

BS 76000:2015



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Human resource – Valuing people – Management system – Requirements and guidance

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Contents

Foreword *ii*

0	Introduction	1
1	Scope	3
2	Normative references	4
3	Terms and definitions	4
4	Context of the organization (see Figure 2)	8
5	Leadership (see Figure 3)	11
6	Planning (see Figure 4)	15
7	Support	18
8	Operation	23
9	Performance evaluation (see Figure 6)	26
10	Improvement (see Figure 7)	28

Annexes

Annex A (informative) Determining the scope of the management system for valuing people 31

Annex B (informative) Documented information 32

Annex C (informative) Performance evaluation 34

Bibliography 38

List of figures

Figure 1 – Management system for valuing people 2

Figure 2 – Evaluating the organization's context and purpose 8

Figure 3 – Requirements for and challenges of leadership 11

Figure 4 – Planning requirements to address opportunities and risks of valuing people 15

Figure 5 – Determining the resource requirements to support the plan 18

Figure 6 – Evaluating the operation of the system 26

Figure 7 – Improvements and redesign to existing system 28

Summary of pages

This document comprises a front cover, an inside front cover, pages i to ii, pages 1 to 38, an inside back cover and a back cover.

Foreword

Publishing information

This British Standard is published by BSI Standards Limited, under licence from The British Standards Institution, and came into effect on 31 July 2015. It was prepared by Technical Committee HCS/1, *Human capital*. A list of organizations represented on this committee can be obtained on request to its secretary.

Information about this document

BS 76000 is an overarching document that is intended to be supported by other standards related to the management and development of people in organizations, including social inclusion and diversity.

Relationship with other publications

BS 76000 is aligned with current or forthcoming editions of other widely-used management system standards through the use of a common structure and core text.

Presentational conventions

The provisions of this standard are presented in roman (i.e. upright) type. Its requirements are expressed in sentences in which the principal auxiliary verb is "shall".

Commentary, explanation and general informative material is presented in smaller italic type, and does not constitute a normative element.

For convenience, a number of boxes have been included in the main body of text to give useful guidance on, and examples of, the implementation of the requirements. An overview of the management system and each of its elements is given in Figure 1 to Figure 7.

Contractual and legal considerations

This publication does not purport to include all the necessary provisions of a contract. Users are responsible for its correct application.

Compliance with a British Standard cannot confer immunity from legal obligations.

0 Introduction

Long-term organizational effectiveness is achieved through the contributions of those people who work on behalf of an organization. This British Standard provides a framework for an organization to create an individually-tailored management system, or to align existing systems, to realize the full value (actual or potential) that people provide to the organization through their capabilities, knowledge, skills, networks, experience, behaviours and attitudes. The use of a management system promotes a structured and thoughtful approach to people value management at both strategic and operational levels of the organization.

By establishing a dialogue between the organization, its people and stakeholders, mutual respect can be fostered to acknowledge the diverse contributions these bring to the organization and to its shared values and social sustainability. By implementing the management system, an organization can engage and enable people in addressing issues and providing solutions to contribute to sustained success.

This standard is based on a set of high-level values and principles for valuing people in an organization:

