ISO/TC 260
ISO/TC 260 - Human resource management
Email of secretary: jknopes@ansi.org
Secretariat: ANSI (USA)

TC 260 Business draft for comment

Document type: Other committee document

Date of document: 2013-01-11

Expected action: COMM

Action due date: 2013-02-11

Background: Please provide your comments on the TC 260 business plan by Feb 11, 2013 using the CIB.

Committee URL: http://isotc.iso.org/livelink/livelink/open/tc260

BUSINESS PLAN
ISO/TC 260
Human Resource Management

EXECUTIVE SUMMARY

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

The key benefits already realized or expected from the work of ISO/TC 260 are:

- Improvements in the quality of and access to talent in the labour marketplace;

- Improvements in the quality of organizational support provided to employees;

- Reduction of barriers to talent transfers;

- Clarification of the value that HR management creates and maintains in organizations;

- Reduction in the cost of hire for employers and employees; and,

- Uniformity of the terminology used in human resource management.

ISO/TC 260 has the following general objectives:

- To develop international standards that are congruent with the scope of the Committee, which is:

  'Standardization in the field of human resource management.'

- To develop standards[1] that stay current and evolve as the human resource management evolves;

- To develop standards that make the best possible use of available evidence based research;

- To be vigilant in harmonizing standards for similar types of HRM products and services;

- To continue to ensure that the staffing of working groups is balanced and includes the best available experts as well as representation from all other stakeholders; and,

---

[1] For the purposes of this Business Plan, the term "Standards" also includes other ISO deliverables (e.g. International Standards, Technical Specifications, Publicly Available Specifications, Technical Reports, International Workshop Agreements)

- To ensure that vested interests never dictate the development of human resource managment standards.

Table of Contents

1 INTRODUCTION

1.1 ISO technical committees and business planning

The extension of formal business planning to ISO Technical Committees (ISO/TCs) is an important measure which forms part of a major review of business. The aim is to align the ISO work programme with expressed business environment needs and trends and to allow ISO/TCs to prioritize among different projects, to identify the benefits expected from the availability of International Standards, and to ensure adequate resources for projects throughout their development.

1.2 International standardization and the role of ISO

The foremost aim of international standardization is to facilitate the exchange of goods and services through the elimination of technical barriers to trade.

Three bodies are responsible for the planning, development and adoption of International Standards: ISO (International Organization for Standardization) is responsible for all sectors excluding Electrotechnical, which is the responsibility of IEC (International Electrotechnical Committee), and most of the Telecommunications Technologies, which are largely the responsibility of ITU (International Telecommunication Union).

ISO is a legal association, the members of which are the National Standards Bodies (NSBs) of some 160 countries (organizations representing social and economic interests at the international level), supported by a Central Secretariat based in Geneva, Switzerland.

The principal deliverable of ISO is the International Standard.

An International Standard embodies the essential principles of global openness and transparency, consensus and technical coherence. These are safeguarded through its development in an ISO Technical Committee (ISO/TC), representative of all interested parties, supported by a public comment phase (the ISO Technical Enquiry). ISO and its Technical Committees are also able to offer the ISO Technical Specification (ISO/TS), the ISO Public Available Specification (ISO/PAS) and the ISO Technical Report (ISO/TR) as solutions to market needs. These ISO products represent lower levels of consensus and have therefore not the same status as an International Standard.

ISO offers also the International Workshop Agreement (IWA) as a deliverable which aims to bridge the gap between the activities of consortia and the formal process of standardization represented by ISO and its national members. An important distinction is that the IWA is developed by ISO workshops and fora, comprising only participants with direct interest, and so it is not accorded the status of an International Standard.

2 BUSINESS ENVIRONMENT OF THE ISO/TC

2.1 Description of the Business Environment

The following political, economic, technical, regulatory, legal and social dynamics describe the business environment of the industry sector, products, materials, disciplines or practices related to the scope of this ISO/TC, and they may significantly influence how the relevant standards development processes are conducted and the content of the resulting standards:

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 interests. 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 2008, 78)

Chart 1

Defining and Controling Standards
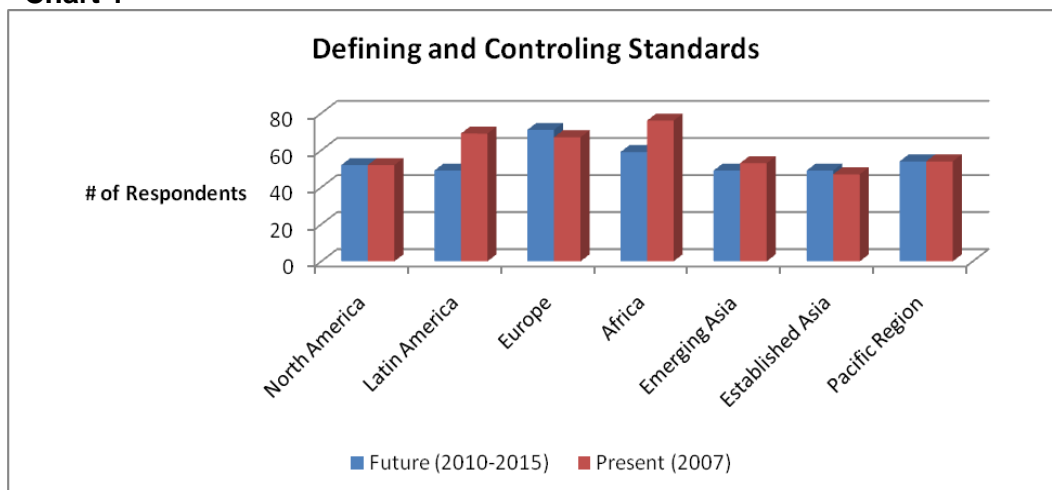
(BCG and WFPMA 2008, 78)

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)

The international standards will offer broad, coordinating guidance to HR practitioners and harmonize disparate practices for the benefit of organizations and their employees. This committee is be responsible for developing standards in the field of HR management, the effect of which would be to implement reliable and transferable approaches in the workforce in developed and emerging economies.[2] Moreover, these standards will help organizations adapt to and exploit demographic shifts that affect 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

---

[2] "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)

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 quickly become more productive than if they focus on traditional growth strategies.[3] 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) Global HR standards provide an approach for establishing the infrastructure needed to create this taxonomy.

