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ISO 23326:2022

Human resource management — Employee engagement — Guidelines



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How to read this Standard

This page explains the meaning of the language and structure of this Standard.

Refer to Standards Australia's Standardisation Guide 006 for more details about drafting rules.

Australian and Australian/New Zealand Standards are voluntary unless they are referenced in legislation or called up in contracts.

Requirements

To conform to a Standard, all requirements in the Standard need to be met.

A requirement is any statement in the Standard which uses the word "shall".

Recommendations, permissions and possibilities

The following words are commonly used in Standards, but statements using them do not have to be followed to conform to the Standard:

(a) "should" means that something is recommended.

(b) "may" means that something is permitted.

(c) "can" means that something is possible.

Structure of Standards

A Standard always has the following parts:

(i) The Preface states who developed the Standard, what the Standard is aiming to do, and how it relates to other documents.

(ii) The Scope states what the Standard is about, what it covers and what it does not cover.

(iii) The Normative references clause lists other documents that are referenced in the Standard as part of requirements.

(iv) The Terms and definitions clause defines important terms to help with understanding the Standard.

A Standard may also include other parts, such as the following:

(1) A normative appendix sets additional requirements that need to be conformed to.

(2) An informative appendix provides additional information or guidance. They usually do not contain requirements. If an informative appendix does contain requirements, the Standard will explain when those requirements apply.

(3) A Bibliography lists documents referenced in the Standard but not as part of requirements.

Many Standards include notes. Notes provide recommendations and/or guidance only. They never contain requirements.

Preface

This Standard was prepared by the Standards Australia Committee MB-009, Human Resources and Employment.

The objective of this document is to provide guidance on creating a mutually beneficial environment that encourages everyone to be connected with the objectives, purpose and values of the organization, and for the organization to support its people in a manner which provides quality work and opportunities for development and professional fulfilment. Organizations can use the guidance to determine what is practical or material to the organization's internal and external context regardless of its size, type, structure, nature or complexity, whether in the public, private or voluntary sector.

The document applies to anyone who works for, or on behalf of, an organization. The guidance contained in this document is not intended to infringe upon national labour laws, established collective agreements or collective bargaining.

This document is identical to, and has been reproduced from, ISO 23326:2022, *Human resource management — Employee engagement — Guidelines.*

As this document has been reproduced from an international document, a comma is to be read as a full point when referring to a decimal marker.

Australian or Australian/New Zealand Standards that are identical adoptions of international normative references may be used interchangeably. Refer to the online catalogue for information on specific Standards.

The terms "normative" and "informative" are used in Standards to define the application of the appendices or annexes to which they apply. A "normative" appendix or annex is an integral part of a Standard, whereas an "informative" appendix or annex is only for information and guidance.

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National foreword

This Standard focuses on organizational workforce perspectives and measures and is complemented by the Australian HR Institute's (AHRI) Australian HR Capability Framework which focuses on the skills, knowledge and behaviours required of HR practitioners. Standards Australia's human resources publications and AHRI's Australian HR Capability Framework provide guidance for the roles and responsibilities of HR practitioners.

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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*.

Any feedback or questions on this document should be directed to the user’s national standards body. A complete listing of these bodies can be found at www.iso.org/members.html.

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Introduction

While there are many definitions of employee engagement, the focus of this document is on fostering the good of employees and the good of the organization they work for and on mutual gains in the employment relationship. It can be seen as a blend of existing HR concepts, including job satisfaction, commitment to the organization and extra-role behaviour, for example discretionary effort[10].

This document provides guidance to facilitate a common understanding of, and maintain consistency in, policies, processes and practices that promote a collaborative approach between organizations, employees and, where they exist, their recognized representatives to support employee engagement.

This dual focus on organizational goals and on enhancing the individual experience at work can be correlated with sustainable performance and is critical to the success of any organization and the well-being of people in the workplace.

Potential benefits of employee engagement can include but are not limited to:

— individual satisfaction with work and job quality;

— reduced absenteeism;

— improved employee retention;

— improved customer service;

— greater product or service innovation;

— improved organizational performance and sustainability;

— improved productivity.

This document is related to the United Nations Sustainable Development Goal 8, Decent Work and Economic Growth, and is intended to be used by:

— organizational governance bodies and leaders;

— people with HR expertise;

— managers;

— entrepreneurs;

— individuals in the workforce and their representatives;

— professional and trade bodies;

— academics and other professionals interested in employee engagement;

— developers of related standards.

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Human resource management — Employee engagement — Guidelines

1 Scope

This document provides guidance on creating a mutually beneficial environment that encourages everyone to be connected with the objectives, purpose and values of the organization, and for the organization to support its people in a manner which provides quality work and opportunities for development and professional fulfilment. Organizations can use the guidance to determine what is practical or material to the organization's internal and external context regardless of its size, type, structure, nature or complexity, whether in the public, private or voluntary sector.

The document applies to anyone who works for or on behalf of an organization. The guidance contained in this document is not intended to infringe upon national labour laws, established collective agreements or collective bargaining.

2 Normative references

There are no normative references in this document.

3 Terms and definitions

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

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

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

— IEC Electropedia: available at https://www.electropedia.org/

3.1
social dialogue
negotiation, consultation or simply exchange of information between or among representatives of governments, employers and employees, on matters of common interest relating to economic and social policy

[SOURCE: ISO 26000:2010, 2.17, modified — Note 1 to entry removed.]

4 Principles

4.1 General

The following guiding principles apply:

— All organizational stakeholders have a role to play in improving employee engagement, principally the senior leaders, managers, HR experts, employees and employee representatives.

— Employee engagement should be embedded within the organization's culture and enacted through the organizational policies.

— Two-way communication is an essential part of employee engagement.

— Organizations will need to regularly assess progress against their employee engagement objectives. This can be achieved through surveys or interviews which should be bound by anonymity and confidentiality at the individual employee level.

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