should Organizations Invest in Workforce Planning – The purpose of workforce planning is to assess the human capital of the organization, determine future human capital demands, and develop strategies to ensure an effective level of workforce planning for the organization. It is the recommendation of this standard that organizations engage in some level of workforce planning for their enterprises. The size of the enterprise will determine the level of planning that is advised.
   c. Review of Current Documentation of Workforce Planning Practices Globally

III. The Elements of the Workforce Planning Process
   a. Conducting environmental scan – Examination of macro environmental conditions which could affect your organization.
   b. Forecasting future demand and supply – Analysis of future needs based on the requirements of future goals. This is an understanding of the future capabilities of the existing workforce against the requirements of the strategic goals and determining appropriate plans to ensure human capital supply for the future.
   c. Assessing the current workforce - Analysis of current competencies to support the organizational objectives.
   d. Identifying gaps – A comparison of the current workforce and anticipated future demand. This includes ensuring that current job analysis accurately reflects the tasks performed by employees in critical roles.
   e. Building plans – Determine goals and appropriate plans to ensure the supply of human capital for future needs.

IV. Roles and Responsibilities in the Workforce Planning Process

V. Metrics for Workforce Planning

VI. Addenda – Additional Documentation and Resources
Draft TC260 Standards Structure Document from TG2

Document type: Other committee document

Date of document: 2013-06-26

Expected action: COMM

Action due date: 2013-08-09

Background:
Attached is the draft content structure developed by TG2 which is being shared with TC members for comment by August 9th, 2013. Please share your comments using the committee internal ballot (CIB) system. This draft is based on the ISO/TC 260 resolution passed at its 2nd meeting in Melbourne Australia last September as follows:

Resolution 2 - (approved unanimously)
ISO/TC 260 resolves to form a Task Group (TG2) to develop a content structure document to define of basis of the future work of TC 260.

Committee URL: http://isotc.iso.org/livelink/livelink/open/tc260
Proposed Content and Standard Structure

Family of Standards and technical documents of the ISO 260: Human Resources
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Preface:

Organizations face unprecedented challenges arising from the financial crisis and global recession. Additionally, changes in political, economic, technical, regulatory, legal and social dynamics are further complicating the operating environment in which businesses operate. New products and market developments are no longer enough for organizations to thrive and sustain a competitive advantage. In essence, the rules for survival and success are being rewritten and for organizations to prosper during these challenging times and beyond, they will have to seek non-traditional venues for sustainability. Such venues will focus on increasing productivity, global market expansion, utilizing new technologies, in addition to glean a competitive advantage through an ability to attract and retain a high-performing workforce.

The common thread in these non-traditional venues is harnessing the power of human capabilities and the ability to attract and deploy talent when and where it is needed. Organizations that are able to harness the power of human capabilities through their systems and practices will be able to attain a sustainable competitive advantage for years to come. The critical element for organizations to harness this under-utilized resource is managing the processes to which people are integrated and managed within the organization. Further testimony for this movement has been identified by Boston Consulting Group (BCG) and World Federation of Personnel Management, in which they cite mastering human resource processes as critical in navigating the challenges and adding value to organizational stakeholders for the next decade and beyond (ISO/TC 260 Business Plan).

In response to today’s marketplace, the International Organization for Standardization (ISO), formed a new Technical Committee (TC) 260 to assist organizations in aligning and streamlining their human resource management practices. The member countries are chartered with the task of developing a family of Human Resource Management Standards that will offer broad, coordinating guidance to HR practitioners and harmonize disparate practices for the benefit of organizations and their stakeholders (Business Plan, ISO/TC 260). More specifically, it is the objective of the family of standards to provide the HR function with a set of common and shared practices, metrics, processes, resulting in the necessary enhancements of HR to realize the full potential of the human resource in its organization. As the HR standards develop, organizations choosing to adopt these standards will capitalize on an opportunity to enhance their organization’s performance through the many channels of human resource management processes that contribute to bottom line results. The purpose of this document is to offer content structure and organizational guidance to the developing body of standards.
Principles / Norms:

1. To develop the body of knowledge as to HR practices and metrics to better deliver results and be accountable to the employees, management, shareholders and communities aiming to be seen as a strategic function of human governance.

2. These are voluntary and the HR practices will be designed by consensus and be globally relevant for all sizes and types of organizations

3. Standardization of Human resources activities should follow some guiding principles: Global Applicability, Reduction of Complexity and scalability while service all sizes of Businesses (SME to Large enterprises)

4. The goal of the standardization effort will allow for consistent management, measurement, benchmarking and continuous improvement efforts as a profession.
The HR Standards model above depicts the dynamic and reciprocal relationships among the needs of the business, governance processes, and business results. Business needs encompass internal guiding documents such as mission, vision, values statements, and strategic plans; external entities such as regulatory or stakeholder needs varying according to country, industry, or size of the organization. Normally these factors, in conjunction with the internal strengths and weaknesses of the governance processes within the organization, are identified and considered in the strategic management process. Therefore, business needs influence and are influenced by the governance processes as well as the results of the business.

