
Human resource management — Guidelines on recruitment

*Management des ressources humaines — Lignes directrices relatives
au recrutement*

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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).

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. ISO shall not be held responsible for identifying any or all such patent rights. Details of any patent rights identified during the development of the document will be in the Introduction and/or on the ISO list of patent declarations received (see www.iso.org/patents).

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*.

This second edition cancels and replaces the first edition (ISO 30405:2016), which has been technically revised.

The main changes are as follows:

- document restructured to include a practical approach to create a positive candidate experience;
- structure now follows the phases of the recruitment process within the hiring organization;
- information about the relevance of describing requirements of a position included;
- new [Annex B](#) on artificial intelligence added;
- previous Annexes C and D deleted;
- information on data protection and privacy advice added;
- new [Annex C](#) added, presenting options for checking work eligibility and background information of candidates;
- definition of the candidate experience broadened to include not only the best-fitting candidates in the final stages of the recruitment process but also all applicants, candidates and persons interacting with the organization during the recruitment process but not hired.

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.

Introduction

0.1 General

Recruitment is one of the most impactful functions of human resource management. Recruitment is a dynamic, complex process which does not always fit a linear model. An open systems approach with continual learning will be as beneficial here as with other human resource management systems. This document focuses on the necessary activities an organization undertakes to attract, source, assess and employ people, including both internal and external candidates.

The impact of recruitment on organizational performance is known and was highlighted in a milestone survey of 4 288 executives from 102 countries conducted in 2012 by the World Federation of People Management Association (WFPMA), which showed that organizations ranked in the top 20 % in terms of ability to deliver on recruiting experienced up to 3,5 times the revenue growth and as much as twice the average profit margin of other organizations.^[17]

More recently, the body of evidence which confirms the central role of hiring for success has been growing. Risks identified by leaders are increasingly directed to the availability of skills and talents to realize entrepreneurial goals.^{[14],[15]} Although the pandemic of 2020 and the following years changed the priorities of human resource management in organizations throughout the world, in the 2021 survey of WFPMA the critical importance of recruitment for organizations was confirmed.^[10]

This document provides guidance on effective and efficient processes and practices for the recruitment of people that support the achievement of organizational and recruitment objectives. It also includes guidance on promoting a positive candidate experience and the link with the employer brand.

0.2 Relationship with human resource management in the context of the organization

The recruitment process is required when an organization identifies a need for skills, knowledge, capability or talent, often leading to a requisition. It includes phases to attract, source, assess and employ people.

[Figure 1](#) illustrates an exemplary of the overall recruitment process with its phases from the starting point to the end point. It highlights the candidate experience as a dimension that is influenced by every single recruitment phase and that itself affects these.

Organizational needs, HR policies and objectives, and the legal and social environment, including labour relations and workforce planning, may contribute to the identification of the recruitment need and how the recruitment is carried out. This document outlines a process for successfully meeting the organization's recruitment needs.

For more in-depth information on workforce planning, see ISO 30409.