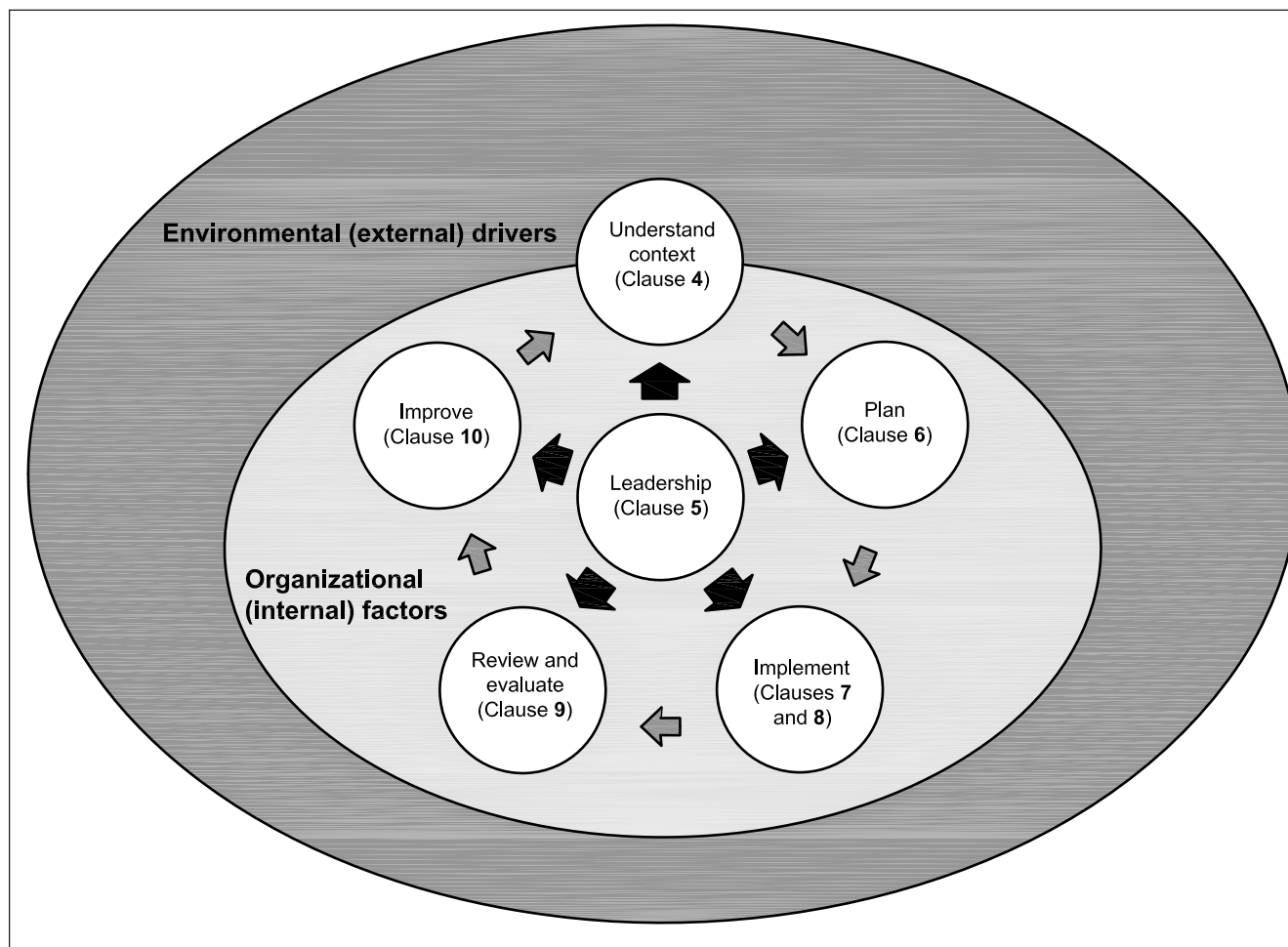
- a) people working on behalf of the organization have intrinsic value in addition to their protections under the law or in regulation, which needs to be respected;
- b) stakeholders and their interests are integral to the best interests of the organization;
- c) every organization is part of wider society and has a responsibility to respect its social contract as a corporate citizen and operate in a manner that is sustainable;
- d) a commitment to valuing people who work on behalf of the organization and to meeting the requirements of this standard which is made and supported at the highest level; and
- e) each principle is of equal importance.

These principles, taken together, form a holistic approach to the understanding and operation of the management system. Consequently, substantial application of the requirements does not automatically translate to compliance. The standard takes into account all relevant stakeholders, recognizing that not only direct employees contribute value to the organization. Taking into account the legitimate interests and expectations of wider stakeholders is not merely of value to the organization's purpose, but reflects the belief that recognizing and respecting the value of people beyond the minimum rights stated in law has long-term personal and societal benefit.

