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FOR DEBATE AND GUIDANCE

EIGHTEENTH ITEM ON THE AGENDA

Report of the Director-General

Fourth Supplementary Report: Developments in relation to the International Organization for Standardization (ISO)

Addendum

Proposal for new field of ISO work (TS/P)

Title: Human resource management

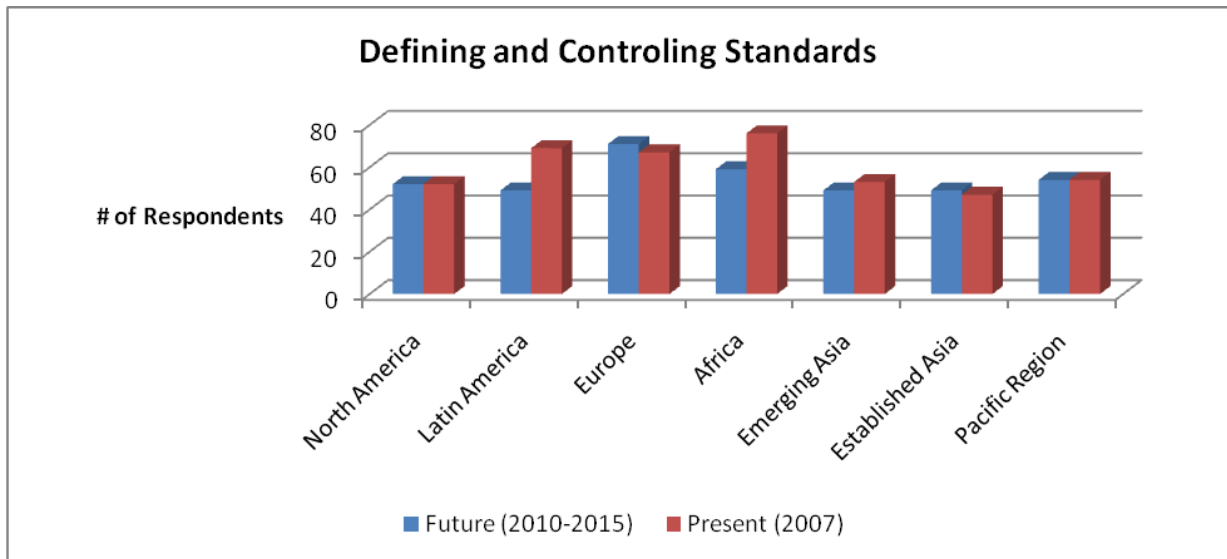| Document Number	ISO TS/P 217
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1.   The issue

(A simple and concise statement describing the business, technological, societal or environmental issue that the proposal seeks to address.)

The primary employment interest of organizations is to: identify, hire, and maintain talented workers; foster an environment that motivates employees to deliver their best efforts in pursuit of organizational objectives; and establish resilient and effective procedures that facilitate these aspirations. According to a 2008 survey of 4,700 executives conducted by the Boston Consulting Group ("BCG") and the World Federation of Personnel Management Associations ("WFPMA"), global organizations need to master their HR processes and while delivering on recruiting and staffing commitments to meet future challenges. (BCG and WFPMA 78)

Chart 1

Defining and Controling Standards

The formulation and facilitation of workforce management practices that humanely help employees to deliver on organizational commitments to customers has primarily become a function of the human resources management professionals or those supervisors who independently perform human resource management activities. A consequence of the growth and diversity of those who operate Human Resources ("HR") roles has been their tendency toward fomenting proprietary and complicated solutions to management concerns where simplicity and consistency were warranted. Standardization is seen as a remedy to the bureaucratic inefficiencies that emerge from activities where self-conscious risk aversion can often overwhelm the flexibility needed in the modern marketplace.

While the role and duties of HR professionals has become more complex, the need for effective solutions by industry leaders has also intensified. During a meeting sponsored by the Society for Human Resource Management ("SHRM"), a panel of global HR professionals identified the following needs and concerns that organizations have concerning their workforce:

■ Talent management continues to be a high priority and must be more efficient than before while leveraging cost awareness and monitoring demands for key positions.

■ Finding and retaining quality talent continues to be essential to business sustainability, but is difficult in global markets that may act differently in turns of opportunity and salary treatment.

■ A new approach is needed to develop global workforce cultures, with better understanding of transnational teams, online collaboration, globalization and business process transformation.