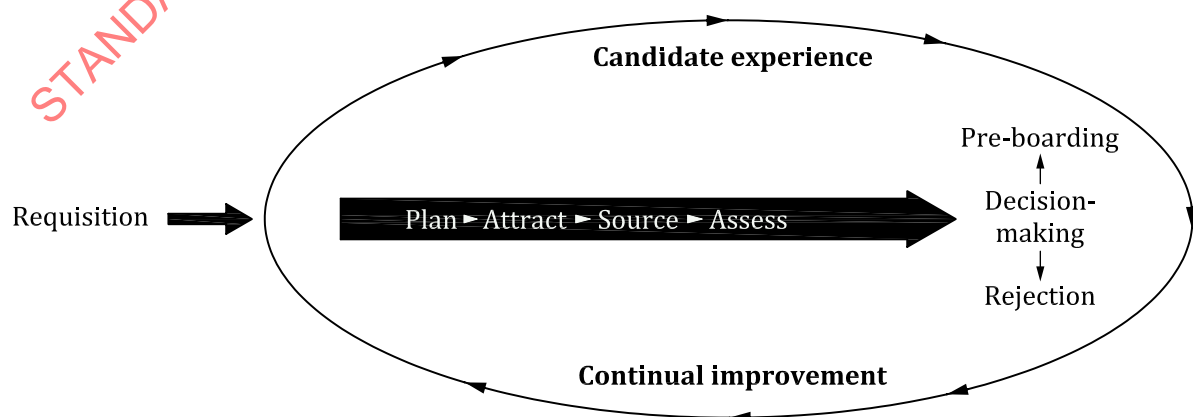


Figure 1 — Overview of the recruitment process

Anything an organization does can impact its employer brand and its attractiveness to candidates. In [Figure 1](#), “Attract” refers to activities to attract candidates for identified vacancies.

0.3 Structure of the document

This document follows the phases of recruitment shown in [Figure 1](#).

It provides recommendations throughout the recruitment process, including typical instances of interaction up to the new hire's start date.

This structure helps align organizational activities, processes and functions with the needs of the organization and all applicants and candidates.

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Human resource management — Guidelines on recruitment

1 Scope

This document provides guidance on how to attract, source, assess and employ people with the goal of meeting the organizational needs while fostering a positive candidate experience. It focuses on key processes and practices, including:

- preparing and planning;
- managing the different phases and stakeholders;
- reviewing and learning.

This document can be used by any organization, regardless of type or size.

NOTE This document can be used by anyone managing or performing the recruitment function, whether this is a dedicated role within the organization or an additional task for someone with another role, as well as those who evaluate, teach or consult in recruitment.

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 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

applicant

person who is interested in and who has applied for a job

3.2

applicant pool

people who have formally applied for a specific job

3.3

assess

ascertain or measure work-related knowledge, skills, abilities or other characteristics of an individual

[SOURCE: ISO 30400:2022, 3.15.2, modified — Definition revised.]

3.4

assessment

systematic method and procedure for ascertaining or measuring work-related knowledge, skills, abilities or other characteristics of an individual, or the performance of an individual

[SOURCE: ISO 30400:2022, 3.15.3, modified — Definition revised and notes to entry removed.]

3.5

attract

generate interest from, and appeal to, the targeted potential *applicants* (3.1) or *candidates* (3.6)

3.6

candidate

person who is being considered for a job

3.7

candidate experience

experience with, and resulting perceptions about, the organization

Note 1 to entry: This includes the experiences of all those who are interested in, apply for or are considered for the vacancy throughout the process.

3.8

employ

engage the services of a person or put a person to work

3.9

employer brand

organization's reputation and differentiating characteristics as an employer, internally and externally

3.10

job description

list of specific or general tasks or functions and goals or responsibilities of a position, as well as organizational conditions under which those tasks and functions are to be performed

[SOURCE: ISO 30400:2022, 3.9.9, modified — Note to entry removed.]

3.11

person specification

knowledge, skills, abilities and other characteristics needed by a person to perform the job

3.12

pre-boarding

activities necessary to move a *candidate* (3.6) from accepting an offer to the first day of employment

Note 1 to entry: This can also be referred to as onboarding.

[SOURCE: ISO 30400:2022, 3.9.10, modified — Note to entry added.]

3.13

recruitment

process of *sourcing* (3.15), *attracting* (3.5), *assessing* (3.3) and *employing* (3.8) *talent* (3.16) for an existing or new position within the organization

3.14

requisition

formalized request to recruit for a position or positions

3.15

source

identify and develop supply channels of potential *applicants* (3.1)

3.16 talent

person who has or can develop the knowledge, skills, abilities and other characteristics to perform a function, job or role, as required

4 Recruitment guidelines

4.1 General

This clause describes the functions, processes and practices for the recruitment of people to fill a position. Following the guidance can enable more engaging, effective and efficient attraction, sourcing, assessment and hiring of people. This clause also sets out practices that promote the respectful treatment of all applicants and candidates. Gaining the commitment of all those involved in the recruitment process is a prerequisite to ensure a positive candidate experience.