Chart 2

Chart 2: Global Talent Supply Chain Needs
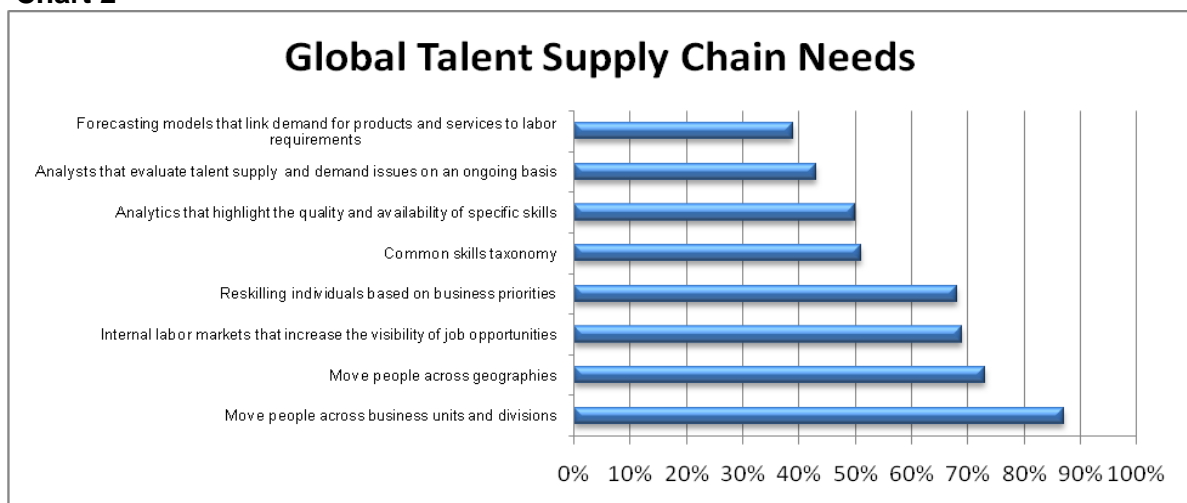
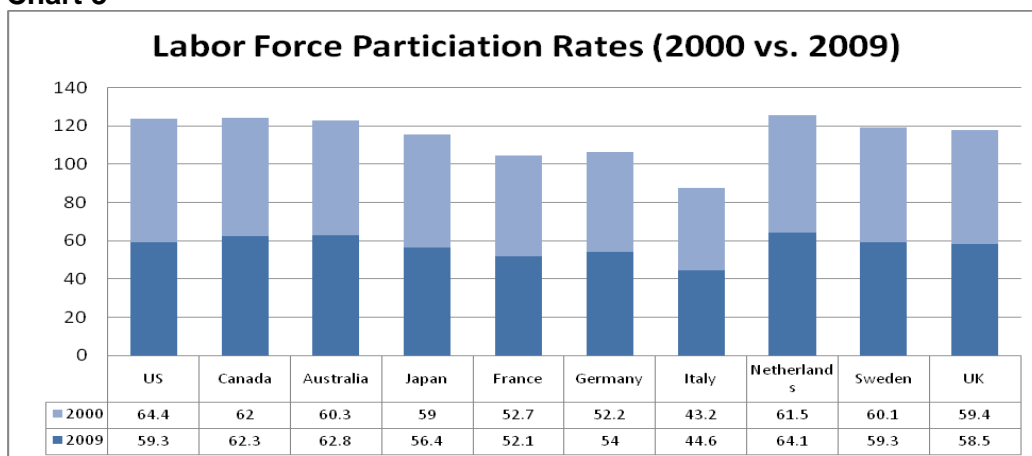[3] "A 1995 American report on the relationship between education and productivity at 3,100 U.S. workplaces suggests that a 10 percent increase in workforce education leads to, on average, an 8.6 percent gain in productivity. In comparison, a 10 percent investment in the traditional capital stock of equipment increase productivity by only 3.4 percent." (Evans, Pucik and Barsoux 33)

(IBM 36)

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 practice in human resource management for most organizations. The value of ISO standards in identifying those practices, by broad consensus, will serve to increase organizational stability and enable metrics that would set basic guidelines in employee management. While this model is not as clear cut as that of the standard rail gauge, these standards may drive both obvious and unforeseen positive changes in the global economy. If we believe that organizations that can acquire, develop, and apply the skills, knowledge, and other abilities (competencies) of employees most effectively in the global marketplace will have the substantial and enduring competitive advantages, then the statement is completely rational. If we cannot, then we must admit that employees, much less their cultures, contribute very little value to organizational success. HR helps organizations channel human competency to achieve its goals. How this cuman capability is most effectively directed is "technology" of HR.

Chart 3

Labor Force Particiation 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

(US Department of Labor)

Standardization in the field of HR management includes requirements for 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.