■ Global mobility of high-value workers continues as multinational companies restrict new hires and relocate talented employees from within their existing workforce. (SHRM 5-6)

Global consumers, whether end users or business-to-business, are increasingly basing their purchase decisions on a vendor's treatment of their workers and the general quality of the vendor's work environment. In the United States, there is a strong interest in seeing these worker centered values implemented in public policy. "In four polls conducted between 2002 and 2004 by The Program on International Policy Attitudes ("PIPA") and the Chicago Council on Global Affairs («CCFR») 93% of respondents in each survey agreed that countries that take part in international trade agreements should be 'required to maintain minimum standards for working conditions.'" (World Public Opinion. Org) Customers have also indicated that they would be willing to pay

more for products from organizations that operate more humanely. "A November 1999 study by ICR for Marymount University's Center for Ethical Concerns also found that Americans would pay more for non-sweatshop garments. In that poll, 86% said they would be «willing to pay up to $1 more for a $20 garment guaranteed to be made in a legitimate shop.'" (World Public Opinion. Org) Since the HR function oversees the development and implementation of most organizational workforce practices, organizations will soon need to establish management standards that ensure consistent beneficial work practices or risk seeing politicians through direct legislation, regulation, or trade agreements respond to these constituent concerns.

This international standard would offer broad, coordinating guidance to HR practitioners and harmonize disparate practices for the benefit of organizations and their employees. This new committee would be responsible to develop management system standards in the field of HR management, the effect of which would be to promote reliable and transferable approaches to workforce management in developed and emerging economies. [1] Moreover, these standards will help organizations adapt to and exploit demographic shifts that influence their access to workers. As indicated in the graph below, in those countries where employment participation from the adult workforce has dropped (US and Japan) organizational managers will need more efficient processes to transfer qualified talent from nations with a higher percentage of employable adults (Australia and the Netherlands). Global access to talent is also dependent on the educational attainment of this workforce as well. According to Professor Paul Sparrow of the Manchester Business School, "between 1995 and 2020 the population of the underdeveloped nations will increase by the equivalent of the total population of the developed nations." (Sparrow, Brewster, and Harris 21-22) Meanwhile the latter's share of employees educated to the first degree level has dropped from 75% to 40% of the world population. (Sparrow, Brewster, and Harris 21-22) If trends continue the need to nimbly transfer and maintain talent will compel organizations to scale up their workforce practices, particularly in emerging economies. Those companies who exploit this opportunity will become more productive than if they focus on traditional growth strategies. [2] The standardization of the exchange of employee competence will become as central to the growth of future industries as common rail gauges were to cargo transport, quality principles have been to manufacturing, and information technology harmonization has been to the internet enterprises.

In a 2010 study commissioned by IBM, based on conversations with more than 700 Chief Human Resource Officers worldwide, many organizations were seen to lack the infrastructure to make fact-based decisions regarding workforce allocation (see Chart 2). "With a lack of insight into what skills and capabilities the organization has at its disposal at any given time, models that help to evaluate potential talent shortages, and resources that can monitor talent supply and demand, many organizations are placing themselves at risk for making poor decisions and reacting to market changes after their competition." (IBM 36) As stated by Christian Archambeau, Principal Director Human Resources, European Patent Office *"Knowing what skills and capability you have in your workforce and employing a common skills taxonomy allows you to move people around and create flexibility and agility."* (IBM 37) the USA sees global HR standards as an approach for establishing the infrastructure needed to create this taxonomy.

