



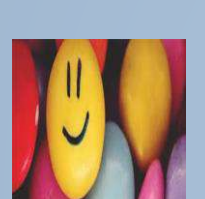
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BS 76001 HR Professionals invited to shape development of British Standard for valuing people in organizations

What is BS 76001 HR Professionals invited to shape development of British Standard for valuing people in organization?

Human resource management (HRM or HR) is the strategic approach to the effective and efficient management of people in a company or organization such that they help their business gain a competitive advantage. It is designed to maximize employee performance in service of an employer's strategic objectives. Human resource management is primarily concerned with the management of people within organizations, focusing on policies and systems. HR departments are responsible for overseeing employee-benefits design, employee recruitment, training and development, performance appraisal, and reward management, such as managing pay and employee-benefits systems. HR also concerns itself with organizational change and industrial relations, or the balancing of organizational practices with requirements arising from collective bargaining and governmental laws.

HR is a product of the human relations movement of the early 20th Century, when researchers began documenting ways of creating business value through the strategic management of the workforce. It was initially dominated by transactional work, such as payroll and benefits administration, but due to globalization, company consolidation, technological advances, and further research, HR as of 2015 focuses on strategic initiatives like mergers and acquisitions, talent management, succession planning, industrial and labor relations, and diversity and inclusion. In the current global work environment, most companies focus on lowering employee turnover and on retaining the talent and knowledge held by their workforce. New hiring not only entails a high cost but also increases the risk of a new employee not being able to adequately replace the position of the previous employee. HR departments strive to offer benefits that will appeal to workers, thus reducing the risk of losing employee commitment and psychological ownership.

History

Antecedent theoretical developments

The human resources field began to take shape in 19th century Europe. It built on a simple idea by Robert Owen (1771-1858) and Charles Babbage (1791-1871) during the industrial revolution. These men concluded that people were crucial to the success of an organization. They expressed the thought that the well-being of employees led to perfect work; without healthy workers, the organization would not survive.

HR emerged as a specific field in the early 20th century, influenced by Frederick Winslow Taylor (1856–1915). Taylor explored what he termed "scientific management" (sometimes referred to as "Taylorism"), striving to improve economic efficiency in manufacturing jobs. He eventually focused on one of the principal inputs into the manufacturing process—labor—sparking inquiry into workforce productivity.

Professional associations

Main article: [List of human resource management associations](#)

There are a number of professional associations, some of which offer training and certification. The Society for Human Resource Management, which is based in the United States, is the largest professional association dedicated to HR, with over 285,000 members in 165 countries. It offers a suite of Professional in Human Resources (PHR) certifications through its HR Certification Institute. The Chartered Institute of Personnel and Development, based in England, is the oldest professional HR association, with its predecessor institution being founded in 1918.

Several associations also serve niches within HR. The Institute of Recruiters (IOR) is a recruitment professional association, offering members education, support and training. WorldatWork focuses on "total rewards" (i.e., compensation, benefits, work life, performance, recognition, and career development), offering several certifications and training programs dealing with remuneration and work-life balance. Other niche associations include the American Society for Training & Development and Recognition Professionals International.

A largely academic organization that is relevant to HR is the Academy of Management that has an HR division. This division is concerned with finding ways to improve the effectiveness of HR.^[47] The Academy publishes several journals devoted in part to research on HR, including *Academy of Management Journal* and *Academy of Management Review*, and it hosts an annual meeting.

Meanwhile, in England, C S Myers, inspired by unexpected problems among soldiers which had alarmed generals and politicians in the First World War of 1914–1918, co-founded the National Institute of Industrial Psychology (NIIP) in 1921. In doing so, he set seeds for the human relations movement. This movement, on both sides of the Atlantic, built on the research of Elton Mayo (1880-1949) and others to document through the Hawthorne studies (1924–1932) and other studies how stimuli, unrelated to financial compensation and working conditions, could yield more productive workers. Work by Abraham Maslow (1908–1970), Kurt Lewin (1890–1947), Max Weber (1864–1920), Frederick Herzberg (1923–2000), and David McClelland (1917–1998), forming the basis for studies in industrial and organizational psychology, organizational behavior and organizational theory, was interpreted in such a way as to further claims of legitimacy for an applied discipline.

