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Introduction

This draft standard is based on national and international discussions. Your comments on this draft are invited and will assist in the preparation of the consequent standard.

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UK Vote

Please indicate whether you consider the UK should submit a negative (with supporting technical reasons) or positive vote on this draft. Please indicate if you are aware of any reason why this draft standard should not be published as a British Standard.

Submission of Comments

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Template for comments and secretariat observations

Date: xx/xx/20xx	Document: ISO/DIS xxxx
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1	2	(3)	4	5	(6)	7
MB	Clause No./ Subclause No./Annex (e.g. 3.1)	Paragraph/ Figure/Table/Note	Type of comment	Comment (justification for change) by the MB	Proposed change by the MB	Secretariat observations on each comment submitted
	3.1	Definition 1	ed	Definition is ambiguous and needs clarifying.	Amend to read '...so that the mains connector to which no connection...'	
	6.4	Paragraph 2	te	The use of the UV photometer as an alternative cannot be supported as serious problems have been encountered in its use in the UK.	Delete reference to UV photometer.	



DRAFT International Standard

ISO/DIS 30201

Human resources management systems — Requirements

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ISO/TC 260

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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 of 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 www.iso.org/iso/foreword.html.

This document was prepared by Technical Committee 260, ISO/TC 260 Human Resource Management.

Any feedback or questions on this document should be directed to the user's national standards body. A complete listing of these bodies can be found at www.iso.org/members.html.

Human resource management systems — Requirements

Introduction

0.1 Benefits of Human resource management systems

Human resource management (HRM) is fundamental to the success of organizations, including sustainable performance. People are a key resource for all organizations and their effective management is necessary to meet organizational objectives.

This document presents high level HRM principles, specifies the *requirements* for a *HRM system* and provides examples of how the principles and *requirements* can be used. An effective *HRM system* provides sustainable benefits for workers, organizations, and the communities in which they operate.

The potential benefits of an effective *HRM system* to an organization include:

- achievement of organizational objectives;
- improved risk management and protection of people and the environment;
- more efficient use of resources and improved organizational performance;
- increased capability to deliver consistent and improved services and products;
- creation of value for stakeholders, including workers;
- continual improvement of HR management;
- better co-ordination and integration of HR management with other organizational functions;
- strategic alignment and reciprocity between the needs of workers and employers;
- enhanced worker experience and wellbeing at work;
- enhanced reputation of the organization as an employer.

The *HRM system* specified in this document contributes to the following United Nations (UN) Sustainable Development Goals (SDGs):

- SDG3: Good health and wellbeing;
- SDG4: Good education
- SDG5: Gender equality;
- SDG8: Decent work and economic growth;
- SDG 9: Industry, innovation and infrastructure;
- SDG10: Reduced inequalities.

0.2 HRM systems and management systems standards

This document is a requirements-based *management system standard* (MSS) focused on HRM. *Management systems* are the way an organization manages the interrelated parts of its business to meet its objectives.

Note: A *management system* is a set of *policies, objectives* and *processes*. The term *HRM system* does not refer to a computer system or software application.

MSS help organizations improve their performance by:

- specifying repeatable steps that organizations implement to achieve their goals and objectives;
- fostering an organizational culture of awareness, commitment and leadership;
- formalizing a continual improvement cycle of Plan-Do-Check-Act (PDCA).

This standard has been prepared using the harmonized structure (HS) for MSS including identical text, common terms and core definitions. The HS makes it possible for an organization to integrate multiple discipline-specific MSS into its overall management system.

In this document, “shall” indicates a *requirement*. An organization that has implemented the requirements can seek certification against this standard from an accredited external body. Certification is not mandatory. This document can be used to help organizations understand and develop good practices in HR management, and to manage HR risks.

This MSS focuses specifically on HRM. It does not dictate the organization’s strategies and objectives, nor does it address its relationships with trade unions and other representative bodies.

This document provides an overarching framework for use of HRM standards, technical specifications and technical reports that address HRM activities described in clause 8.

0.3 Continual improvement and the PDCA cycle:

The *HRM system* specified in this document is founded on the PDCA cycle. Figure 1 shows the relationship between the PDCA cycle and the structure of this document.