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[1] "These movements of workers will be driven by the growing gap of between the world's supplies of labor [developing countries] and the demands for it [from industrialized countries]." (Briscoe 67)
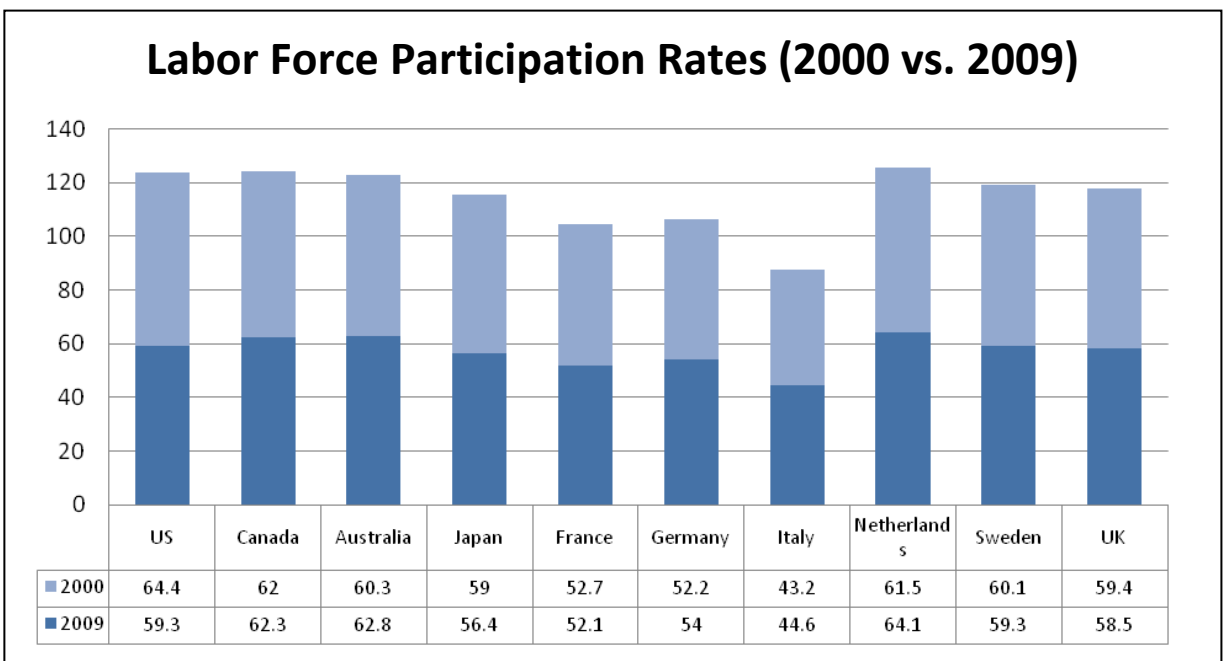
[2] "A 1995 American report on the relationship between education and productivity at 3,100 U.S. workplaces suggests that a 10 percent increase in workforce education leads to, on average, an 8.6 percent gain in productivity. In comparison, a 10 percent investment in the traditional capital stock of equipment increase productivity by only 3.4 percent." (Evans, Pucik and Barsoux 33)

Chart 2

Global Talent Supply Chain Needs

Category	
Forecasting models that link demand for products and services to labor requirements	
Analysts that evaluate talent supply and demand issues on an ongoing basis	
Analytics that highlight the quality and availability of specific skills	
Common skills taxonomy	
Reskilling individuals based on business priorities	
Internal labor markets that increase the visibility of job opportunities	
Move people across geographies	
Move people across business units and divisions	

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

The USA recognizes that while different cultures, nations and organizations may have many diverging requirements and applications for standards, there is a subset of basic practices that are good practices in human resource management for most organizations. The USA feels that the value of an ISO standard in identifying those practices, by broad consensus, will serve to increase organizational stability, create an infrastructure that facilitates talent transfer, and enable metrics by which to set basic guidelines in employee competence. While our model is not as clear cut as that of the standard rail gauge described above, what the USA proposes is a first for international human resource management and may drive unforeseen positive changes in the global economy. It is a rational, growth promoting view to assert that organizations can acquire, develop and apply the skills, knowledge, and other abilities (competencies) of employees most effectively in the global marketplace. Moreover, by doing so these firms will have the substantial and enduring competitive advantages. If they cannot, then the management community must admit that employees, much less their cultures, contribute very little value to organizational success. HR helps organizations channel human competency to achieve organizational goals. How we do it is "technology" of HR.

Chart 3

Labor Force Participation Rates (2000 vs. 2009)

	US	Canada	Australia	Japan	France	Germany	Italy	Netherlands	Sweden	UK
2000	64.4	62	60.3	59	52.7	52.2	43.2	61.5	60.1	59.4
2009	59.3	62.3	62.8	56.4	52.1	54	44.6	64.1	59.3	58.5

(Department of Labor)

Standardization in the field of HR management includes standardization of the certification of practitioners based upon elements of education, examination, experience and ethical conduct. The standardization of HR management processes typically includes, but is not limited to, talent acquisition, performance management, training and development, union(works council)/management relations, diversity and inclusion management, gathering workforce data including goals, analyzing and evaluating the organization's workforce plan, developing and presenting employment recommendations and/or alternatives, implementing the workforce planning recommendations, measuring and monitoring the HR solutions.

2.   The scope of the issue

[Relevant global metrics that demonstrate the extent or magnitude of the economic, technological, societal or environmental issue, or the new market. This may include an estimate of the potential sales of the resulting standard(s) as an indicator of potential usage and global relevance.]