"Organizational value of people" and "valuing people" are not confined to the calculation of directly quantifiable monetary value, transactional utility or return on investment, either achieved or anticipated. The terms are used in recognition that "value", defined as the inherent and unique merit and worth of people, connotes the actual or potential contribution people at all levels in the organization make as a result of their unique capabilities, knowledge, skills, networks, experience, attitudes and insights. Understood in these terms, recognition of the value of people is an underpinning principle of enacting the requirements of this management system standard.

NOTE A management system for valuing people is illustrated in Figure 1.

Figure 1 Management system for valuing people



The way in which an organization values its people and stakeholders is at the heart of its success. Organizational performance and people management and development are interlinked. People management and development influence individual, group and organizational performance. This standard acknowledges that organizations are complex and that people develop themselves and contribute to organizational performance in a range of different ways. Therefore, the standard does not prescribe specific people management and development practices. Instead it focuses on the principles and processes through which an organization can identify and develop its own strategic approach to recognizing and benefitting from the organizational value of people in ways that are contextually and organizationally appropriate.

The standard acknowledges that an organization might already practise the principles enshrined in this standard. The standard therefore provides an overarching framework through which such an organization can demonstrate its commitment to valuing people, enhancing its responsiveness to risk and opportunity, and continually improving its existing policies and practices.

Recognizing the importance of people to an organization, this British Standard provides a framework for:

- 1) enhancing organizational resilience and flexibility;
- 2) developing and empowering people, and encouraging employees to feel part of the larger whole and able to influence and participate in the development of policies;
- 3) promoting transparency, accountability, sustainability and effective governance;

- 4) successfully managing change;
- 5) improving communications to facilitate and nurture open dialogue; and
- 6) reflecting the organization's commitment to the principle that people within its influence have intrinsic value.

Recognizing that every organization has a unique culture that develops over time, this standard requires that the organizational culture recognizes the inherent value of people, and emphasizes the importance of leaders actively encouraging the development of a culture that acknowledges the value of people.

1 Scope

This British Standard specifies high-level, strategic requirements for a management system for valuing people to enable an organization to manage and develop its people, and realize and manage their actual and potential value, such that the organization is sensitive to its environment, manages related risks, and improves its people strategy and performance.

NOTE 1 This standard does not require the creation of an entirely new management system for valuing people within an organization. Its requirements are applicable to elements of other strategies, processes and systems relating to the governance, deployment and development of people.

NOTE 2 The concept of "organization" includes, but is not limited to, a small/micro and medium business, company, corporation, firm, enterprise, authority, partnership, charity or institution, or part or combination thereof, whether incorporated or not, public or private.

This British Standard is applicable to any organization that wishes to:

- a) establish a strategic management system to plan, improve and realize the intrinsic value of people under its control; and
- b) implement, maintain, review and continually improve a strategic management system that addresses the organizational value of people.

The requirements of this standard are generic and are intended to be applicable to all organizations (or parts thereof), regardless of type, size, nature and complexity of business, and whether in the public, private or voluntary sector. The extent of the application of these requirements depends on such factors as the organization's strategic policies addressing the value of people, the nature of its activities and the risks and complexity of its operations.

The standard recognizes that each organization is different and that decision-makers need to determine the most appropriate approach according to their organization's context.

This standard does not specify performance criteria or prescribe operational processes or procedures, such as employee recruitment, performance management or sickness absence, nor does it define what constitutes "good" people management and development.

2 Normative references

There are no normative references.

3 Terms and definitions

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

3.1 audit

systematic, independent, documented **process** (3.21) for obtaining **documented information** (3.7), statements of fact or other relevant information and assessing them objectively to determine the extent to which the audit criteria are fulfilled

NOTE to entry: An audit can be an internal audit (first party) or an external audit (second party or third party), and it can be a combined audit (combining two or more disciplines).