The term, Governance, as defined by British Standards, refers to the whole way an organization is directed, controlled and held accountable. An organization is comprised of several governance units; among them is the human governance body. The focus of the human governance body is to ensure human resource management functions and practices are aligned internally and externally in accordance to the needs of the business. The functions and practices within the human governance domain are measured with key performance metrics. These results serve in monitoring the vitality and the strength of the alignment of human resource functions and practices as well as providing potential leading indicators for business results.
Governance processes directly impact the business results either positively or negatively depending on the extent to which activities in the governing body domain are properly aligned. Business results are the key performance indicators that signal success to the stakeholders. These indicators can be financial, market based, operational, customer or brand strength depending on the nature of the business. The results from the key performance indicators feed back to the needs of the business and governance processes. Significant deviations from anticipated results signal further action or intervention required at either the organizational level or within the appropriately related governance body.

**Standard 1: Sustainable Employment {Deliverable from Task Group 3}**

**Standard 2: Human Governance {Deliverable from Task Group 1}**

**Standard 3: HR Practices and Metrics**

**Human Resource Practices**

Human Resource practices are all of the activities necessary to carry out the goals of the functional area to which they are associated with. Examples of some specific practices have been identified by the work group formed in 2011 investigating human resource practices. This report did include a comprehensive list of functions based on the life cycle of the employee, and a sample of common practices. New work groups based on the functions listed in Table 1 will report on the specific practices associated with that function. For each practice identified work groups will have to be formed to identify the steps involved in the plan, do, check, act cycle to ensure effective practices are carried out. Table 2, provides an outlined proposal of how that can be organized.

A task group will need to be identified for each practice, and will need to identify the steps necessary to carry out this practice paying particular attention to the model of Plan, Do, Check and Act. This too, is illustrated in Table 2.

**Metrics**

Based on the practices above, metrics will be identified including efficiency, effectiveness and impact. It should be noted organizations do not have to use all
the metrics listed here, but identify the key success factors based on their organization’s needs. Metrics will need to be developed for key performance indicators on the overall vitality of the human governance practice. This work group will be responsible for identifying some of the key performance indicators and their measurement for assessing the overall state of human resources, as well as helping the work groups develop metrics for the “check” step in the PDCA cycle.

This may require several work groups. Using the information provided by the 2011 work group as a starting point, a list of key metrics can be developed. It should be considered not all organizations will use all metrics, but will be able to select a standardized measure to assist them in determining whether their human governance process is indeed contributing to business results, and the practices within each function are operating both effectively and efficiently, with attention being paid to basic and best practice.
Standard 1: Sustainable Employment {Pending Approval of deliverable from Task Group 3}

Standard 2: Human Governance Standard 3: HR Practices

Standard 3.1 Recruiting (TBD part of the functional team)

  3.1.1 Recruitment Processes (TBD part of functional team)
  3.1.2 Recruitment Metrics (Working Group 2)
  3.1.3 Recruitment Tools (TBD part of functional team)

Standard 3.2 Workforce Planning

  3.2.1 Workforce Planning Processes
  3.2.2 Workforce Planning Metrics
  3.2.3 Workforce Planning Tools

Standard 3.3 Organization Design and Development

  3.3.1 Organization Design and Development Processes
  3.3.2 Organization Design and Development Metrics
  3.3.3 Organization Design and Development Tools

Standard 3.4 Talent Management

  3.4.1 Talent management Processes
  3.4.2 Talent Management Metrics
  3.4.3 Talent Management Tools

Standard 3.5 Learning Management

  3.5.1 Learning Management Processes
3.5.2 Learning Management Metrics
3.5.3 Learning Management Tools

Standard 3.6 Compensation Management
3.6.1 Compensation Management Processes
3.6.2 Compensation Management Metrics
3.6.3 Compensation Management Tools

Standard 3.7 Global Mobility
3.7.1 Global Mobility Processes
3.7.2 Global Mobility Metrics
3.7.3 Global Mobility Tools

Standard 3.8 Employee Data Maintenance
3.8.1 Employee Data Maintenance Processes
3.8.2 Employee Data Maintenance Metrics
3.8.3 Employee Data Maintenance Tools

Standard 3.9 Employee Relations/HR Business Partner
3.9.1 Employee Relations/HR Business Partner Processes
3.9.2 Employee Relations/HR Business Partner Metrics
3.9.3 Employee Relations/HR Business Partner Tools

Standard 3.10 Health Benefits Management
3.10.1 Health Benefits management Processes
3.10.2 Health Benefits management Metrics
3.10.3 Health Benefits management Tools

Standard 3.11 Retirement Management

3.11.1 Retirement Management Processes
3.11.2 Retirement Management Metrics
3.11.3 Retirement Management Tools

Standards 3.12 Diversity and Inclusion Practices

3.12.1 Diversity and Inclusion Practices Processes
3.12.2 Diversity and Inclusion Practices Metrics
3.12.3 Diversity and Inclusion Practices Tools