According to a 2010 study by the BCG and the WFPMA, talent mobility will directly and positively influence the closure of skill gaps in some countries. According to the BCG, in collaboration with the World Economic Forum, "over the next 20 years, countries such as the United States and Japan will face large talent gaps in many industries." (BCG and WFPMA 2010, 16) This study highlights education, IT, healthcare and business services as sectors where skills shortages will be notably acute. Meanwhile, Italy, Sweden, and Brazil are not likely to experience such shortages. The economic security of these countries is directly impacted by the shortage or surplus of these skills.

> *Making cross-border mobility easier for employees is one way that governments, for their part, can address the challenges of demographic shifts and resulting talent gaps and **thereby foster economic growth**. [Emphasis Added]* (BCG and WFPMA 2010, 16)

2.2 *Quantitative Indicators of the Business Environment*

The following list of quantitative indicators describes the business environment in order to provide adequate information to support actions of the ISO/TC:

Regardless of whether an organization has an HR function, all firms require someone to perform talent acquisition, management, and deployment tasks. Estimates of the number of companies in the world vary from a few hundred thousand to tens of millions. Each of these global firms would theoretically have an interest in the standards created in this technical committee.

US Census data provides a more precise American example of who might need these HRM standards. According to the US Census there are 28,952,489 business establishments in the United States. (US Census, 2008) Since each of these establishments employs at least one worker, these standards could potentially influence the operation of these twenty nine million business locations in the US. There were also 120,903,551 employees on the payroll of these establishments. (US Census, 2008) According to a study by Bersin Associates in 2011, the current spend to operate an HR function is $1,218 on average per employee.[4] (Bersin, 8) Therefore, in the US alone, HR standards would impact annual expenditures of 147 billion US dollars.

In addition, according to SHRM there are normally 100 employees for each person designated to perform HR tasks in the US. This suggests a need for 121 thousand HR professionals or other designated managers who perform HR related tasks in the US. Each of these practitioners could seek guidance from these standards.

Though there are numerous polices 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 standards will fill the gap between existing national and transnational laws and private codes and practices 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,and abilities) and performance (results).

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,

---

[4] This amount varies by company size – from $748 per employee within large companies to $1,500 per employee within small companies. Spending figures include HR staff payroll, talent systems, and HR and talent programs, including compliance and companywide training programs. These figures exclude safety and security-related spending. This figure does not include employee renumeration costs (pay, benefits, etc.)

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 standards 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 Balanced 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

The standards are not methodologies. The standards are suggested 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 would be developed under the ISO standard framework and that these national standards would 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.

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 (ROI) 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 few companies capture this data.

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 expansion and use of conformity assessment schemas based upon the standards.

---

[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.

3   BENEFITS EXPECTED FROM THE WORK OF THE ISO/TC

The key benefits already realized or expected from the work of ISO/TC 260 are:

- Improvements in the quality of and access to talent in the market;

- Improvements in the quality of support provided to employees;

- Reduction of barriers to talent transfers;

Clarification of the value that HR management creates and maintains in organizations;
- Reduction in the risks of hire for employers and employees; and,

- Uniformity of the terminology used in human resource management.

Cost/Benefit of HR Management Standards Development

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. Firms will also discover that HR Management creates and sustain underlying financial and intellectual value in a firm.

Other General Benefits

1. Technological benefit(s)
    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.[6] Talent, information, and processes will migrate and integrate among organizations in a more flexible and modular manner.

2. Economic benefit(s)
    As the need to exchange and manage talent across borders broadens with the growth of the service sector, organizations and countries require 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 a financial stock exchange. 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.

3. Societal benefit(s)

---

[6] 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)

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 developing 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.

4. Environmental benefit(s)
   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.

   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 US organization with which ANSI is working on this proposal, the Society for Human Resource Management (SHRM) has a primary interest to advance the professionalism of the HR field. The development of organizational HR standards facilitates that interest and is of major concern for HR professionals throughout the world. We refer the reviewers to Section 1 of this Proposal which 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. We also refer the reviewers to the "benefits" Sections 3-6 and the HR Practice Chart in Section A of this Proposal to see 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.[7] Whether skilled or unskilled, employees would be incented to improve their capability and to trade them across borders to willing employers.

- 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.

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:

---

[7] 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)

- 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 standards will be pursued.

4   REPRESENTATION AND PARTICIPATION IN THE ISO/TC

Analysis of the participation: **P- and O-members**

A current list is found on:
Countries/ISO members bodies that are P and O members of the ISO committee

Among the P- members there are very few members representing the developing countries. TC 260 will continue to reach out to developing nations to encourage them to join the committee.

The TC will also strive for a well-balanced geographical spread that encompasses North America, South America, Middle East, Africa, Japan, Australia and Europe. The TC will actively seek more involvement from from parts of the world that are not represented.

ISO and IEC liaisons

The most pertinent internal ISO liaisons are:

-
- ISO/TC 69, Applications of statistical methods
- ISO/TC 176, Quality management and quality assurance
- ISO/TC 232, Learning services for non-formal education and training
- ISO/TC 236, Project Managment
- ISO/TMB/WG, Social responsibility
- ISO/TMB/TF, Task Force on Privacy
- ISO/TMB/PSC, Privacy Steering Committee
- JTC 1/SC 36/WG4, Information Technology

The proposed TC would take into consideration prior work of the TC above. As such, we feel that business 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 associating HR work to another viable profession or TC. Where appropriate, if there is overlap, we would

defer to the work done by this existing committee. There are standards within ISO/TC 176 (ISO 10015 and 10018) that deal with HR subjects. These mostly reflect training and administration. As indicated in this proposal, the responsibilities of HR professional extend well beyond those categories.