Though there are numerous policies and practices regarding the management of organizational workforces, they are often duplicative, inconsistent, and unnecessarily conflicting across national borders. The development of unified and generalized approaches to workforce management by a Technical Committee will define the performance expectations and responsibilities of all professional HR groups that deploy human capital solutions to achieve their firms' organizational goals in industries and sectors throughout the globe. These management system standards will fill the gap between existing national and transnational laws and private codes that individual organizations construct. These organizational standards must be specific, consistent, and measurable. The purpose of these standards is to facilitate efficient and reliable HR operations while avoiding undue restrictions or adverse impacts on the competition for and use of human resources.

The standard specifies the minimum effective approaches, measurements and metrics to perform essential workforce management practices. It may reduce the barriers to exchange (trade) of talent across regions by harmonizing the processes to physically move talent and the assessments of their competence (skills, knowledge, abilities, and results).

The standards to be developed within the proposed TC, are for minimally effective management practices, derived from consensus, to benefit most organizations most of the time. ISO standards should be written at a level to encapsulate those practices that are applicable across cultures. It is expected that each country's own national standards could be developed under the ISO standard framework and that these national standards could be more reflective of cultural mores and legislative requirements. Individual organizations would then use the standards they felt relevant to their own needs, as a basis for creating their own organizational methodologies. These methodologies would be detailed and based on their core values and specific needs and would drive their position in the marketplace. Ultimately organizations that wish to maintain their unique cultures can choose not to follow either national or ISO standards. However, if an organization does choose to follow national or international standards, this decision must reflect the expectations of the owners (shareholders or members) that the operational leadership follow rational management approaches that maximize the wealth of the organization, taking due consideration of the effect of standardization on the culture of the organization.

3.   Technological benefit(s)

(A simple and concise statement describing the technological impact of the proposal to support coherence in systems and emerging technologies, convergence of merging technologies, interoperability, resolution of competing technologies, future innovation, etc.)

These organizational standards will permit HR systems from different organizations to transact without encountering the data transfer barriers erected among diverse and often impermeable

proprietary software applications and information management processes. [3] Talent, information, and processes will migrate and integrate among organizations in a more flexible and modular manner.

4.   Economic benefit(s)

(A simple and concise statement describing the potential of the proposal to remove barriers to trade, improve international market access, support public procurement, improve business efficiency, result in a flexible, cost-effective means of complying with international and regional rules/conventions, etc.)

As the need to exchange and manage talent across borders broadens with the growth of the service sector, organizations and countries are in constant need for workers who have the skill sets and can easily move among assignments. Reducing the marketplace barriers that curtail people and information sharing among organizations will reduce capital overhead and employee transactional costs. Information and labor can be shared more quickly and with less risk of loss and fewer errors. Moreover labor markets will become true marketplaces, where commonly understood forms of transaction (employee competencies), complete and timely information, and virtual/flexible working arrangements will form talent exchanges analogous to stock exchange transactions. Finally, organizational leaders and the greater marketplace would finally have a means to measure the value of the intangible assets HR organizations and the employees they support contribute to their firms.

5.   Societal benefit(s)

(A simple and concise statement describing any societal benefits expected from the proposal.]

Societal benefits of the standardization would include the more efficient use of resources through the more effective identification and trade of talent across the globe. This would directly reduce the cost of labor transportation and administration and consequently the carbon footprint of workforce practices globally. A more effective trade of talent increases standards of living, particularly in developed countries, as the needed and qualified labor are identified and acquired across the globe. We can expect an increase in employee satisfaction and labor peace as job-to-employee alignment is better achieved through consistent and effective management practices. According to Michael Porter in his book *The Competitive Advantage of Nations*, a "nation's prosperity depends on how efficiently its companies exploited the distinctive strengths with which it has been endowed." (Evans 21) As emerging economies provide more of the educated talent developed countries need, their home societies will benefit. Finally, these standards could contribute to the implementation of existing national and regional policies and legislation dealing with worker and human rights within organizations.

The ISO Standards developing process affords all members, whether from developed or developing countries, the opportunity to influence the standard in a manner that serves its own national interests. Since these standards are voluntary, affected parties can freely decide to forgo adoption or implementing them. Therefore, organizations from developed countries will not be able to raid developing countries of talent based on these standards. Note that the opportunities of improved talent transfer can work in both directions. Not only could develop countries more easily access talent pools from underdeveloped countries, but developing countries could improve their workplace practices through these standards making their local firms more attractive places to work for local and cross border talent.