The needs of applicants and candidates should be taken into account in the design of the whole process and communication regarding each step should be clear and transparent. For communication concerning assessment, see the ISO 10667 series.

The organization should use every opportunity of interaction with candidates to provide information that develops the candidate's understanding of the role and the experience of working for the organization. To support candidates in making informed decisions about continuing their application or accepting offers where made, information should be provided about the context, tasks and requirements of the role.

At every stage of the process, applicants and candidates alike should have the opportunity to ask questions and get full and meaningful responses.

Timely and appropriate communication throughout the recruitment process can pre-empt questions and reduce the recruiters' workload.

NOTE In some jurisdictions, employee and employer representatives can play a leading role in recruitment, including but not limited to the planning of recruitment (4.2) and assessment (4.5) of candidates.

Figure 2 shows the key phases of the recruitment process and some of its inputs and outcomes, described in more detail in the following subclauses. Organizational needs and how effectively recruitment is performed impact the quality and quantity of talent recruited.

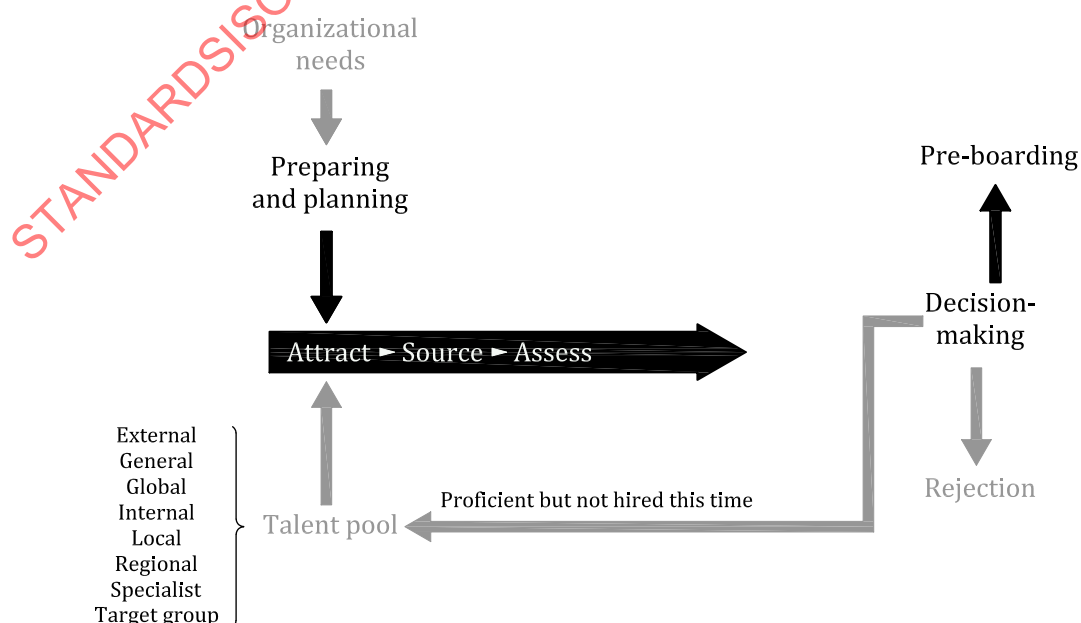


Figure 2 — Key phases of the recruitment process

Attraction is essential to generate and maintain interest from applicants and candidates for potential employment opportunities.

Sourcing is the phase in which recruiters identify and clarify the channels to communicate with potential candidates and applicants or to approach potentially suitable candidates.

Assessment involves ascertaining or measuring work-related knowledge, skills, abilities and other relevant characteristics in order to select the candidate(s) that best meet the needs of the organization.