Other international liaisons

- 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
- Social Accountability International

Industrial participation

The industrial key players have geographical distribution thoughout all regions of the globe.

5 OBJECTIVES OF THE ISO/TC AND STRATEGIES FOR THEIR ACHIEVEMENT

5.1 Defined objectives of the ISO/TC

5.1.1 General TC Objectives

Within the ISO standards development process, ISO/TC 260's mission is to:

a) Identify and understand the needs of the market, society, standards users, and their customers, in the profession of human resource management;

b) Develop, support and improve generic or (when requested by ISO TMB) sector-specific workforce standards that respond to identified needs in a timely and cost effective manner;

c) Safeguard the integrity of its standards in their use, including harmonization and conformity assessment activities;

d) Minimize the proliferation of workforce standards by establishing a reputation for producing comprehensive, authoritative standards for the complete spectrum of human resource management isues;

e) Ensure the compatibility of ISO/TC 260 standards with exising management system standards (MSS);

f) Ensure that the make-up of working groups is balanced and includes the best experts as well as representation from all stakeholders;

g) Develop standards that are current and evolve as the practice of human resource managment evolves;

h) Ensure that ISO TC 260 is aware of relevant international policy developments and trends within its scope;

i) Ensure that market needs are served by surveying relevant stakeholders on their needs for standards;;

j) Ensure global participation in the development, revision, acceptance and use of the ISO TC 260 standards;

k) Ensure the continual relevance, portability, and quality of ISO/TC 260 standards;

l) Protect the brand and the integrity of the usage of the ISO/TC 260 standards;

m) Ensure that world-wide acceptance and use of ISO/TC 260 standards will provide an effective means for improving talent aquistion and management and enhancing organizational performance;

n) Develop standards that make the best possible use of available evidence-based data;

o) Avoid activity-based requirements in standards in favor of a performance-based approach in all areas of workforce standards;

p) Prepare and maintain in a timely and cost effective manner ISO Standards and other ISO deliverables concerned with human resource management issues for which a need for standardization has been identified;

q) Create standards which will facilitate global talent exchange and trade and with the intention of sustaining long term world-wide co-operation;

r) Ensure that vested interests never dictate the development of human resource management standards;

s) Develop standards and other deliverables within the time schedule laid down in the ISO Directives using high qualified project leaders and experts in a cost efficient manner; and,

t) Ensure effective communication within the ISO/TC 260 structure.

5.2 Identified strategies to achieve the ISO/TC's defined objectives

- Establishment of priority for developing standards based on recommendations from the Secretariat;
- Use of available national, regional or other standards as source documents on which to base International Standards;
- The way in which the ISO committee work will be conducted (for example, correspondence, physical meetings, teleconferences, e-mail, Internet, need for translation in meetings, etc.);
- Necessary co-operation and liaisons with other ISO committees and/or external standards developing organizations; and,
- Use of the various ISO deliverables (International Standards, Technical Specifications, Publicly Available Specifications, Technical Reports, International Workshop Agreements);

Ensure that ISO/TC 260 is aware of all relevant international policy developments and trends
- Identify and register organizations and initiatives which influence or which are affected by the work of ISO/TC 260 and track their activities;
- Of these organizations and initiatives, actively and consistently engage with the leaders and innovators;
- Encourage TC 260 members to participate in relevant activities held in their countries and regions and to report to the TC 260 membership; and,
- Regularly communicate relevant trends to TC 260 members through workshops, reports, etc.

Ensure that market needs are served
- Apply Guide 72 when justifying NWIP for ISO MSS and conducting standards projects; and,
- Monitor the acceptance and use of TC 260's products through marketplace surveys and research feeback.

Continuously improve internal process efficiency, effectiveness and transparency
- Appoint a project leader for the development of each project;
- Meet regularly with its working groups meeting when the work demands;

- Continually review its scope and structure to ensure its is able to meet the demands of its work programme;
- Review work programme at each plenary meeting, in order to withdraw or redefine those drafts on which no progress has been made between two meetings;
- Ensure the application of the human resource management principles;
- Use the most effective knowledge management and knowledge transfer technologies available to the members, delegates and experts;
- Continually improve ISO/TC 260 operations, from use of internal resources and priority setting to use of project management and the matching of human resources to projects;
- Encourage the participation of all relevant parties and facilitate their active involvement;
- Actively manage human resources in ISO/TC 260 projects to ensure the competence of experts and the presence of all relevant views, particularly from sectors and organizations implementing ISO/TC 260 standards;
- Request that member bodies undertake education of their representatives on the ISO/IEC Directives;
- Ensure that convenors and experts are knowledgeable of ISO/TC 260 operations and processes relevant to their assigned projects or tasks;
- Request that member bodies brief their experts on previous meetings, and maintain continuity of representation to the fullest extent possible, in order to improve the effectiveness of meetings;
- Seek the advice of experts and delegates in the improvement of its internal operations; and,
- Make use of joint working groups with other ISO TCs where appropriate to further the standardization work and more effectively expers and provide the profession with a unified message rather than competing directives;

Ensure global participation in the development, revision, acceptance and use of the TC 260 standards