3.2 competence

ability to apply knowledge and skills to achieve intended results

[SOURCE: ISO/IEC Annex SL:2012, 3.10]

NOTE 1 to entry: Competence may also refer to the inherent potential of the individual to adapt and develop to meet changing demands and opportunities.

NOTE 2 to entry: Competence also includes behaviours appropriate to tasks and responsibilities.

3.3 conformity

fulfilment of a **requirement** (3.22)

[SOURCE: ISO/IEC Annex SL:2012, 3.18]

3.4 continual improvement

recurring activity to enhance **performance** (3.19)

[SOURCE: ISO/IEC Annex SL:2012, 3.22]

3.5 correction

action to address a gap in the existing management system or to eliminate a detected **nonconformity** (3.13)

[SOURCE: ISO/IEC Annex SL:2012, 3.20, modified]

3.6 corrective action

action in response to a gap in the existing **management system** (3.10), or to eliminate the cause of a detected **nonconformity** (3.13) and to prevent recurrence

3.7 documented information

information required to be controlled and maintained by an **organization** (3.15) and the medium on which it is contained

NOTE 1 to entry: Documented information can be in any format and media and from any source.

NOTE 2 to entry: Documented information can refer to:

- the **management system** (3.10), including related **processes** (3.21);
- information created in order for the organization to operate (documentation);
- evidence of results achieved (records).

[SOURCE: ISO/IEC Annex SL:2012, 3.11]

3.8 effectiveness

extent to which planned activities are realized and planned results achieved

[SOURCE: ISO/IEC Annex SL:2012, 3.06]

3.9 function

activity performed by a designated individual or unit of the **organization** (3.15)

3.10 management system

set of interrelated or interacting elements of an **organization** (3.15) to establish **policies** (3.20) and **objectives** (3.14) and **processes** (3.21) to achieve those objectives

NOTE 1 to entry: A management system can address a single discipline or several disciplines.

NOTE 2 to entry: The system elements include the organization's structure, roles and responsibilities, planning, operation, etc.

NOTE 3 to entry: The scope of a management system may include the whole of the organization, specific and identified functions of the organization, specific and identified sections of the organization, or one or more functions across a group of organizations.

[SOURCE: ISO/IEC Annex SL:2012, 3.04]

3.11 measurement

process (3.21) to determine a value

[SOURCE: ISO/IEC Annex SL:2012, 3.16]

NOTE to entry: The value that people bring to an organization is both tangible and intangible. Measurement is taken to include systematic processes of assessment and evaluation that utilize both qualitative and quantitative forms of data to take into account the value that is contributed by people over a longer time frame and in a more diffused way than is assumed with the measurement of any directly quantifiable monetary value, transactional utility or return on investment.

3.12 monitoring

determining the status of a system, a **process** (3.21) or an activity

NOTE to entry: To determine the status there may be a need to check, supervise or critically observe.

[SOURCE: ISO/IEC Annex SL:2012, 3.15]

3.13 nonconformity

non-fulfilment of a **requirement** (3.22)

[SOURCE: ISO/IEC Annex SL:2012, 3.19]

3.14 objective

result to be achieved

NOTE 1 to entry: An objective can be strategic, tactical, or operational.

*NOTE 2 to entry: Objectives can relate to different disciplines (such as financial, health and safety, risk management and environmental goals) and can apply at different levels [such as strategic, organization-wide, team-related, individual, project, product and **process** (3.21)].*

NOTE 3 to entry: An objective can be expressed in other ways, e.g. as an intended outcome, a purpose, a mitigation, an operational criterion, as an objective addressing the value of people or by the use of other words with similar meaning (e.g. aim, goal or target).

NOTE 4 to entry: In the context of valuing people management systems (3.10), objectives for valuing people are set by the organization, consistent with the policies addressing the value of people, to achieve specific results.

