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Human resources management systems — Requirements

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Contents

Page

Foreword ..... **v**

Introduction ..... **vi**

1 Scope **1**

2 Normative references **1**

3 Terms and definitions **1**

4 Context of the organization **6**
4.1 Understanding the organization and its context 6
4.2 Understanding the needs and expectations of workers, employers and other stakeholders 7
4.3 Determining the scope of the HR management system 7
4.4 HR management system 7
4.4.1 General 7
4.4.2 Attract, develop and deploy talent 8
4.4.3 HR management life cycle 8

5 Leadership **9**
5.1 Leadership and commitment 9
5.2 Human resource management policy 9
5.3 Roles, responsibilities and authorities 10
5.4 Consultation and participation of workers 10

6 Planning **10**
6.1 Actions to address risks and opportunities 10
6.2 HR management objectives and planning to achieve them 10
6.3 Planning of changes 11

7 Support **11**
7.1 Resources 11
7.2 Competence 11
7.3 Awareness 11
7.4 Communication 12
7.5 Documented information 12
7.5.1 General 12
7.5.2 Creating and updating documented information 12
7.5.3 Control of documented information 12

8 Operation **13**
8.1 Operational planning and control 13
8.2 Workforce planning 13
8.3 Workforce allocation 13
8.4 Remuneration, rewards and recognition 13
8.5 Recruitment 14
8.6 Onboarding 14
8.7 Learning and development 14
8.8 Knowledge management 14
8.9 Talent management 14
8.10 Performance management 14
8.11 Succession planning 15
8.12 Workforce mobility 15
8.13 Exit from employment (including retirement) 15
8.14 Human capital reporting 15

9 Performance evaluation **15**
9.1 Monitoring, measurement, analysis and evaluation 15
9.2 Internal audit 16
9.2.1 General 16

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Documents
Document Sharing Hub
Full document details: ISO 30201:2026 Human resources management systems — Requirements

9.2.2 Internal audit programme ... 16
9.3 Management review ... 16
9.3.1 General ... 16
9.3.2 Management review inputs ... 16
9.3.3 Management review results ... 17
10 Improvement ... **17**
10.1 Continual improvement ... 17
10.2 Nonconformity and corrective action ... 17
Annex A (informative) **Examples of issues and other activities** ... **18**
Annex B (informative) **Consultation and participation** ... **20**
Annex C (informative) **Conformity checklist** ... **22**
Bibliography ... **23**

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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).

ISO draws attention to the possibility that the implementation of this document may involve the use of (a) patent(s). ISO takes no position concerning the evidence, validity or applicability of any claimed patent rights in respect thereof. As of the date of publication of this document, ISO had not received notice of (a) patent(s) which may be required to implement this document. However, implementers are cautioned that this may not represent the latest information, which may be obtained from the patent database available at www.iso.org/patents. ISO shall not be held responsible for identifying any or all such patent rights.

Any trade name used in this document is information given for the convenience of users and does not constitute an endorsement.

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 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.

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Introduction

0.1 Benefits of human resource management systems

An effective human resource (HR) management system is fundamental to achieving the organization's optimal performance through utilizing the full potential of its workforce. Workers are a key resource for all organizations and their effective management is necessary to meet organizational objectives.

This document presents high-level HR management principles, specifies the requirements for an HR management system (HRMS) and provides examples of how the principles and requirements can be used. An effective HRMS provides sustainable benefits for workers, organizations and the communities in which they operate.

The potential benefits of an effective HRMS 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 well-being at work;

— enhanced reputation of the organization as an employer.

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

— SDG3: Good health and well-being;

— SDG4: Quality education;

— SDG5: Gender equality;

— SDG8: Decent work and economic growth;

— SDG 9: Industry, innovation and infrastructure;

— SDG10: Reduced inequalities.

0.2 HRMS and management systems standards

This document is a requirements-based management system standard (MSS) focused on HR management. By using this document, organizations can develop, improve and implement their own HR management system and demonstrate conformity with its requirements. An organization can integrate its HR management system into its overall management system.

This MSS 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 HR management activities and other TC 260 documents (see Clause 8).

The term "HR management system" does not refer to a computer system or software application.

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0.3 Continual improvement and the PDCA cycle

The HR management system specified in this document is founded on the Plan-Do-Check-Act (PDCA) cycle. Figure 1 shows the relationship between the PDCA cycle and the structure of this document.