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[3] There are currently 60 unique HRIS firms in North America alone. This number does not include the many unique sub-systems that are sold separately. For example: Applicant Tracking Systems ("ATS"). (Comparehris)

6. Environmental benefit(s)

   (A simple and concise statement describing any environmental or wider sustainability benefits expected from the proposal.)

   HR tools and processes could interact and interact and emulate those of other organizations. Enhancing the connections between processes among organizations would allow for more portability of employees information (e.g. performance evaluations, employee benefits, etc.) Besides reducing the need for paper documents among organizations, having standardized HR process would promote telecommuting and distance learning further reducing the carbon footprint created by business travel needs and redundant administrative workforce practices.

7. Intent of the work

   [A simple and concise statement clearly describing the intended use(s) of the proposed deliverable(s), for example, whether the deliverable is intended as requirements to support conformity assessment or only as guidance or recommended best practices; whether the deliverable is a management system standard; whether the deliverable is intended for use or reference in technical regulation; whether the deliverable is intended to be used to support legal cases in relation to international treaties and agreements.]

   The proposed Technical Committee will facilitate the development of a management system of standards that codify organizational guidelines, processes, policies, practices, and systems for the HR management field associated with all sectors and industries where human labor is applied. Some standards may serve as guidance while others will indicate requirements to support conformity assessment. Standards will serve the profession by providing a baseline for the profession for establishing policies and procedures. Since employment concerns often result in legal disputes, these standards could also serve to support or assist the profession when implementing international treaties and agreements.

   There is also a large and growing body of experts eager to get involved in HR standardization. A discussion on global HR standards was held at the Academy of Management meeting in Montreal, Canada in early 2010. This is a meeting of several thousand academicians in the area of management from across the globe. Many of them attended this caucus on HR standards and indicated there will be strong interest from the scholarly community to participate once the ISO Technical Committee is approved. In late September, a presentation on HR standards was made to the Board and the general attendees of the 2010 World Congress of HR Management Associations, also in Montreal. This meeting of global HR associations was sponsored by the World Federation of Personnel Management Associations. Over three thousand HR professionals attended. There was strong positive interest in directly participating in the development of global HR standards.

8. Metrics

   (A simple and concise statement of metrics for the committee to track in order to assess the impact of the published standard over time to achieve the benefits detailed under the four bullet points immediately above.)

   These organizational standards may also possess technical or performance requirements (metrics) that indicate degree to which they meet reliability and efficiency expectations. If a HR organization's performance can be compromised by not having a particular standard or by failing to comply with a particular standard, then that standard must be measurable. A short list of metrics that could be used to determine the use and efficacy of the standard includes: regional/sector cost per hire, regional/sector turnover, employee satisfaction, regional employment effects, and average Return on Human Capital Invested (RHCOI). An example of a metric that could be captured in the future in Return on Investment for global relocation assignments. According to a recent study by Brookfield Global Relocation Services, only 8% of the companies surveyed captured this ROI.

(Brookfield Relocation Services 13) The complexity and of gathering and tracking cost data are key reasons why.

The impact of the published standards will be measured by ISO member participation in the Technical Committee, number of standards sales, number of national adoptions of the ISO standards, as well as level of conformity assessment based upon the standards.

9. Beneficiaries

(A simple and concise statement identifying and describing affected stakeholders and how they will each benefit from the proposal.)

The main beneficiaries of the standards include:

■   Public policy leaders: Voluntary consistency of practice will reduce the cost of investigations and other regulatory responsibilities of agencies and ministries charged with overseeing workplace practices.

■   Organizations: International standardization will facilitate the interchange of talent within and among international organizations. The cost of managing employees will reduce as workforce management approaches will align with the standards and economies of scale can be applied, across sectors, in relocation, benefits, compensation and other HR functions.

■   Emerging Economies: Talent in developing countries will have increased access to opportunities elsewhere as the barriers to access are reduced through interoperable workforce staffing practices.

■   Business Leaders: Business leaders and the greater marketplace would finally have a means to measure the value of the intangible assets HR organizations and the employees they support contribute to their firms. The transparency of practices in countries where businesses operate to private codes will enhance their reputations, improve employee morale, lower labor turnover, decrease accidents, enhance product quality and foster greater consumer and investor confidence. (Hepple 71)

■   HR Professionals: The development of organizational HR standards is of major concern for HR professionals throughout the world. Section 1 of this Proposal indicates the appetite for standards among HR professionals across the globe based on research done by the Boston Consulting Group and the World Federation of Personnel Management Associations. The "benefits" Sections 3-6 and the HR Practice Chart in Section A of this Proposal also reveals some of the operational and professional benefits that we anticipate will come from global HR standards.