Some of the recruitment activities associated with one phase may overlap with other recruitment phases.

Recruitment processes have a substantial impact on the diversity of an organization and should be guided by the principles in ISO 30415.

For the use of AI in recruitment, see [Annex B](#).

4.2 Preparing and planning the recruitment process

4.2.1 Requisition

Recruitment begins with a need that has been identified to fulfil a work requirement. The starting point for recruitment can be the need to hire as few as one person or as many as hundreds.

The process then depends on what kind of need this represents:

- to fill a job that already exists and has been vacated;
- to create a new job to fulfil a new work requirement;
- to fill numerous jobs that experience high staff turnover or new jobs that need to be filled to carry out new work at the organization.

NOTE Recruitment can meet organizational needs but can sometimes be initiated when an opportunity to take on a person of special value to the organization is identified.

4.2.2 Planning

4.2.2.1 General

Planning the recruitment process is important to ensure an effective and efficient process which meets the organizational needs, involves stakeholders and takes into account appropriate contextual factors.

4.2.2.2 Contextual factors

4.2.2.2.1 General

A number of contextual factors affect recruitment and should be considered in planning and preparing an appropriate process.

4.2.2.2.2 The job market

The job market refers to considerations regarding the general availability of talent and jobs and the way this changes over time. There are international, national and local effects on job markets. Other factors include the mobility of target groups, the knowledge, skills and abilities held by available talent, new or emerging professions and skill sets and competitor recruitment activity.

Information resources to help with recruitment planning include, but are not limited to:

- governmental statistics;

- consulting with colleagues;
- local job agencies.

If there is a lack of information, testing the job market with a generally framed job advertisement placed in popular job search sites can be helpful.

4.2.2.2.3 The employer brand

Employer brand refers to the perceptions people have about an organization as an employer. A positive employer brand will enhance an organization's ability to attract potential candidates. A negative employer brand will make recruitment more difficult. The quality of the employer brand should be taken into account when designing the recruitment process, as should the potential impact of the recruitment process on the employer brand.

For more information on the employer brand and employer branding activities, see [Annex A](#).

4.2.2.2.4 Compensation

Depending on the life-cycle of your organization or budgetary constraints, having robust compensation can improve recruiting effectiveness. This includes base pay, bonuses and other benefits provided to employees.

4.2.2.3 Job description

The job description supports the entire recruitment process by providing a clear overview of the role and its tasks. It should show the more detailed job activities, work environment and requirements, such as responsibilities and result expectations of the role. It can also provide clarity during pre-boarding, onboarding and, later on, performance review. In planning, additional specifications and information regarding, for example, compensation and job grading (if applied) should also be included. For more information on the job description, see requirements analysis in the ISO 10667 series.

4.2.2.4 Person specification

The person specification clarifies the essential formal and informal criteria to be used for selecting the individual or individuals most appropriate for the role. This can include, but is not limited to, a minimum level of education and experience, behavioural competencies or expert knowledge required. The characteristics listed should be clearly worded to ensure that they reflect necessary requirements and not personal or discriminatory biases (see ISO 30415). The most appropriate way to develop the person specification is through a formal and structured requirements analysis (see the ISO 10667 series).

4.2.2.5 Stakeholder involvement

Organizations should establish a list of stakeholders to be involved in the different stages of the recruitment process and consider how to integrate their timely and appropriate involvement in the planning and implementation of different phases of the recruitment process. The identification of stakeholders will depend on the nature and structure of the organization, but in general stakeholders are those who have an interest in the process and outcome of the recruitment, including those whose support is needed, who can support the process or help mitigate risks and challenges that may arise.

4.2.2.6 Scheduling

Recruitment activities should be scheduled to ensure the availability of all stakeholders involved in any activity. Scheduling should include the definition of milestones to be met in the different phases and coordinating where and how the recruitment activities take place, including but not limited to:

- the timing and placement of advertising and other sourcing initiatives;

- setting deadlines to receive applications;
- setting dates, times and locations for assessments (e.g. interviews, tests);
- contacting applicants who have been chosen to progress to assessment phases;
- contacting unsuccessful applicants to let them know they are not under consideration;
- decision-making after assessments and selection.