- Promote the involvement of relevant bodies in the activities of TC 260;
- Update and enhance the TC 260 communication and outreach plan to communicate the important role of ISO/TC 260 in human resource management worldwide;
- Encourage the establishment of national mirror committees for TC 260 through direct advocacy with national standards bodies, organizational leaders, national governments, and global HR associations;
- Build awareness and understanding to help stakeholders participate effectively in standardization (e.g. by encouraging regional workshops and participation in HR related conferences);
- Consider the consequences of human resource standards for existing laws, regulations and codes of practice across the globe;
- Facilitate and encourage effective participation by NGOs, SMEs and developing countries (including monitoring actual participation, providing relevant training, and, where appropriate, assisting in fundraising);
- Monitor the potential need for changes in TC 260 procedures though direct feedback from participants and by monitoring ISO communications;
- Proactively implement the ISO/IEC sector policy (ISO/IEC Directives Part 2:2001, Clause 6.8.2) by identifying, monitoring, and interfacing with sector applications;
- Facilitate the convergence of sector applications, and between sector applications and future ISO/TC 260's generic HRM standards;
- Encourage member bodies to share results of statistically sound inquiries as to the (dis)satisfaction of standards users, of their customers, and of consumers with respect to ISO/TC 260 standards;

- Encourage use of Human Resource Management standards in teaching of human resource subjects in academic education as well as in the publication of articles and instructional materials;
- Encourage the use of Human Resource Management standards in emerging economies;
- Link revisions made to standards with identified and justified needs;
- Disseminate information about, and collect feedback on, ISO/TC 260 standards, using the electronic media and by such appropriate means as information packages, brochures and interpretations, and through the translation of these products;
- Encourage translation of ISO/TC 260 standards into appropriate non-official ISO languages and their dissemination using social media outlets;
- Use appropriate media to enhance their understanding and implementation of human resource management standards; and,
- Establish and maintain proactive involvement with relevant ISO bodies dealing with issues of sustainable development and workforce readiness principles.

Ensure the continual relevance and quality of ISO/TC 260's standards
- Identify trends and emerging issues affecting global human resource management standards and respond as necessary using established market research techniques;
- Evaluate information about the applicability and effectiveness of ISO/TC 260's standards via the sponsorship of orginal academic and market research;
- Monitor the effect on human resource management of changes in, and dynamics between, labor economics, societal values and needs, organizational practices, and technology;
- Obtain and analyze relevant information from international organizations and various national sources through its members, including liaisons;
- Develop and improve a limited but effective body of standards, applicable to all organizations, that addresses the needs of organizations, of the standards users, and of their customers with respect to concepts, requirements and guidance in the field of human resource management;
- Manage proactive and effective liaison relationships, particularly with bodies affected by the ISO/IEC Sector policy (see 4.2); and,
- Focus development on the needs of the less developed countries that do not have formal systems for human resource management by creating standards that are simple to use and require only small investment in available resources (e.g.,time, personnel, money, technology, etc.).

Protect the brand and the integrity of the usage of ISO/TC 260 standards
- Establish procedures for assessing the applicability and effectiveness of existing standards;
- Establish/maintain effective co-operation with ISO/CASCO and other relevant organizations;
- Where appropriate, establish and maintain interpretation procedures;
- Monitor information/data about certification and labelling schemes and any declaration of conformity with the HR standards;
- Collaborate with sectors and relevant ISO or other technical committees to minimize proliferation and harmonize human resource standards documents, but not to the extent of prohibiting the possible development of justified sector-specific applications;
- If a Management System Standard (MSS) is established, consider ways to facilitate establishment of national registries for clarifications of intent; and
- Monitor organizational practices on publicizing ISO/TC 260 registration and advise ISO Central Secretariat and others as necessary on the need for action.

Ensure the compatibility of ISO/TC 260 *with current management system standards (MSS).*[8]
- Establish and maintain proactive involvement with relevant ISO bodies dealing with or considering MSS and/or developing and implementing the ISO MSS policy;
- Encourage member bodies to share results of studies of trends in different countries regarding organizations' experiences in integrating their management systems;
- Be proactively involved in activities within ISO that impact the compatibility of its standards with other MSS, and on the development and implementation of the ISO MSS policy; and,
- Participate on request, and when within its field of expertise, in relevant activities outside of ISO which will assist in achieving greater compatibility of MSS.

Encourage internal networking among the members of TC 260 to leverage the advantage of different expertise, often world leading in specific areas, withing TC 260. Members are given the opportunity to exchange technical information as well as discuss the goals of TC 260 at plenary meetings, usually held in conjunction with its working groups.

The flow of ISO standards to regional bodies and other international organizations is encouraged. The possibility of a broader circulation of documents than only to standardization organizations should be explored. The liaison with CEN is of particular importance. The Vienna Agreement is already in widespread use for the co-operation with CEN but it should be explored if it can be developed further, especially in the area of human resource management.

6   FACTORS AFFECTING COMPLETION AND IMPLEMENTATION OF THE ISO/TC 260 WORK PROGRAMME

Some HR Associations are considering developing their own HR related standards. Some of them define standards as personnel certification, which is outside the scope of this TC. Nonetheless their understanding of what standards are may limit their involvement in this effort.

National implementations - The TC can spend a great deal of time and resource in developing standards only to find that some of the major participants in the work do not use the standards. The TC needs to find ways to achieve greater adoption. This is a major problem for all ISO work. The implementation of ISO standards depends on such factors as the willingness of regulators, insurance companies and other organisations to implement standards, the situation of the market, the availability of the standards and the level of understanding of the technology used. Non-uniform national implementation of International standards within the national standards bodies poses additional risk.