[SOURCE: ISO/IEC Annex SL:2012, 3.08]

3.15 organization

person or group of people that has its own functions with responsibilities, authorities and relationships to achieve its **objectives** (3.14)

NOTE to entry: The concept of "organization" includes, but is not limited to, a small/micro and medium business, company, corporation, firm, enterprise, authority, partnership, charity or institution, or part or combination thereof, whether incorporated or not, public or private.

[SOURCE: ISO/IEC Annex SL:2012, 3.01]

3.16 organizational culture

values, norms and behaviours that are encouraged and expected from members of the organization that affect how people conduct themselves and relate with each other and the wider community

3.17 outcome

intended or unintended effect on the **organization** (3.15) and **stakeholders** (3.24)

3.18 outsource (verb)

make an arrangement where an external provider **organization** (3.15) provides or performs part of an organization's function or **process** (3.21)

NOTE to entry: An external providing organization is outside the scope of the management system (3.10), although the outsourced function or process is within the scope.

[SOURCE: ISO/IEC Annex SL:2012, 3.14, modified]

3.19 performance

measurable result

NOTE 1 to entry: Performance can relate either to quantitative or qualitative findings.

*NOTE 2 to entry: Performance can relate to the management of people, teams, activities, **processes** (3.21), products (including services), systems or **organizations** (3.15).*

[SOURCE: ISO/IEC Annex SL:2012, 3.13, modified]

3.20 policy

intentions and direction of an **organization** (3.15) as formally expressed by its **top management** (3.25)

[SOURCE: ISO/IEC Annex SL:2012, 3.07]

3.21 process

set of interrelated or interacting activities which transforms inputs into outputs, including planned interventions that lead to an **outcome** (3.17) or set of outcomes

[SOURCE: ISO/IEC Annex SL:2012, 3.12, modified]

3.22 requirement

need or expectation that is stated, generally implied or obligatory

*NOTE 1 to entry: "Generally implied" means that it is custom or common practice for the **organization** (3.15) and **stakeholders** (3.24) that the need or expectation under consideration is implied.*

NOTE 2 to entry: A specified requirement is one that is stated, for example in documented information.

[SOURCE: ISO/IEC Annex SL:2012, 3.03, modified]

3.23 risk

effect of uncertainty

NOTE 1 to entry: An effect is a deviation from the expected – positive or negative – that arises from an uncertain situation.

NOTE 2 to entry: Uncertainty is the state, even partial, of deficiency of information related to, understanding or knowledge of, an event, its consequence, or likelihood.

NOTE 3 to entry: Risk is often characterized by reference to potential events (PD ISO Guide 73:2009, 3.5.1.3) and consequences (PD ISO Guide 73:2009, 3.6.1.3), or a combination of these.

NOTE 4 to entry: Risk is often expressed in terms of a combination of the consequences of an event (including changes in circumstances) and the associated likelihood (PD ISO Guide 73:2009, 3.6.1.1) of occurrence.

[SOURCE: ISO/IEC Annex SL:2012, 3.09]

3.24 stakeholder

person or **organization** (3.15) that can affect, be affected by, or perceive themselves to be affected by a decision or activity

3.25 top management

person or group of people who directs and controls an **organization** (3.15) at the highest level

NOTE 1 to entry: Top management has the power to delegate authority and provide resources within the organization.

*NOTE 2 to entry: If the scope of the **management system** (3.10) covers only part of an organization then top management refers to those who direct and control that part of the organization.*

NOTE 3 to entry: Where an organization has a non-hierarchical structure top management implies ultimate decision-makers, who might be business owners or partners.

[SOURCE: ISO/IEC Annex SL:2012, 3.05, modified]

3.26 value

merit and worth of people due to their unique knowledge, skills and abilities

NOTE to entry: "Inherent value" in this standard refers to the principle that people are valued for who they are; not just because they deliver monetary value or money equivalents to their organization.