4.2.3 Confidentiality and data protection

The nature of recruitment activity entails collecting personal data about applicants and candidates which is often sensitive. To maintain the confidentiality and security of data collected, recruiting organizations should:

- a) establish clear guidelines as to how long identifiable personal data are to be retained (by the organization itself or the data processor);
- b) explain levels of confidentiality and limit access to candidate data to those with a right to know, including protecting data retained;
- c) obtain the relevant consents or articulate the appropriate alternative legitimate basis for processing before releasing data;
- d) set up procedures to respond to requests from candidates regarding their data.

NOTE In different countries, different laws apply for data protection and privacy.

4.3 Attract

To attract people with the potential to contribute to the organization, efforts should be made to communicate realistic and relevant messages regarding the organization and the benefits of being an employee.

Consideration should be given to the most effective ways of creating awareness about the organization and the role or roles to be filled in order to engage the interest of potential applicants.

These activities include, but are not limited to:

- sharing stories and visuals through both formal and informal channels relating to both the role and the relationship of the organization with its staff;
- informing potential candidates about opportunities and challenges;
- communicating in a timely and professional manner throughout the recruitment process.

The organization should identify what makes it different and how it will create awareness about itself, the work it does and the characteristics of the role or roles to be filled and tailor this information to attract the interest of potential applicants who are likely to meet the job requirements. The various perspectives and interests of potential applicants from different groups and with diverse backgrounds should be taken into account in developing communication and outreach activities (see ISO 30415).

Attraction (or discouragement) of potential candidates is not only a result of activities aimed at attracting people. It can also be a result (or side effect) of how applicants are treated throughout the recruitment process as well as the employer brand influence (see [Annex A](#)).

Ensuring that all applicants and candidates have a positive experience during the recruitment process enhances the attractiveness of the organization as an employer.

4.4 Source

Sourcing should be informed by the job requirements, ideally based on a job description and person specification for the role. Channels should be identified (both online and offline) that will yield qualified applicants for the role. Decisions should be made based on information about the relevant channels and approaches, by defining the target audience, narrowing down to target groups and conducting keyword research.

Writing a compelling job advertisement and placing it in relevant channels is a common form of sourcing.

Other examples of sourcing activities include identifying where job advertisements can be posted or other ways to directly contact people, such as:

- qualified existing employees;
- the hiring organization's own employee alumni groups;
- employee referrals;
- university alumni groups;
- professional networks;
- professional associations;
- hobby or special interest groups;
- relevant and available résumé and CV libraries, banks and databases.

Recruitment marketing activities should complement employer branding within the attraction process by providing more specific information about characteristics of concrete vacancies or of open positions.

Further activities can include offline and social media searches or other techniques by which qualified potential applicants can be reached. The identification of potential applicants or candidates should be based on the requirements of the person specification. Following identification, the person doing the sourcing should contact the individuals, share information about the role and the organization, and discuss context and potential interest for the position. The information should include a description of the recruiting organization, as much information from the job description as appropriate, an indication of the required skills and relevant details (e.g. workplace, working time, salary and benefits, as far as appropriate at this stage).

NOTE Where there is an active search for candidates, by choosing to contact or not contact an individual, the sourcer is making an assessment (see [4.5](#) and [4.6](#)).

People responsible for deciding the sourcing approach should prioritize sourcing activities using a cost benefit analysis that takes into account the potential impact on the diversity of the applicant pool of using different channels (e.g. word-of-mouth recommendations from staff will tend to be only as diverse as the existing employees; some social media channels attract a restricted range of people; see ISO 30415 for more detail).

4.5 Assess

4.5.1 General considerations

Assessment is used in the recruitment process to ascertain or measure the work-related knowledge, skills, abilities and other necessary characteristics for the position as defined in the requirements analysis (see the ISO 10667 series).

