

BS 76000:2015



BSI Standards Publication

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

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Published by BSI Standards Limited 2015

ISBN 978 0 580 86200 7

ICS 03.100.30

The following BSI references relate to the work on this document:

Committee reference HCS/1

Draft for comment 14/30298953 DC

Publication history

First published, July 2015

Amendments issued since publication

Date	Text affected
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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 information 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 this 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:

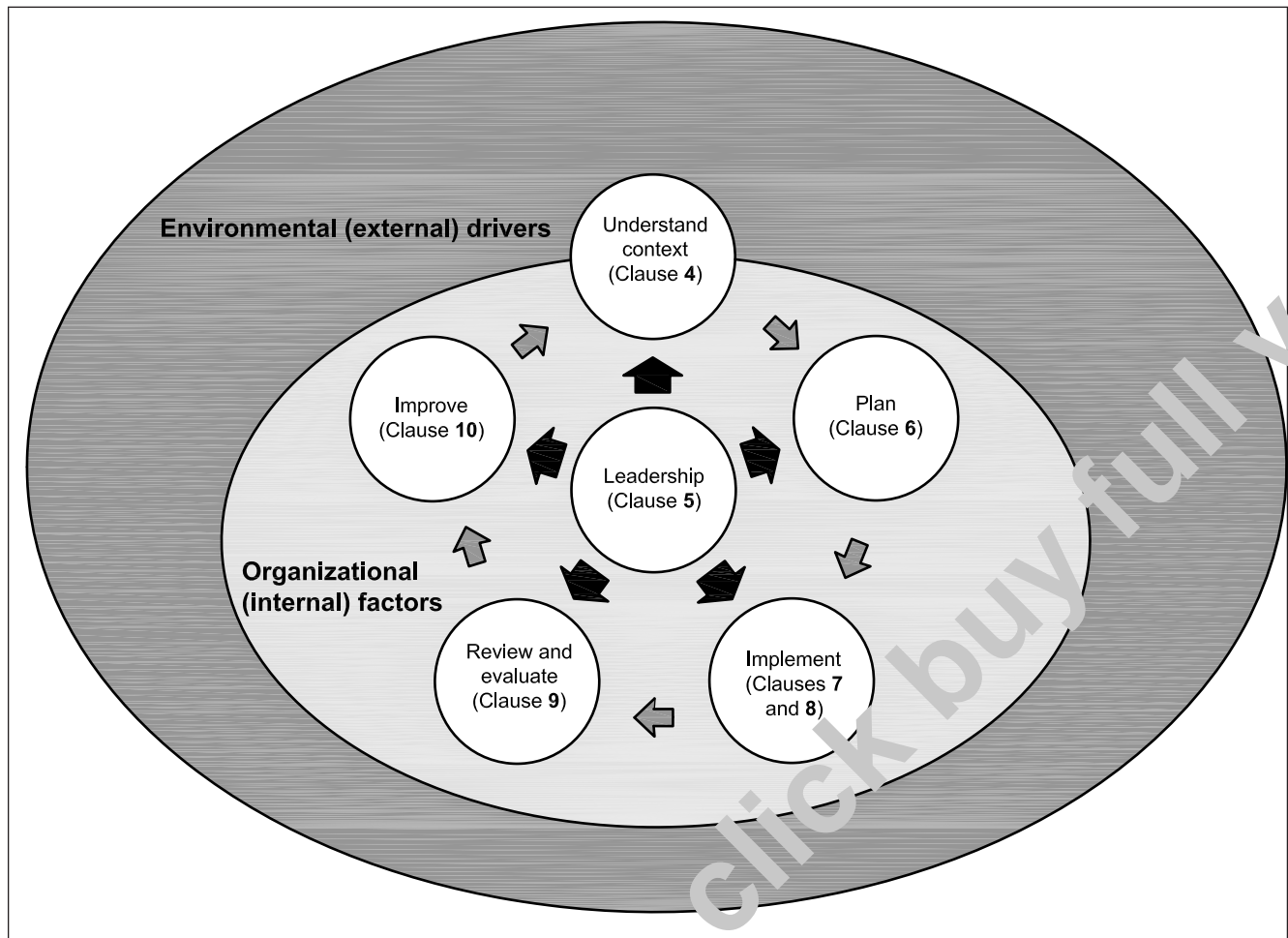
- a) people working on behalf of the organization have intrinsic value in addition to their protections under the law or in regulation, which needs to be respected;
- b) stakeholders and their interests are integral to the best interests of the organization;
- c) every organization is part of wider society 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, 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 the 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.