3.27 values

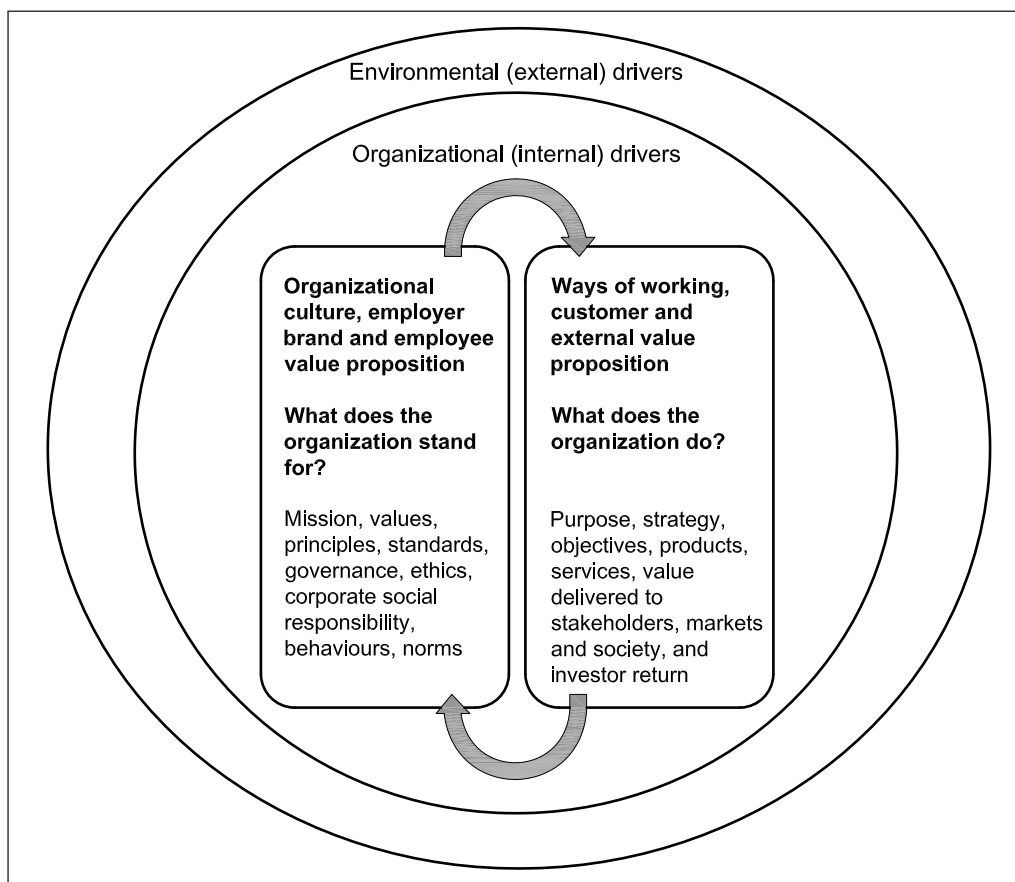
principles, ethics or rules applied to make moral judgment and consequently people's standards of behaviour and attitudes

3.28 valuing

recognition of value which may be determined both objectively through a process and subjectively

4 Context of the organization (see Figure 2)

Figure 2 Evaluating the organization's context and purpose



4.1 Understanding the organization and its context

NOTE The requirements of this subclause are intended to provide a high-level understanding of the issues that can affect, either positively or negatively, the way the organization manages its people.

The organization shall determine external and internal issues, including the statutory and regulatory framework, that are relevant to its purpose and objectives and that affect its ability to achieve the intended outcome(s) of its management system for valuing people

This shall take into account trends, good practice and the views of people at all levels within the organization, as well as those of external stakeholders, to ensure appropriate diversity of perspectives relevant to valuing people in the organization.