Successive activities in the assessment process yield progressively smaller pools of candidates for further evaluation. In a large recruitment process, there may be several assessment stages which progressively reduce the candidate pool. A small process may have only one or two stages of assessment.

The design and implementation of assessments should be in accordance with the requirements and guidelines in the ISO 10667 series. Any activity in which information about candidates is used to exclude them from the candidate pool or to justify the final employment decision is an assessment. This includes all forms of screening as well as formal assessment procedures. Due consideration should be given to ensuring that any assessment will not exclude individuals from specific groups or demographic backgrounds. In particular, organisations should be aware of potential biases that could have a detrimental effect on the process, such as similarity or confirmation bias (for more details see ISO 30415).

The assessment approach should take into account the stage in the recruitment process, the ratio of candidates to vacancies, the identified knowledge, skills, abilities and other characteristics required, diversity and inclusion considerations, the cost, (psychometric) quality and effectiveness of different assessment approaches, as well as the impact on the candidate experience.

For more information on automated techniques and on requirements for AI-powered tools, see [Annex B](#).

4.5.2 The ratio of candidates to vacancies

The number of candidates will affect the assessment approach. If there are many candidates for each position, several assessment stages can be conducted; the first stage assessments should be chosen to focus on identifying unsuitable candidates to exclude from the candidate pool. If there are few candidates for the available positions, assessment should focus on understanding the capacities of each of the candidates in order to inform selection decisions.

4.5.3 The identified knowledge, skills, abilities and other characteristics required

The person specification based on the requirements analysis should inform the choice and design of any assessment process.

If it becomes apparent that the person specification is not sufficient to determine an appropriate assessment approach, a further requirements analysis should be undertaken.

4.5.4 Cost and effectiveness

Both the cost and effectiveness of the assessment procedure should be considered. Better assessments allow the identification of candidates who are most likely to make the best contribution to the organization.

Before selecting any assessment measure for use, including those that use an AI-based approach, evidence should be sought of its effectiveness and the justification for the interpretation of results should be specified (see the ISO 10667 series).

NOTE 1 Research suggests that, calculated over the tenure of an employee, the benefits of effective assessment, which supports the selection of more productive employees, can have a high monetary value as well as the benefits of improved quality and quantity of output. [\[11\]](#), [\[12\]](#), [\[17\]](#)

NOTE 2 Information collected during the assessment process can be useful for line managers and others in onboarding, managing and developing a new hire.

4.6 Decision-making

Decisions should be based on the results of the initial screening and subsequent stages of assessment. Other factors may be considered, including the availability of candidates, their salary or other expectations or other specific needs of the organization.

The need for verification of information provided by candidates should be considered and, if required, can take place before or after decision-making. The collection of background information should be restricted to the information that is required to verify the suitability of the individual for employment in the job. See [Annex C](#) for further information on verification.

Once a hiring decision has been made, the successful candidate(s) should be informed first in case any do not want to take up the offer and an alternative candidate needs to be selected. In some cases, there may be a salary or contract negotiation process before the offer is accepted or rejected.

After offers are accepted and employment agreement processes are completed, applicants who were not hired and did not receive information earlier in the process should be informed and thanked for applying.

Consideration should be given to maintaining the interest of rejected but proficient candidates for an alternative open position or for future positions as part of a talent pool.

NOTE Appropriate and timely communication with non-hired applicants enhances the candidate experience and helps build a talent pipeline (candidates who are qualified, assessed and could be considered when a future opportunity arises) for future vacancies.

4.7 Pre-boarding

The recruiting organization should act to retain the interest and desire of the prospective employee to join the organization by maintaining contact and initiating the person's social integration into the organization.