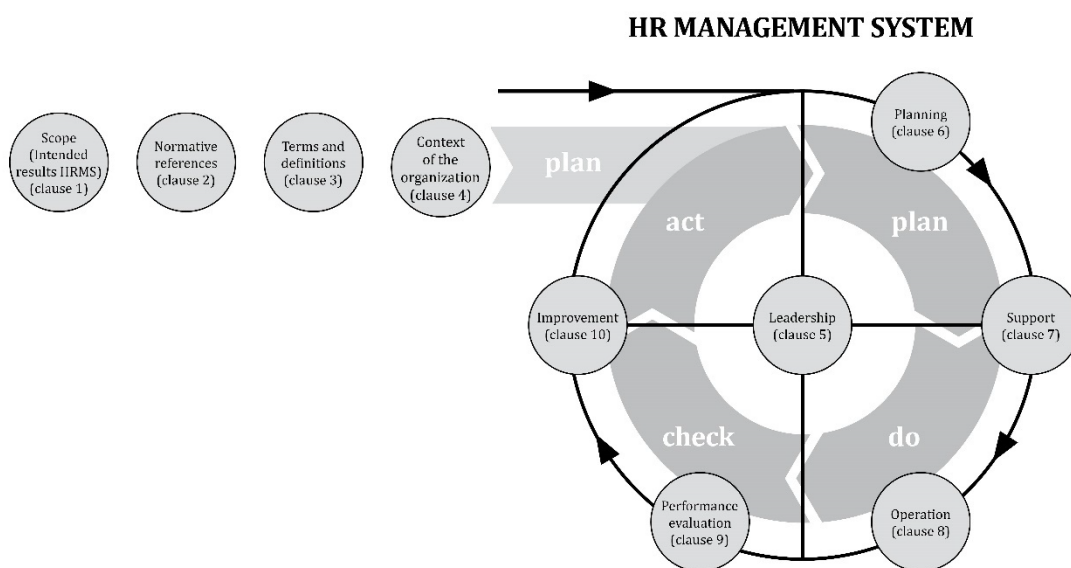


Figure 1 – Structure of this document

The PDCA cycle is an iterative process used by organizations to achieve continual improvement. It should be used in a *HRM system* as follows:

- Plan: determine and assess HR management risks, HR management opportunities, and establish HR management objectives and processes necessary to deliver results in accordance with the organization's HRM policy;
- Do: implement the processes as planned;
- Check: monitor and measure activities and processes with regard to the HRM policy and HRM objectives, and report the results;
- Act: take actions to continually improve HRM performance to achieve the intended outcomes.

0.4 Guiding Principles of HR management:

Management of people in organizations should be guided by the following high-level principles:

- RECIPROCITY. HR management creates strategic alignment and promotes reciprocity between the organization's needs and its workers' needs.
- VALUE. People are a source of value for organizations. The value of people is in their contributions to the organization.
- ADAPTABILITY. HR management may adjust to fit specific organizational and external environmental contexts.
- SYNERGY. HR management enables people in the organization to collaborate in ways that result in the whole of the contributions being greater than the sum of their individual ones.
- RESPONSIBILITY. HR management is responsible for the attraction, development and deployment of people to meet organizational needs.
- ORGANIZATIONAL CULTURE. HR management shapes and signals the desired values, beliefs and practices that influence the conduct and behaviour of people and the organization.
- WORK ENVIRONMENT. HR management promotes a work environment that contributes to the wellbeing of workers and performance of the organization.
- SOCIETY. HR management supports the organization's strategic objectives and role in society, which includes social, economic and environmental responsibilities.

These principles serve as a foundation for effective people management and can contribute to a positive and productive organizational culture. However, it is important to adapt these principles to the specific needs and context of the organization, considering factors such as sector, size, and organizational values.

1 Scope

This document specifies requirements for a HR management system when an organization needs to:

- create stakeholder value through effective application of the HR management system, including the attraction, development and deployment of workers, continual improvement and integration of the system into the organization's overall management system;
- demonstrate its ability to consistently manage its workers in a way that contributes to meeting stakeholder needs, including the achievement of organizational objectives and consideration of the needs of workers and employers.

This document is applicable to organizations of all sizes, growth phases and sectors, whether public or private, for profit or not for profit. This document does not determine the organization's strategies and objectives.

This document does not serve to replace or make superfluous the instruments of agreed collective co-determination, most prominently that of collective bargaining, as established and protected by law in many jurisdictions and practised in good tradition by social partners, such as employers and workers' unions and their respective associations.

2 Normative references

The following documents are referred to in the text in such a way that some or all of their content constitutes requirements of this document. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

ISO 30400, *Human resource management — Vocabulary*

3 Terms and definitions

For the purposes of this document, the terms and definitions given in ISO 30400, and the following apply. ISO and IEC maintain terminological databases for use in standardization at the following addresses:

- ISO Online browsing platform: available at <https://www.iso.org/obp>
- IEC Electropedia: available at <http://www.electropedia.org/>

3.1

organization

person or group of people that has its own functions with responsibilities, authorities and relationships to achieve its *objectives* (3.7)

Note 1 to entry: The concept of organization includes, but is not limited to, sole-trader, company, corporation, firm, enterprise, authority, partnership, charity or institution, or part or combination thereof, whether incorporated or not, public or private.

Note 2 to entry: If the organization is part of a larger entity, the term "organization" refers only to the part of the larger entity that is within the scope of the *HR management system* (3.4).

3.2

stakeholder interested party

person or *organization* (3.1) that can affect, be affected by, or perceive itself to be affected by a decision or activity

EXAMPLE Customers, owners, people in an organization, suppliers, bankers, unions, work councils, partners or societies, including competitive or pressure groups.

3.3

top management

person or group of people who directs and controls an *organization* (3.1) at the highest level

Note 1 to entry: Top management has the power to delegate authority and provide resources within the organization.

Note 2 to entry: If the scope of the *management system* (3.4) covers only part of an organization, then top management refers to those who direct and control that part of the organization.

3.4

management system

set of interrelated or interacting elements of an *organization* (3.1) to establish *policies* (3.5) and *objectives* (3.6), as well as *processes* (3.9) to achieve those objectives

Note 1 to entry: A management system can address a single discipline or several disciplines.

Note 2 to entry: The management system elements include the organization's structure, roles and responsibilities, planning and operation.

3.5

HR management system

management system (3.4) with regard to *human resources* (3.22)

3.6

policy

intentions and direction of an *organization* (3.1) as formally expressed by its *top management* (3.3)

3.7

objective

result to be achieved