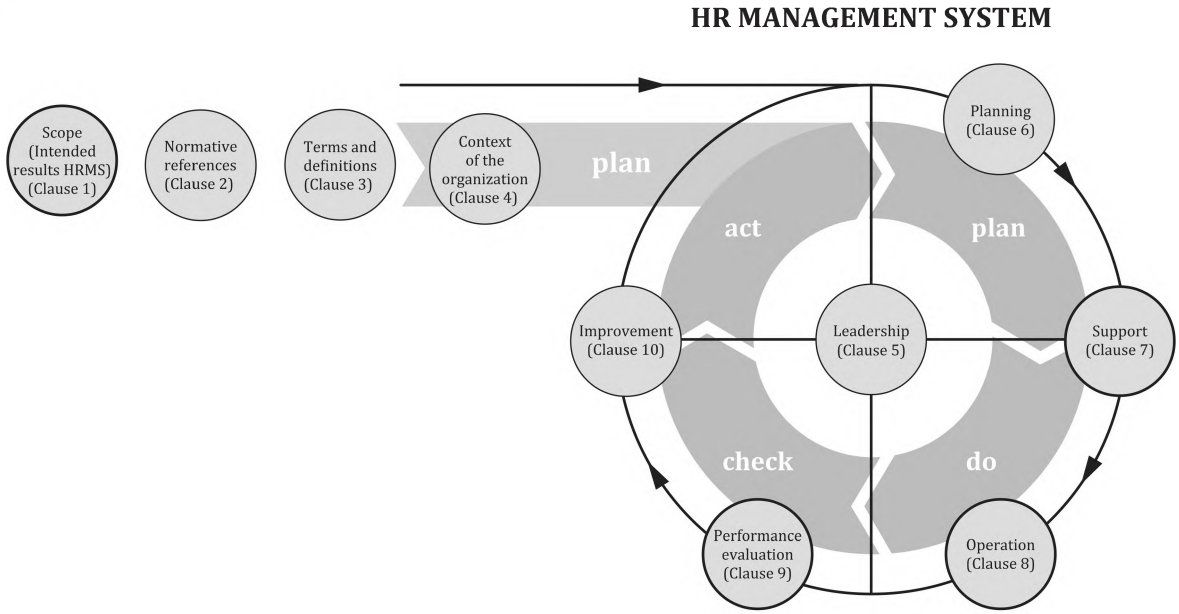

Figure 1 — Structure of this document

The PDCA cycle is an iterative process underpinned by organizational enablers (such as leadership and support) to achieve continual improvement. In this document, the PDCA cycle is used as follows:

— Plan: analyse the context of the organization; determine and assess HR management risks and opportunities; determine HR management policy; and establish HR management objectives and processes.

— Do: implement the processes as planned.

— Check: monitor and measure activities and processes with regard to the HR management policy and HR management objectives and report the results.

— Act: take actions to continually improve HR management 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, which serve as a foundation for effective HR management and can contribute to a positive and productive organizational culture:

— 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 adjusts 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.

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— Organizational culture. HR management shapes the desired values, beliefs and practices that influence the conduct and behaviour of people and the organization.

— Work environment. HR management promotes a physical and virtual work environment that contributes to the well-being 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 can also be applied when establishing the organization’s HR management system, considering factors such as sector, size and organizational values (taking account of the organization’s specific context and needs).

For the convenience of users, a conformity checklist summarizing the requirements and suggested evidence is provided in Annex C.

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Human resources management systems — Requirements

1 Scope

This document specifies requirements for a human resource (HR) management system, which enables an organization to:

— create stakeholder value through effective application and continual improvement of the HR management system, which includes the attraction, development and deployment of workers;

— integrate the HR management system into the organization's overall management system, including risk management;

— 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;

— positively influence human capital (the collective knowledge, skills and abilities of the organization's workforce).

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 the instruments of agreed collective codetermination, most prominently that of collective bargaining, as established in many countries and practised by, for example, employers, workers unions, employee representatives and their respective associations.

2 Normative references

There are no normative references in this document.

3 Terms and definitions

For the purposes of this document, the following terms and definitions apply.

ISO and IEC maintain terminology databases for use in standardization at the following addresses:

— ISO Online browsing platform: available at https://www.iso.org/obp

— IEC Electropedia: available at https://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* (3.5).

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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* (3.6) and *objectives* (3.7), 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
human resource management system
HR management system
HRMS
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

Note 1 to entry: An objective can be strategic, tactical or operational.

Note 2 to entry: Objectives can relate to different disciplines (such as finance, health and safety, and environment). They can be, for example, organization-wide or specific to a project, product, service or *process* (3.9).

Note 3 to entry: An objective can be expressed in other ways, e.g. as an intended result, as a purpose, as an operational criterion, as an HR management objective or by the use of other words with similar meaning (e.g. aim, goal, or target).

Note 4 to entry: In the context of *HR management systems* (3.5), HR management objectives are set by the *organization* (3.1), consistent with the HR management *policy* (3.6), to achieve specific results.

3.8
risk
effect of uncertainty

Note 1 to entry: An effect is a deviation from the expected – positive or negative.

Note 2 to entry: Uncertainty is the state, even partial, of deficiency of information related to, understanding or *knowledge* (3.34) of, an event, its consequence, or likelihood.

Note 3 to entry: Risk is often characterized by reference to potential events and consequences, or a combination of these.

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