The recruiting organization should provide a package of information for the new employee which can include, but is not limited to:

- a) a welcome letter;
- b) an agenda for the first week(s) or month(s);
- c) vision, mission and values of the organization and department;
- d) an organizational chart;
- e) a code of conduct and rules and regulation handbook, including (but not limited to) confidentiality and security information; occupational safety and health;
- f) contact information for someone who can answer questions;
- g) emergency procedures and/or health and safety information.

Other pre-boarding activities include, but are not limited to:

- arranging for the future employee to be supported during onboarding to learn about their role and the new organization;
- arranging for the future employee to meet with their line manager and be introduced to other team members and key staff;
- making plans for an employee's first days;
- notifying the future employee of any documentation or information they need to provide;
- notifying the HR department personnel, payroll or benefits representative of the new employee and preparing the required documentation;
- arranging for the future employee to receive any equipment and services needed for the job, for example setting up telephone and IT access, providing tools and safety gear and setting up time sheets.

5 Learning and continual improvement

Recruitment is an ongoing activity for an organization. Even very small businesses need to replace staff from time to time or fill new posts. Learning from each recruitment process is the basis for continual improvement in terms of both efficiency and effectiveness as well as the impact on employer brand and candidate experience.

Evaluation should take place after each recruitment process or on a regular basis when recruitment is ongoing. Evaluation activities should be appropriately scaled for the size of the recruitment process and organization. They should include but not be limited to:

- a) reviewing which parts of the recruitment process went as planned and which did not;
- b) seeking feedback from stakeholders regarding both the recruitment process and the productivity and integration of those appointed;
- c) collecting and analysing metrics, where the scale of the recruitment merits it, to provide insight into the effectiveness and efficiency of the selection process.

The following documents provide descriptions of relevant metrics that can be used: ISO/TS 30430; ISO/TS 30407; ISO/TS 30410; and ISO/TS 30411. See also the ISO 10667 series for evaluating assessment processes used in recruitment and ISO 30415 for diversity considerations in recruitment.

The insights and learning from the review and evaluation of recruitment processes should be used to improve future recruitment. For example, extending the use of channels shown to be sources of better candidates; revising assessment procedures that are not effective at predicting future performance or showing signs of bias; and changing processes that are negatively impacting candidate experience or employer brand.

Annex A (informative)

Employer brand and recruitment

A.1 General

The employer brand refers to an organization's reputation as a place to work and is therefore critical to the recruiting effort. The employer brand, or identity or image, includes the perceived functional, economic and psychological benefits provided to an employee or prospective employee by their potential or actual employment with that particular organization (see Reference [9]). The employer brand influences, and is influenced by, almost all human resource management practices and processes. This annex is intended to explain how to assess an employer's brand and the brand's impact on recruiting objectives.

A.2 Levels of employer brand

Employers that have strong, positive brands can more easily attract people than organizations that have negative, unknown or undistinguished brands. For recruitment, the level of attraction communicated via the employer brand influences the pool of applicants from which the employer can choose, ultimately defining the people who will work in an organization, as well as the volume of necessary resources required to staff the organization properly.

It is difficult to develop or maintain a strong, positive employer brand without a sound corporate brand (see Reference [16]). According to the Corporate Leadership Council (see Reference [13]), elements for inclusion in the development of messages regarding an employer's brand are organizational culture and commitment to social responsibility, work-life balance, working environment, compensation and benefits. The value that the organization brings to its community should also be considered.

Effective employer brands allow organizations to differentiate themselves from other organizations based on their offerings as employers. There are three commonly accepted layers of brand strength, as indicated by the following questions:

- a) Have potential employees heard of the organization?
- b) Would potential employees consider working for the organization?
- c) Would potential employees consider the organization to be an employer of choice, therefore ranking above other potential employers?

The strength of its employer brand clearly affects an organization's ability to continually attract the best people throughout the recruitment process.