Standards 3.13 Time and Attendance Practices

3.13.1 Time and Attendance Processes
3.13.2 Time and Attendance Metrics
3.13.3 Time and Attendance Tools

3.14 Payroll

3.14.1 Payroll Processes
3.14.2 Payroll Metrics
3.14.3 Payroll Tools

3.15 HR Delivery

3.15.1 HR Delivery Processes
3.15.2 HR Delivery Metrics
3.15.3 HR Delivery Tools
3.16 HR Information Technology Practices
   3.16.1 HR Information Technology Processes
   3.16.2 HR Information Technology Metrics
   3.16.3 HR Information Technology Tools

3.17 Legislative Compliance
   3.17.1 Legislative Compliance Processes
   3.17.2 Legislative Compliance Metrics
   3.17.3 Legislative Compliance Tools

3.18 HR Reporting and Analytics Practices
   3.18.1 HR Reporting and Analytics Processes
   3.18.2 HR Reporting and Analytics Metrics
   3.18.3 HR Reporting and Analytics Tools

3.19 Leave and Absence Management
   3.19.1 Leave and Absence Management Processes
   3.19.2 Leave and Absence Management Metrics
   3.19.3 Leave and Absence Management Tools

3.20 HR Communications Practices
   3.20.1 HR Communications Processes
   3.20.2 HR Communications Metrics
   3.20.3 HR Communication Tools

3.21 Occupational Safety and Health Practices
3.21.1 Occupational Safety and Health Processes

3.21.2 Occupational Safety and Health Metrics

3.21.3 Occupational Safety and Health Tools

Section 2: Grouping of Practices by Employee Life Cycle

Section 3: Terminology (Working Group 1)

Appendix:
Figure 2: Proposed Work Groups

Operating Models: Organization of Functions

WG for each function to ID practices

WG for Metrics to start with basics – inserted to Practices

Function 1
- Practice 1
- Practice 2
- Practice 3

Function 2
- Practice 1
- Practice 2
- Practice 3

Function 3
- Practice 1
- Practice 2
- Practice 3

Plan
- Do
- Check
- Act
<table>
<thead>
<tr>
<th>Human Resource Functions as Identified by 2011 Working Group on HR Practices</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recruitment</td>
</tr>
<tr>
<td>Workforce Planning</td>
</tr>
<tr>
<td>Organization Design and Development</td>
</tr>
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<tr>
<td>Retirement Management</td>
</tr>
</tbody>
</table>

*Table 1: Human Resource Functions as Identified by 2011 Working Group on HR Practices*
Table 2: Illustrative example of detailed process
Human Resource Practices as Identified by 2011 Working Group on HR Practices (Sample)

1. Sample of Function and Specific Practices incorporating the PDCA cycle:
   a. Recruitment
      i. Overview of Processes by Employee Life Cycle
      ii. Specific Processes with PDCA Methodology
         a. Background Checks
            i. Plan-identify tools, processes, and people involved
            ii. Do- carry out the task and acquire information
            iii. Check-use metrics to ensure results are accurate and desirable
            iv. Act-Act on significant deviations
      b. Interview Scheduling
         i. Plan-identify tools, processes, and people involved
         ii. Do- carry out the task and acquire information
         iii. Check-use metrics to ensure results are accurate and desirable
         iv. Act-Act on significant deviations
      c. Interviews
         i. Plan-identify tools, processes, and people involved
         ii. Do- carry out the task and acquire information
         iii. Check-use metrics to ensure results are accurate and desirable
         iv. Act-Act on significant deviations

iii. Key Performance Indicators for Recruitment-A list of key performance indicators that can be used for recruitment effectiveness providing the CHRO to select those that are aligned with business needs.
b. Learning Management
   i. Overview of Processes by Employee Life Cycle
   ii. Specific Processes with PDCA Methodology
      a. Needs assessments
         i. Plan-identify tools, processes, and people involved
         ii. Do- carry out the task and acquire information
         iii. Check-use metrics to ensure results are accurate and desirable
         iv. Act-Act on significant deviations
   b. Curriculum Development
      i. Plan-identify tools, processes, and people involved
      ii. Do- carry out the task and acquire information
      iii. Check-use metrics to ensure results are accurate and desirable
      iv. Act-Act on significant deviations
   iii. Key Performances Indicators for Learning Management

2. Task List
   a. List of Processes by Employee Life Cycle
      i. HR Strategies and Policies
      ii. Attraction and Recruitment
      iii. Hiring and Onboarding
      iv. Talent Management
      v. Separation
   b. Variations of the HR standards
      i. By Industry Vertical
      ii. By Company Size
   c. Diagnostics Tools
**Table 2: Plan, Do, Check, Act Illustration**

Human Resource Practices incorporating the PDCA Cycle (Sample)

<table>
<thead>
<tr>
<th>Plan</th>
<th>Do</th>
<th>Check</th>
<th>Act</th>
</tr>
</thead>
</table>
| **Background Checks** | • Have necessary vital information to initiate Background Check  
• Determine level of Background Check (e.g. Education, etc.)  
• Annually check legality of checks | • Initiate Background Checks.  
• | • Operating Measures  
  o % pass / fail  
  o False Positives  
  o Cost per Hire  
• Service Levels  
  o Time for Background Checks (beginning to end) | • Identify if process is meeting service level.  
• |