

AS 5403:2025



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Guidelines for applying human resource metrics

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- Australian Chamber of Commerce and Industry
- Australian HR Institute
- Australian Industry Group
- Australian Institute of Training & Development
- Australian Organisation for Quality
- Australian Society of Rehabilitation Counsellors
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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 document was prepared by the Standards Australia Technical Committee MB-009, Human Resources and Employment.

The objective of this document is to guide human resource professionals, managers, and organization owners to apply human resource (HR) metrics results in their organization.

To maximize outcomes for the organization, its workforces and its customers when applying the results of HR metrics, this document is intended to be read in conjunction with human resource management standards AS ISO.

This document is intended for use by businesses, agencies and other organizations, of all sizes and in all industry sectors. This document aims to help apply HR metrics to improve evidence-based decision-making, design of work and workforce development, planning and allocation.

Accurate and timely data analysis, and corresponding activities generated from the analysis, support more efficient use of resources by identifying talent and supply gaps more effectively. This enables informed decision-making and reduces risk which supports sustainable work and workforce development strategies at organizational, business, industry, regional and national levels.

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

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Introduction

This document was developed to assist HR professionals, managers and business owners to optimize the value in applying AS ISO 30400 HR management standards in their businesses. This document aims to help practitioners, managers, and owners use what they've learned by following these standards.

This document supports the Australian Human Resource Institute's (AHRI) human resource capability framework around capability analysis and provides instruments to support people analytics knowledge.

One of the important messages throughout this document is the need for consistency in the language used. Additionally, accurate and consistent data collection, measurement, and analysis are important. The case studies highlight the need to think issues through before acting on assumptions.

By using consistent terminology, processes and measures, organizations can compare internal departmental activities within organizations and across different locations and/or industry sectors. This approach is particularly beneficial for small and medium-sized enterprises (SMEs) offering a framework to streamline their HR and workforce practices, in line with global standards, while focusing on individual business requirements. For SMEs, this alignment can enhance competitiveness, improve efficiency, and facilitate benchmarking against larger counterparts.

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

Australian Standard®

Guidelines for applying human resource metrics

Section 1 Scope and general

1.1 Scope

This document provides the following:

- (a) An explanation of defining metric types as input, process, output, or outcome metrics and how to use this information.
- (b) An explanation of the impact of metric outcomes on economy, efficiency, or effectiveness outcomes and how to apply this knowledge.
- (c) A framework of data points to help organizations measure their own existing and future data points.
- (d) A framework and explanation of the workforce activity flow within an organization — a “workforce lifecycle”.
- (e) An explanation of the basics of applying root cause principles when using metrics as investigative tools to solve (complex) organizational challenges.
- (f) A framework that allows HR practitioners, managers, and business owners to understand the linkages between data, function and metrics and apply this knowledge to positively impact outcomes within organizations.

1.2 Application

This document is designed to be used in conjunction with AS ISO 30400 series human resource management standards and technical specifications.

1.3 Normative references

There are no normative references in this document.

1.4 Terms and definitions

No terms and definitions are listed in this document.

NOTE ISO and IEC maintain terminological 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/>