■   Employees: Employees expectations for treatment and opportunity within organizations would be better understood by all parties and his or her competencies and other assets would be portable as he or she transfers among organizations. [4] Whether skilled or unskilled, employees would be incented to improve their capability and to trade them across borders to willing employers.

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[4] One of the challenges in developing international standards will be finding consensus around the different cultural views of appropriate workforce practices. For example, recruitment and selection schemes in southern Europe rely heavily on family and friends (the *cunha* in Portugal). They would consider this approach much more cost effective that the defined and dispassionate recruitment and selection practices in the U.S. (Rowley and Warner 61)

■ Consumers: The cost of products and services would likely reduce due to an increase in efficiency of acquisition, transfer, and maintenance of talent. Increased employment and the enhanced integration of education with business would also be a likely consequence of HR standards.

A. The proposer's assessment on the prospect of the resulting deliverable(s) being compliant with the ISO or IEC Global Relevance Policies and the ISO Sustainability Policy where relevant.

Global relevance and sustainability interests are met since these standards would ameliorate talent shortages globally by improving the ability of organizations to access talent and for employees to carry both intangible (competencies) and tangible (financial) benefits with them when changing jobs. The harmonization and reduction in unnecessary and redundant administrative practices will reduce pollution and costs caused by waste. Fundamental differences in HR approaches across the globe that will benefit from standardization are:

Table 1

HR Practice	Standardization/Harmonization Issue	Remedy
HR Measures	There are no common measures to evaluate the performance of HR functions across sectors or regions	Standard HR metrics and measures would help organizations assess the effectiveness of their HR operations and across sectors
HR Professionalism	No common criteria exists for determining who is qualified to work in an HR role	Standard code of conduct and competencies will improve the performance of HR professionals
Staffing	Use of selection tests for hires is inconsistent across countries. For example US vs. Australia. (Dowling et al. 66)	Standard will ease the transfer of talent across boarders
Performance Management	No minimally effective approaches exist for assessing the performance of talent	Standard will improve the quality of the assessments and could provide a talent with information they could use to verify their past performance to prospective employers.
Shared HR Services	The use of systemic HR practices is lower in Greek firms compared to foreign subsidiaries, which have more sophisticated practices. (Mendenhall, Oddou and Stahl 50)	Standard would improve and legitimize HR practices in cultures where these activities are valued less.
Employment Contracts	In Denmark these contracts are typically oral while in Mexico they are in writing and run for an indefinite period of time. (Briscoe 186 and 192)	Standard could establish the minimum subject covered and the use of such agreements, subject to local statues.

B. The proposer's assessment on compliance with the ISO/IEC Policy Principles on the Relationship of ISO and IEC Standards to Public Policy and the possible relation of the resulting deliverable(s) to public policy, including a statement regarding the potential for easier market access due to conformity with appropriate legislation.

The effective and harmonious management of labor is a concern of public policy holders throughout the international community. Therefore ANSI is committed to ensure that projects comply with the ISO/IEC Policy Principles on the Relationship of ISO IEC Standards to Public Policy.

C. The proposer's assessment on how the proposal may be related to, or may appear to be similar to, existing work in other international or regional organizations (including other ISO and IEC

committees). The proposer should explain how the work differs from identified apparently similar work, or explain how duplication will be minimized.

International HR management standards would complement the Code of International Labour Law (CILL). The Code is a collection of conventions and recommendations that originate from the Constitution of the International Labour Organization (ILO). The Code principally describes the relationship between employers and the employed in terms of employees' rights and the Conventions direct actions to be taken by the ratifying states and not private employers. Another level of workplace oversight is each private company's codes which are "voluntary written commitments to observe certain standards of conduct of business." (Hepple 73) The gap that exists between national and international laws and the random private codes comprises the area that this proposed Technical Committee would fill. The ISO/TC on Human Resources will focus on the standardizing organizational workforce management practices and will avoid subjects dealing with workers and human rights. Nonetheless, the proposed TC may incidentally facilitate the implementation of ratified codes like the ILO Conventions or cause the consolidation of private codes within an industry.