NOTE 1 Sometimes, cultural differences and regulatory variations can cause conflicts. Resolution of such inherent conflicts, particularly those facing multinational corporations or organizations with diverse workforces, should be explored as a learning/developmental opportunity.

The knowledge gained shall be taken into account when designing the organization's management system for valuing people.

NOTE 2 The intended outcome(s) are those strategic objectives set by the organization to be achieved through its management system for valuing people, which include meeting its policy commitments.

The issues that should be examined are those that affect the organization's ability to fully recognize and realize the value of its people in order to improve performance, well-being and achievement of overall objectives. The issues also include the conditions, characteristics or changing circumstances that can affect the management system for valuing people.

Some issues might be crucial to one organization and negligible to another, depending on the circumstances.

"External" issues can be local, regional, national or international, and include:

- a) cultural, social and political factors;
- b) legal or regulatory requirements (and any expected changes to them);
- c) economic effects;
- d) technology (dependency, developments, infrastructure);
- e) environmental effects; and
- f) business competition and market trends.

"Internal" issues relate directly to the organization, and include:

- 1) organizational structure and governance;
- 2) policies, objectives and the strategies in place to achieve them;
- 3) the organization's resources (financial, physical, technological, human) and knowledge base;
- 4) formal and informal information and communication (ICT) systems;
- 5) decision-making processes;
- 6) relationships with, and perceptions and values of, internal stakeholders;
- 7) the organization's culture;
- 8) internal standards, guidelines and business models; and
- 9) the form and extent of contractual relationships with those who work on behalf of the organization.

Determining which external and internal issues can affect the intended outcomes of the management system and the significance of their potential effects is essential.

Important reference points for understanding the organization and its context are:

- i) the values and principles within which the organization seeks to operate; and
- ii) the value that it sets out to deliver to its stakeholders, markets and wider society.

4.2 Understanding the needs and expectations of stakeholders

The organization shall determine:

- a) the stakeholders that are relevant to the management system for valuing people;
- b) the needs and expectations of these stakeholders; and
- c) how to engage with the stakeholders.

Stakeholders can be either internal or external to the organization. The organization should seek to ensure that it is aware of all relevant stakeholders that can affect it, or which perceive themselves to be affected by it, in order to plan how to meet their needs and expectations, where relevant.

Stakeholders relevant to the management system might include:

- a) legal and regulatory authorities (local, regional, state/provincial, national or international);
- b) parent organizations;
- c) customers and suppliers;
- d) trade and professional associations;
- e) community groups;
- f) non-governmental organizations;
- g) people working on behalf of the organization; and
- h) owners, shareholders of the organization, management consortiums.

The requirements of a stakeholder are not necessarily requirements of the organization. It is important to distinguish between needs and expectations determined by:

- 1) laws, regulations, permits and licenses, which are *mandatory*; and
- 2) other stakeholders, which are *voluntary*.

Requirements of stakeholders which are not mandatory through law or regulation only become obligatory for an organization if that organization chooses to adopt them. Once the organization adopts them, they become organizational requirements and should be considered when planning the management system for valuing people.

4.3 Determining the scope of the management system for valuing people

The determination of the boundaries and applicability of the management system for valuing people shall be informed by the needs and expectations of stakeholders.

When determining this scope, the organization shall consider:

- a) the external and internal issues referred to in 4.1; and
- b) the needs and expectations referred to in 4.2.

The scope shall be available as documented information (see also Annex A and Annex B).

4.4 The management system for valuing people in organizations

The organization shall design, establish, implement, maintain and continually improve a management system for valuing people, including the processes needed and their interactions, in accordance with the requirements of this British Standard.

This shall be undertaken in accordance with the following values and principles:

- a) people working on behalf of the organization have intrinsic value in addition to their protections under the law or in regulation, which needs to be respected;
- b) stakeholders and their interests are integral to the best interests of the organization;
- c) every organization is part of wider society and has a responsibility to respect its social contract as a corporate citizen and to operate in a manner that is sustainable;