A.3 Incorporating employer brand into recruitment

Incorporating the employer brand into the recruitment process is one of the keys to success. At a minimum, information about the organization and job should be incorporated into the recruitment process. For national and international searches, community information should also be included. The following activities can be used to incorporate the employer brand into the recruitment process:

- a) collect current external organizational communications (e.g. designs, logos, slogans, phrases);
- b) identify positive aspects of the organization's culture;

- c) identify external perceptions (customers, society and other relevant stakeholders);
- d) define leadership vision and values;
- e) provide realistic job information;
- f) provide any other information that can uniquely position the organization to the applicant;
- g) construct an authentic and compelling recruiting initiative; it is important that recruiting messages do not contradict messages coming from other parts of the organization (they should in fact reinforce those messages);
- h) develop a communication plan for the target applicants or candidates that includes details about how the brand message will be deployed through existing communication channels (including social media channels, marketing channels, public relations, personal experiences with employees and direct mail); the communication plan lays out the target audience, the message and how it is delivered.

A.4 Measurements for employer brand relating to recruitment

The employer brand can be evaluated in numerous ways. To evaluate its effect on recruiting, the following examples of common measurements can be considered:

- a) number of job applicants;
- b) number of unsolicited applicants;
- c) percentage of applicants who move to candidate pools;
- d) number of applicants whose knowledge, skills and abilities meet or exceed the job vacancy characteristics;
- e) number of applicants in response to specific campaigns;
- f) average length of time to fill a vacancy;
- g) job-offer-to-acceptance ratio for each vacancy;
- h) percentage of selected candidates who begin work on the scheduled start date for each vacancy;
- i) number of employee referrals for each vacancy;
- j) retention of new employees after a given period of time (6 months, 1 year): in order to allow accurate statistical comparisons, the same period of time should be used to determine the number and/or percentage of candidates who remain employed;
- k) number of new employees who are promoted within a specific time that is typical for the organization.

NOTE It is important to compare and benchmark the metrics with other organizations in the industry in order to make a judgement.

The following measures are critical to understanding the strength of the employer brand in comparison with others in the marketplace:

- survey of applicants on the influence of the employer brand on their decision to pursue employment with an organization;
- survey of candidates offered a job who rejected the job offer, to determine if they have changed employment location, selected an alternative organization as an employer or decided to remain with their present employers, as well as the reasoning behind this.

Annex B (informative)

Artificial intelligence

B.1 General

Automated techniques based on artificial intelligence (AI) are more and more commonly used in the recruitment process. They are designed to assist in posting job adverts, to sort automatically through big numbers of applications and make shortlist recommendations, to search the internet for suitable potential candidates, to make automated, scalable assessments or to assist visitors to online application sites or (corporate) job boards.

Such approaches include, but are not limited to:

- textual analysis algorithms in the wording of job adverts;
- marketing algorithms for online job posting;
- chatbots to guide online candidates during the recruitment process;
- automatic reference checking and social media screening and searching algorithms;
- algorithms to filter applications and résumés based on keywords (CV parsing);
- skills assessment or psychometric testing algorithms;
- automated interview chatbots with or without pre-recorded questions:
 - analysis of responses;
 - analysis of facial expressions;
 - voice analysis.

Some of these techniques, if developed and applied appropriately, can offer significant benefits, but can also incur aggravated risks.

If the data which have been used in developing the AI tool contain bias, even unintentionally, the whole process can be biased against certain candidates based on diversity dimensions or other characteristics that are unintentionally identified.

NOTE The above list is not a recommendation. In some jurisdictions, the application of certain tools and approaches is not permitted.

B.2 Basic requirements for tools using artificial intelligence

The quality and quantity of the data that are used to develop and validate an AI tool, especially if it uses machine learning, is critical.

Tools that use machine learning technology in recruitment should provide a description of the training data and the documentation of the development and validation of the AI to clients. The original data and the learning approach should be made available by providers.

It should be described to what extent the data used were selected in a bias-free manner and how stereotyping was avoided. In addition, the algorithm(s) used should be empirically proven not to discriminate on the basis of personal characteristics and diversity dimensions that can be protected