In the book *International Human Resource Management*, Professors Dennis Briscoe and Randall Schuler define the consensus of basic employment rights that have been developed by international NGO's in the list below. (Briscoe and Schuler 139) The proposed TC would avoid work, as mentioned in the previous paragraph, in these areas:

■ Freedom of Association (i.e., the right to organize and to bargain collectively)

■ Equal employment opportunity and non-discrimination

■ Prohibitions against child labor and force (prison or slave) labor

■ Basic principles concerning occupational safety and health

■ Consultation with workers' groups prior to carry out substantial changes such as workforce reductions and plant closures

■ Grievance or dispute resolution procedures

■ Use of monitors (internal or external) to audit employment practices

The proposed TC will also reference or seek consistency with any existing and relevant ISO standards. For example the JTC 1/SC 36/WG4 standard for Information Technology for Learning, Education and Training that covers management could be considered in a project concerning training and development standards in organizations. Meanwhile, elements of the TC 69 on the Application of Statistical Methods will likely be useful in developing HR measures and metrics standards. Furthermore, consistency with other ISO MSS standards and the work of the ISO/TMB JTCG will be pursued.

D. A simple cost/benefit analysis relating the cost of producing the deliverable(s) to the expected economic benefit to businesses worldwide.

In time the economic benefit of organizations following HR standards will exceed the cost of implementing these measures. The principal economic gain will be the increase in efficiency the organizations will realize as they all follow staffing, performance management, and training functions that are consistent and relevant across borders.

E.   Scope statement the proposed new committee (in the case of a proposal for a new field).

Standardization in the field of "Human Resource Management" refers to the [organizational] policies, practices, and systems that influence employee's behavior, attitudes, and performances. (Noe et al. 5) The Technical Committee seeks to facilitate the development of international standards that codify organizational guidelines, processes, policies, practices, services, and systems for the HR management field associated with all sectors and industries where human labor is applied. The terms "human capital" or "personnel" also fit within the scope of this committee. The Technical Committee will facilitate Management System Standards ("MSS") development for the following HR content areas:

- Compensation, Benefits, and Total Rewards
- Employee Relations
- Legislative and regulatory compliance practices
- HR Aspects of Alliances, Joint Ventures, Mergers and Acquisitions
- HR Information Systems
- Performance Appraisal and Feedback
- Change Management
- Diversity and Inclusion Management
- Expatriate Management
- Human Resource Communications and the HR Balance Scorecard [5]
- Workforce Planning, Retrenchment, and Talent Management

- Training and Development
- Job Analysis and Design
- Organizational Development
- Talent Sourcing, Recruiting, and Selection
- Workforce Readiness and Sustainability
- Leadership Development
- HR Shared Services, Metrics, Analytics, and Measurement
- HR Professional Certification
- Wellness and Work/Life Balance Programs
- HR Terminology, Nomenclature, and Definitions

F.   The preferred type or types of ISO deliverables to be produced under the proposal.

The majority of ISO deliverables will be international management system standards, though other deliverables are possible.

G.   Proposed initial program of work (in the case of a proposal for a new field).

The purpose of the MSS is to provide organizations with an International Standard Specification and Guidance document in the area of Human Resource Management. The HR management standard will address the strategic management of workers, to include: talent acquisition, labor supply, employee management systems, and any related redundancy subjects. The standard will also address the measurement of HR practices, and the implementation of a measurement system to document, assess, report, and validate continuous improvement in the area of HR management. The HR management Specification will provide a practical approach to improving the deployment

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[5] Based on the approach to strategic management was first detailed in a series of articles and books by Drs. Robert Kaplan and David Norton and the French process engineers (who created the *Tableau de Bord* – literally, a "dashboard" of performance measures) in the early part of the 20th century.

of talent, reducing the costs of employees, and improvements in sustainability and that impact both operational efficiently and the carbon footprint of the organization. Both the technical (functional) aspects of HR management and the strategic management aspects are as indicated in the table below:

Table 2

Managerial	Technical
Crate Policy	Monitor and Measure
Establish Goals	Develop Minimum Effective Practices
Identify Targets	Conduct HR Audits and Assessments

Managerial and Technical Leads:
Prioritization of HR Continuous Improvement Actions
Implemented HR Improvement Projects
Measures and Verified Project Results

Verified Results Provide Feedback Mechanism For Human Resource Continuous Improvement

The Guidance Document will provide specific information on meeting the requirements of and implementing the HR standards.

