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Human resource management — Guidelines on human governance

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National foreword

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A list of organizations represented on this committee can be obtained on request to its secretary.

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Foreword

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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 on 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.

The committee responsible for this document is Technical Committee ISO/TC 260, *Human resource management.*

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Introduction

People are at the heart of every organization. For an organization to achieve long-term sustainable success, it is important to consider all stakeholders within the governance system.

All organizations have governance. Governance refers to the system by which organizations are directed, controlled and held accountable. Governance defines rules, systems, processes and behaviour. To be effective, a governance system needs to consider the whole organization in all of its dimensions. Effective governance promotes confidence in both present and future stakeholders (employees, investors, shareholders, customers and other interested parties) in the long-term viability of the organization. Effective governance contributes to strategic decision-making by creating responsible, accountable, well-managed and value-focused organizations.

Human governance refers specifically to the system or systems by which people within an organization are directed and held accountable. The governance of people is as important as the governance of physical assets or financial capital, and how this is done is instrumental in promoting appropriate behaviour within an organization. By considering human and social factors in the decision-making process, the human governance system will lead to positive outcomes for all stakeholders.

By aligning effective human governance practices with strategic planning, the organization can:

— respond to organizational, regulatory and operational needs;

— anticipate and manage human resource risks;

— ensure associated costs are managed and the value of such investments is measured;

— develop an organizational culture which reflects its organizational values;

— foster increased management, effective communication and collaboration across all stakeholders;

— optimize overall performance.

The purpose of this document is to provide organizations with guidelines to structure a human governance system and align it to the needs of the organization.

This document provides guidelines for the alignment of relationships, roles and responsibilities within human governance systems, recognizing that these systems are fundamental for directing behaviour within an organization.

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