Financial Support for Participants -- With regard to the completion of ISO work items, the major factor that may have an effect is the availability of financial resources to support the participation of delegates. In the current economic climate, the member countries and technical experts are very sensitive to the cost of voluntary participation and this could lead to difficulty in ensuring sufficient involvement. This is a continual problem, which makes it essential that the work programme be relevant.

---

[8] If the standards that result from this proposed Technical Committee coalesces into a management system, it is not the intent of this proposal that a new accreditation or registration system be established to supplement this new management system. If the marketplace desires an organizational accreditation solution, applying existing registration systems should be considered first, before any new system is developed.

Host Meeting Cost -- The cost of hosting the meetings of ISO/TC 260 may at a later stage become prohibitive; for many member bodies, delegates and liaisons, the cost of attending meetings can limit the ability to participate.

Meeting Schedules -- The overall planning of the schedule of meetings may at times be problematic, in particular, for countries having a small number of delegates wishing to participate in working group meetings that run concurrently. Due to the expected large number of working group meetings, it is not always possible to arrange the overall timetable to avoid conflicts amongst experts sitting in the various task groups and working group meetings of interest to the member bodies.

Length of Standards Development Time -- In the current economic situation many companies, and in particular SME's, are obliged to adopt short term strategies that are hardly compatible with standardization activities. As the average development period of a standard project requires at least three years, few companies can afford to make their major expert and money available for such a period of time.

Participants who have the necessary expertise are commonly very busy in their normal work positions. Thus, the time available to work on the development of ISO standards may sometimes be limited, delaying the production of drafts and the review and commenting on new proposals.

Legal and regulatory changes that may have an impact on human resource management standards include:
- Regulatory requirements for employee privacy and security
- Preferred technical infrastructure across markets
- Regulation of technology
- Response to a crisis resulting in new regulations, standards, procurements
- Impact of intellectual property rights and commercial issues and interests on standards development, implementation and usage

Technical developments that may have an impact on the development of human resource management services include:

- Application or HRIS technology architectures based on incompatible standards
- Installed base of incompatible application or HRIS technology infrastructures
- Incompatible standard interfaces to HRIS infrastructures

In spite of the great benefits that could be expected from the existence of standards on many subjects, we may have difficulties in finding new experts willing to take part in the writing. When each subcommittee develops all their standards with the same experts, the average time to develop a standard tends to be rather long.

It should also be noted that end-user organizations are looking for easy to understand documents that allow them to implement the technologies quickly and with the least amount of issues. In many cases, end-users want to be told exactly how to do the task. Standards provide detailed technical information about implementing the technology and take time and effort to interpret and implement. This adds to the reluctance companies have to allowing their experts to participate in the development process.

The TC leadership also recognizes the importance of the involvement of developing countries in our standards and will continue to encourage delegates from developing

countries to participate actively in areas of responsibility within the Technical Committee and Subcommittee structures

Other Potential barriers to acceptance and adoption of ISO/TC 260 human resource standards:

- Low visibility and user-friendliness of the standard making;
- Perceived discrepancies between national and international interests;
- Insecurity resulting from potential reduction of available experts in the longer term;
- The apparent bureaucracy, together with missing evidence of market relevance for many work items and insufficient management control of the work programme;
- Some confusion exists among HR practitioners about the difference between standards, certification, competencies, and accreditation;
- Specifications coming from other consortia and organisations (e.g., CEN: European Union Directives);
- Overall resources and financing of the system;
- Preference for mutual recognition principle compared to harmonization through standards;
- Concern about a lack of resources and the lack of active participation in ISO/TC 260;
- The missing links between National Standards Bodies and interested stakeholders;
- The lack of up-to-date and complete data directories;
- The lack of stakeholder awareness of the activities and the benefits of the deliverables of ISO/TC 260;
- Vast need for internal tutorials-as-you-go;
- Lack of negotiable pre-defined national mandates of delegates and experts;
- High frequency of change of national experts causing decreased national continuity;
- Some geographically conditioned reluctance to participate whole-heartedly.

7   STRUCTURE, CURRENT PROJECTS AND PUBLICATIONS OF THE ISO/TC

This section gives an overview of the ISO/TC's structure, scopes of the ISO/TCs and any existing subcommittees and information on existing and planned standardization projects, publication of the ISO/TC and its subcommittees. The aim of this section is to demonstrate the adequacy of the proposed programme of work in relation to the business environment and/or stakeholders' needs. Only structures directly responsible for standardization projects are listed. Therefore, no co-ordination or advisory groups are included.

ISO/TC 260 Human Resource Management

Responsible ISO Member:	ANSI
Chairperson:	Lee Webster
Secretary:	Jason Knopes

Actions for alignment with the business environment: ISO TC260 aims to develop and to maintain an integrated system of generic standards reflecting good current practice of human capital management, which will enable organisations to identify and to implement all relevant organizational considerations whenever human resource products, services, or information are generated, collected, analysed, presented, evaluated, implemented and/or interpreted. Further, it aims to develop standards as a response to other ISO/TCs needs.

History

ISO/TC 260 was created in 2011.

Organization

Within ISO/TC 260 new work items (NP) shall be evaluated on TC level by ISO/TC 260 members and given priority in relation to the present strategic work programme, available resources etc. No NP shall be started unless qualified project leaders and experts are available, to satisfactorily monitor the work according to the ISO Directives.