Development of international standards in the following area of Human Resource Management will initially be done in the following subgroups:

Table 3

TC XX/CAG	Chairman Advisory Group
TC XX/WG 1	Terminology
TC XX/WG 2	Code of Practice for HR Professionals
TC XX/WG 3	Processes
TC XX/WG 4	Systems
TC XX/WG 5	Informative guidance

If the standards that result from this proposed Technical Committee coalesces into a management system, it is not the intent of this proposal that this ISO MSS would be used for certification purposes.

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

1.   International Labour Organization Conventions and Recommendations (UN/ILO)

2.   OECD Guidelines for Multinational Enterprises (1976, revised 2000)

3.   ILO Tripartite Declaration of Principles Concerning Multinational Enterprises and Social Policy (1977)

4.   Investors in People Body of HR Standards (Penna Plc: UK 2008)

5.   Hong Kong Institute for HR Management Body of Professional Standards (HKIHRM: HK 2010)

6.   Human Resource Framework NS HRF-101: 2010 (People Smartz: New Zealand & Australia 2009)

7. ISO 9001 6.2 Human Resources

8. Article V bis GATS: Labour Market Integration Agreements

9. Ethical Trading Initiative Base Code (ETI, UK, 1998)

10. SA8000®: 2008 (Social Accountability International : New York 2008)

11. World Bank Group: International Finance Corporation Performance Standards:

■ Performance Standard 2: Labor and Working Conditions (April 30, 2006)

■ Guidance Note 2: Labor and Working Conditions (July 31, 2007)

■ Good Practice Note on Non-Discrimination and Equal Opportunity (Jan 2006, No. 5)

■ Good Practice Note on Managing Retrenchment (August 2005, No. 4)

■ Workers' Accommodation: Processes and Standards (2009)

■ Labor Toolkit: A Practical Screening and Due Diligence Tool for Project Review (Sept. 2008)

NOTE: Most nations and some regions have laws related to labor standards. In some cases, the statutes are interchangeably referred to as standards and codes. This proposed Technical Committee will avoid developing standards where contemporary statutes exist concerning HR and labor management. For example: In Africa, "standards" development is actually creating legislation and follows three directions – French and Belgium HR Standards, British HR Standards and Portugal HR standards. Most of the Governments follow those standards and require foreign private companies to follow the same Government Standards. In Middle East, GCC countries have three standards for their employees both in private or public sectors – Group I USA, Canada, Europe, Australia, New Zealand and Japan, Group II Asia and Africa, and Group III Arab Countries. Other Middle Eastern countries develop their HR Standard based on their former colonial status. In most cases these "standards" tend to be about worker's rights rather than management practices that improve operational performance. Where a work product exists that is not considered a law, but instead is seen exclusively as consensus based standard or code, this proposed Technical Committee will avoid that area of work, harmonize its standards project with the existing third-party standard, or adopt the existing standard as an ISO standard.

I. A listing of relevant countries to be actively engaged as the subject of the proposal is important to their national commercial interests.

HRs management is a broad subject and is applicable in all countries, thus ANSI welcomes the participation of any ISO member bodies who wish to become actively engaged.

J. 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).

■ United Nations: International Labour Organization

■ World Federation of Personnel Management Associations

■ World Bank Group: International Finance Corporation

■ The World Trade Organization

■   Federation of European Employers

The proposed TC would take into consideration prior work by ISO/TMB/WG on Social responsibility, ISO/TC 159 on Ergonomics, TC 223 on Societal Security, JTC 1/SC 36/WG4 Information Technology for Learning, Education and Training, TC 236 Project Committee on Project Management, TC 69 on the Application of Statistical Methods, ISO/TMB/TF Task Force on Privacy, ISO/TMB/PSC Privacy Steering Committee, and ISO/TC 176 on Quality Management. As such, the HR profession would be better served to have a singular Technical Committee working within the HR body of knowledge and not create confusion in the marketplace by placing HR standards work within another viable profession or TC. Where appropriate, if there is overlap, HR standards development would defer to the work done by existing committees. For example, there is content within standards in the ISO 9000 family related to HR. The new TC would harmonize its efforts with these existing standards which mostly reflect training and administration. As indicated in this Proposal, the responsibilities of HR professional extend well beyond those categories.

K.   An expression of commitment from the proposer to provide leadership if the proposal succeeds.

If the proposal succeeds, ANSI is committed to providing leadership and will undertake the management of the secretariat under the conditional name: "Human Resource Management".

Works Cited

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