

***For Comments Only***

**Draft Indian Standard**

**Human Resource Management —  
Workforce Allocation**

**ICS 03.100.30**

<b>Not to be reproduced without the permission of BIS or used as Standard</b>	<b>Last Date for receipt of Comments is November 2023</b>
---	---

**NATIONAL FOREWORD**

(Formal clauses to be added later on)

The text of the International Standard has been approved as suitable for publication as an Indian Standard without deviations. Certain conventions are, however, not identical to those used in Indian Standards. Attention is particularly drawn to the following:

- a) Wherever the words 'International Standard' appear referring to this standard, they should be read as 'Indian Standard'.

In this adopted standard, reference appears to an International Standard for which Indian Standard also exists. The corresponding Indian Standard, which is to be substituted in its place, is listed below along with its degree of equivalence for the editions indicated:

<i>International Standard</i>	<i>Corresponding Indian Standard</i>	<i>Degree of Equivalence</i>
ISO 30400, Human resource management — Vocabulary	MSD 19/ Doc. No. (18969) / ISO 30400, Human resource management — Vocabulary	Identical

Annexes A, B and C are for information only.

---

**Note:** The technical content of the document is not available on website. For details, please refer the corresponding ISO 30434 : 2023 or kindly contact:

Head  
Management and Systems Department  
Bureau of Indian Standards  
Manak Bhawan, 9, B.S. Zafar Marg  
New Delhi – 110 002  
Email: [msd@bis.org.in](mailto:msd@bis.org.in)  
Telephone/Fax: 011-23231106

---

## Introduction

The allocation of work to workers is the one of the most fundamental management tasks and responsibilities in an organization. It has a profound impact on people, the organization's ability to deliver and financial outcomes.

The human resource (HR) function should have a significant role in promoting and driving balanced outcomes. Development and monitoring of an allocation framework and allocation policies, as well as compliance, are essential for good allocation practices to be applied by the organization.

Workforce allocation encompasses a broad range of processes, practices and management activities that address organizational performance, people management and compliance issues. These processes focus on a critical resource – people – and thus significantly influence the social climate and performance of an organization. Decisions resulting from these processes directly impact people's well-being, relationships, motivation and performance, and the organization's overall capability, output and collective intelligence.

Allocation occurs in many ways. Work can be directed by the organization or selected by the worker. Decisions can be made using human judgement or automated tools. Workers can be informed of when to attend shift work, what activity to complete in project work, what job to do, and be appointed to a position or be informed in other ways.

This document recommends good practices common to all types of allocation. It recommends an allocation framework, processes and steps, and explains how to prepare, assign and inform allocation decisions.

Allocation processes follow workforce planning processes that segment the workforce, calculate gaps and plan recruiting, training and transfers (see ISO 30409). Allocation processes generally cease at a level before workers self-manage their work, possibly including decisions on individual tasks. Workforce allocation is a subset of broader workforce management processes and interfaces with absence management and timekeeping processes. See Figure 1.

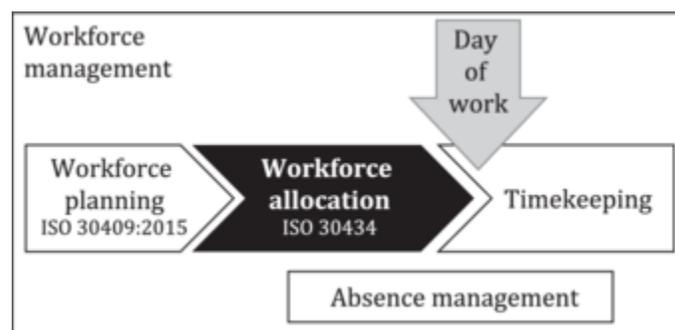


Figure 1 — Workforce management and allocation processes

Effective workforce allocation practices ensure the organization's work requirements are identified and allocated appropriately. The principles of effective workforce allocation are:

- a) complying with state and organizational regulations, policies, rules and agreements;
- b) ensuring zero harm to workers, whether physical or mental;
- c) allocating work with equity and respect;
- d) considering options for flexibility in work times and work formats;

- e) enabling transparent and fair allocation decisions;
- f) communicating allocation decisions clearly and in a timely manner that enables workers to acknowledge work allocated to them.

Users of this document will include:

- 1) workforce professionals, including resource managers, workforce managers, workforce schedulers, roster coordinators, allocation coordinators, staffing coordinators, workforce coordinators and workforce analysts;
- 2) human resource managers;
- 3) frontline and executive managers;
- 4) workforce policy makers;
- 5) project managers and consultants involved in workforce systems and processes;
- 6) vendors of workforce technology;
- 7) trade union or employee representatives and employer groups.

## Scope

This document describes a framework of processes, practices and management activities for allocating work to workers. Its high-level principles and processes are applicable to all allocation methods and workforce types. It can be used in all types of organizations and industry sectors, and from small teams to large complex organizations. It applies to all workforce sourcing methods, whether the workforce is made up of internal employees or externally sourced workers.

This document also addresses the relationship between allocation decisions and stakeholders, including operations, finance, human resource functions and, most importantly, workers.

This document explains how to create an allocation framework, design an allocation process and document, communicate, measure and improve the process. It also suggests preventative actions to stop or mitigate undesirable outcomes.

This document does not address:

- a) absence management or planning or timekeeping;
- b) role or skill-based workforce planning (refer to ISO 30409);
- c) labour standards;
- d) training or succession planning;
- e) recruitment (refer to ISO 30405 and ISO 30409);
- f) compensation or performance reviews;
- g) health and safety (refer to ISO 45001);
- h) work ergonomics (refer to ISO 6385);
- i) methods of organizing specific types of work (e.g. lean manufacturing, agile project management);
- j) automation of tasks using “digital workers”, such as physical robots and artificial intelligence bots.

Annexes to this document describe details and foundational concepts of allocation applied in various industries as examples to support the theory.