Tasks of the Chairman Advisory Group
1. To determine if NPs within ISO/TC 260 is in line with the ISO/TC 260 strategy;
2. To establish and maintain a strategy for ISO/TC 260, to be incorporated into the business plan; and,
3. To review the structure of ISO/TC 260 in relation to the strategic objectives;
4. To be visible for environments outside ISO/TC 260; to co-operate with other relevant groups, i.e. other ISO Committees and organizations working in the related fields.

Members of CAG are appointed in accordance with the rules in ISO/IEC Directives Part 1, Procedures for the technical work, sub-clause 1.13.2.

Meetings

ISO/TC 260 will convene on a regular basis, at least once every year. However, the TC will also meet when questions of importance arises.

ISO/TC 260 will ensure that the working groups meet regularly to maintain the impetus of the work programme review.

Some working groups need co-ordination with other working groups. Therefore concerted efforts are put into having a "block" of meetings.

Meetings of ISO/TC 260 require the following provisions for:

- Meeting Place;
- Copying capability of large numbers of copies within short notice;
- Printing capability from laptop computers (laser printers etc.);
- Computer link projection, PC-overlay and AV-facilities including strong overhead projectors;
- Internet connection in the meeting room;
- Meeting places easy to reach (e.g. close to international airports);
- Hotel accommodations near or at the same place as the meeting place (meetings at hotels).

Resources

Due to the amount of very important tasks it is necessary that ISO/TC 260 make the best use of the resources available. This requires an increasing use of IT-tools, e-mail, electronic exchange of documents as to facilitate a rapid progress of work.

Convenors/Project Leaders

Every identified project leader/convenor shall have sufficient support from his national member body or company/organisation in order to provide the project drafts in a

correct form and to assist (resolution of comments and corrections/modifications of drafts) the secretariat of ISO/TC 260 up to the stage of FDIS as delegated by the TC.

Drafting of standards should be assigned to working groups under the responsibility of the technical committee, except where the extent of the projects to be done and the need to maintain the efficiency of the technical committee would warrant the creation of working groups. The secretariat shall coordinate and facilitate the work within the technical committee, thus implementing conditions for teamwork and synergy. As the number of projects increases, the creation of a permanent editing committee should bring more efficiency to the editorial work of the technical committee.

7.1 *Structure of the ISO committee*

7.2 *Current projects of the ISO technical committee and its subcommittees*

7.3 *Publications of the ISO technical committee and its subcommittees*

Reference information

Glossary of terms and abbreviations used in ISO/TC Business Plans

General information on the principles of ISO's technical work

Examples of useful ISO publications (links):

- x   ISO Directive, Part 1, Procedures for the technical work
- x   ISO Supplement, Procedures specific to ISO
- x   ISO Directive, Part 2, Rules for the drafting and presentation of ISO Standards

ANNEX A - STRUCTURE AND PROGRAMME OF WORK FOR ISO/TC 260 AND WORKGROUPS

ISO/TC 260 shall have a flexible structure designed to help in the development of deliverables. This involves the use of Working Groups (as opposed to sub-committees) to deal with individual projects; these in turn might use Task Groups to deliver specific recommendations for inclusion in a draft document. Working groups may be set up to work jointly with other TC's, or deal with topics themselves. For certain areas deliverables might include more than a standard. Some guidance and training materials might also be developed as necessary.

Possible demands for standards in a technical area will be dealt with through a WG which will liaise if necessary with other TC's.

It is possible to use a Task Table (to be developed at the first TC 260 meeting) as a useful way of describing the positioning of a specific item of work. For exemple a task table could be set up by each Working Group as a way of keeping a list of work items.

ANNEX B - GLOSSARY OF TERMS AND ABBREVIATIONS USED IN ISO/TC BUSINESS PLANS

NB: This glossary gives the full name and status of terms used, in abbreviated form or in full, in the above "Business Plan for ISO/TCs". The glossary also gives the source of the information provided. Glossary intends to help with the understanding of the terms used. Whenever any of these terms are used by contributors to this Business Plan, they are requested to use them coherently as foreseen in the glossary.

Term	Abbrev.	Definition
Standardisation		Activity of establishing, with regard to actual or potential problems, provisions for common and repeated use, aimed at the achievement of the optimum degree of order in a given context. NOTES 1. In particular, the activity consists of the processes of formulating, issuing and implementing standards. 2. Important benefits of standardisation are improvement of the suitability of products, processes and services for their intended purposes, prevention of barriers to trade and facilitation of technological co-operation.
Standard		Document, established by consensus and approved by a recognised body, that provides, for common and repeated use, rules guidelines or characteristics for activities or their results, aimed at the achievement of the optimum degree of order in a given context. NOTE Standards should be based on the consolidated results of science, technology and experience, and aimed at the promotion of optimum community benefits.
Package of standards		A group, as small as possible, of inter-related standards in the scope of one or more ISO/TCs which are usually developed simultaneously to one another as parts of one standard, or standards that must be developed simultaneously.
Consensus		General agreement, characterised by the absence of sustained opposition to substantial issues by any important part of the concerned interests and by a process that involves seeking to take into account the views of all parties concerned and to reconcile any conflicting arguments. NOTE Consensus need not imply unanimity.
ISO/TC International Standardization		
International Standard	IS	A normative document, developed according to consensus procedures, which has been approved by the ISO membership and P-members of the responsible committee in accordance with Part 1 of the ISO/IEC Directives as a draft International Standard and/or as a final draft International Standard and which has been published by the ISO Central
ISO Technical Specification	ISO/TS	A normative document representing the technical consensus within an ISO committee, approved by 2/3 of the P-members of the ISO/TC or SC.
ISO Public Available	ISO/PAS	A normative document representing the consensus within a

Specification		working group, approved by a simple majority of the P-members of the TC/SC under which the working group operates.
ISO Technical Report	ISO/TR	An informative document containing information of a different form from that of normally published in a normative document.
Amendment	Amd	An amendment alters and/or adds to previously agreed technical provisions in an existing standard.
Technical Committee	ISO/TC	A technical body responsible for the programming and planning of technical work and the monitoring and execution of this technical work. The ISO/TC is also responsible for the consensus building process among its members for individual work items.
Subcommittee	SC	A technical body reporting to an ISO/TC which, within its scope which is covered by the scope of its parent ISO/TC, is responsible for the monitoring and execution of the technical work. The SC is also responsible for the approval and consensus building process among its members for individual work items.
ISO/TC Working group and ISO/SC Working group	WG	A technical body, appointed by the ISO/TC or ISO/SC and composed of experts, responsible for the drafting of standards, in accordance to the ISO rules and the clear specifications set by the ISO/TC or ISO/SC.
Editing Committee		A committee set up the ISO/TC at the beginning of its work, which represents the three official languages of ISO. It is responsible for the correct formulation and presentation of the standard(s) prepared by the ISO/TC and the equivalence of the texts in the three official languages.
Participating member	P-member	A member body participating actively in the work of a TC with an obligation to vote on all questions formally submitted for voting within the TC on enquiry drafts and final draft International Standards and, wherever possible, to participate in meetings.
Work Item number	WI	The identification number given to a standards project in a standards work programme. It is intended that the standards project leads to the issue of a new, amended or revised standard, an ISO/PAS, ISO/TS or other ISO product.
Vienna Agreement	VA	Agreement on technical co-operation between ISO and CEN.
VA ISO lead (5.1)		Technical co-operation between ISO and CEN under the VA, where the work is done by the ISO/TC, where a formal notification of interest was received by ISO from CEN, and where parallel synchronised procedures are applied in ISO and CEN for the approval processes.
VA CEN lead (5.2)		Technical co-operation between ISO and CEN under the VA, where the work is done by the CEN/TC or SC, where a formal notification of interest was received by CEN from ISO, and where parallel synchronised procedures are applied in ISO and CEN for the approval processes.
ISO stakeholders		Individuals, institutions, organizations or enterprises who have a direct or indirect interest in the ISO System, its activities and products and who have a specific interest in the effective programming of ISO work items and their adequate resourcing.

Works Cited

Bersin and Associates, The HR Factbook® 2011: Executive Summary.
http://marketing.bersin.com/rs/bersin/images/060111_ES_HRFactbook_KOL_Final.pdf

Boston Consulting Group and the World Federation of Personnel Management Associations. Creating People Advantage: How to Address HR Challenges Worldwide Through 2015. Boston: BCG and WFPMA, 2008

Boston Consulting Group and the World Federation of Personnel Management Associations. Creating People Advantage 2010: How Companies Can Adapt Their HR Practices for Volatile Times. Boston: BCG and WFPMA, 2010

Briscoe, Dennis. International Human Resource Management. Englewood Cliffs: Prentice Hall, 1995.

Briscoe, Dennis R. and Randal S. Schuler. International Human Resource Management. 2nd ed. New York: Routledge, 2004.

Brookfield Global Relocation Services. Global Relocation Trends 2010 Survey Report. New York: Brookfield Global Relocation Services, LLC, 2010.

Comparehris home page. Number of North American HRIS vendors. 21July 2010 <http://www.comparehris.com/Number-of-North-American-HRIS-vendors-and-HRMs-vendors-/>

Dowling, Peter J. et al. International Dimensions of Human Resource Management. 2nd ed. Belmont, CA: Wadsworth, 1993.

Evans, Paul, Vladimir Pucik, and Jean-Louis Barsoux. The Global Challenge: Frameworks for International Human Resource Management, Boston: McGraw-Hill/Irwin, 2002.

Hepple, Bob. Labor Laws and Global Trade. Portland: Hart Publishing, 2005.

IBM Global Business Services. Working Beyond Boarders: Insights from the Global Chief Human Resource Officer Study. Somers, NY: IBM Corporation, September 2010.

Mendenhall, Mark, Gary R. Oddou, and Günter Stahl. Readings and Cases in International Human Resource Management. 4th ed. New York: Routledge, 2007.

Noe, Raymond A. et al. Human Resource Management: Gaining a Competitive Advantage. 5th ed. New York, NY: McGraw-Hill Irwin, 2006.

Rowley, Chris and Malcolm Warner, eds. Globalizing International Human Resource Management. New York: Routledge, 2008.

SHRM Global Special Expertise Panel. Future Insights: The Top Trends According to SHRM's HR Subject Matter Expert Panels. Alexandria: The Society for Human Resource Management, 2009.

Sparrow, Paul, Chris Brewster, and Hilary Harris. Global Human Resource Management. Oxon UK: Routledge, 2004.

United States. Department of Labor. Bureau of Labor Statistics. <u>Table 2-9, Percent of Employment in Services (in percent)</u>. 16 July 2010 <<http://www.bls.gov/fls/flscomparelf/employment.htm#table2_10> >

United States. Census Bureau. Statistics about Business Size (including Small Business) from the U.S. Census Bureau. Table 2a. Employment Size of Employer and Nonemployer Firms, 2008 <http://www.census.gov/econ/smallbus.html>

World Public Opinion.Org. <u>International Trade: International Labor Standards</u>, 21 July 2010. <<http://www.americans-world.org/digest/global_issues/intertrade/laborstandards.cfm>>