Birth and development of the discipline

By the time enough theoretical evidence existed to make a business case for strategic workforce management, changes in the business landscape - à la Andrew Carnegie (1835-1919), John Rockefeller (1839-1937) - and in public policy - à la Sidney (1859-1947) and Beatrice Webb (1858-1943), Franklin D. Roosevelt and the New Deal of 1933 to 1939 - had transformed employer-employee relationships, and the HRM discipline became formalized as "industrial and labor relations". In 1913 one of the oldest known professional HR associations—the Chartered Institute of Personnel and Development (CIPD)—started in England as the Welfare Workers' Association; it changed its name a decade later to the Institute of Industrial Welfare Workers, and again the next decade to Institute of Labour Management before settling upon its current name in 2000. From 1918 the early Soviet state institutions began to implement a distinct ideological HRM focus alongside technical management - first in the Red Army (through political commissars alongside military officers), later (from 1933) in work sites more generally (through partorg posts alongside conventional managers).

In 1920, James R. Angell delivered an address to a conference on personnel research in Washington detailing the need for personnel research. This preceded and led to the organization of the Personnel Research Federation. In 1922 the first volume of *The Journal of Personnel Research* was published, a joint initiative between the National Research Council and the Engineering Foundation. Likewise in the United States, the world's first institution of higher education dedicated to workplace studies—the School of Industrial and Labor Relations—formed at Cornell University in 1945. In 1948 what would later become the largest professional HR association—the Society for Human Resource Management (SHRM)—formed as the American Society for Personnel Administration (ASPA).

In the Soviet Union, meanwhile, Stalin's use of patronage exercised through the "HR Department" equivalent in the Bolshevik Party, its Orgburo, demonstrated the effectiveness and influence of human-resource policies and practices, and Stalin himself acknowledged the importance of the human resource, exemplified in his mass deployment of it, as in the five-year plans and in the Gulag system.

During the latter half of the 20th century, union membership declined significantly, while workforce-management specialists continued to expand their influence within organizations. In the US, the phrase "industrial and labor relations" came into use to refer specifically to issues concerning collective representation, and many companies began referring to the proto-HR profession as "personnel administration". Many current HR practices originated with the needs of companies in the 1950s to develop and retain talent.

In the late 20th century, advances in transportation and communications greatly facilitated workforce mobility and collaboration. Corporations began viewing employees as assets. "Human resources management" consequently, became the dominant term for the function—the ASPA even changing its name to the Society for Human Resource Management (SHRM) in 1998.

"Human capital management" (HCM) is sometimes used synonymously with "HR", although "human capital" typically refers to a more narrow view of human resources; i.e., the knowledge the individuals embody and can contribute to an organization. Other terms sometimes used to describe the HRM field include "organizational management", "manpower management", "talent management", "personnel management", "workforce management", and simply "people management".

In popular media

Several popular media productions have depicted human resource management in operation. On the U.S. television series of *The Office*, HR representative Toby Flenderson is sometimes portrayed as a nag because he constantly reminds coworkers of company policies and government regulations. Long-running American comic strip *Dilbert* frequently portrays sadistic HR policies through the character Catbert, the

"evil director of human resources". An HR manager is the title character in the 2010 Israeli film *The Human Resources Manager*, while an HR intern is the protagonist in 1999 French film *Ressources humaines*. The main character in the BBC sitcom *dinnerladies*, Philippa, is an HR manager. The protagonist of the Mexican telenovela *Mañana es para siempre* is a director of human resources. *Up in the Air* is centered on corporate "downsizer" Ryan Bingham (George Clooney) and his travels. As the film progresses, HR is portrayed as a data-driven function that deals with people as metrics, which can lead to absurd outcomes for real people.

Virtual human resources

Technology has a significant impact on HR practices. Utilizing technology makes information more accessible within organizations, eliminates time doing administrative tasks, allows businesses to function globally, and cuts costs. Information technology has improved HR practices in the following areas:

E-recruiting

Human resources information systems

Training

Education



The School of Industrial and Labor Relations at Cornell University was the world's first school for college-level study in HR.

Some universities offer programs of study for human resources and related fields. The School of Industrial and Labor Relations at Cornell University was the world's first school for college-level study in HR. It currently offers education at the undergraduate, graduate, and professional levels, and it operates a joint degree program with the Samuel Curtis Johnson Graduate School of Management.

Many colleges and universities house departments and institutes related to the field, either within a business school or in another college. Most business schools offer courses in HR, often in their departments of management. In general, schools of human resources management offer education and research in the HRM field from diplomas to doctorate-level opportunities. The master's-level courses include MBA (HR), MM (HR),

Professional associations

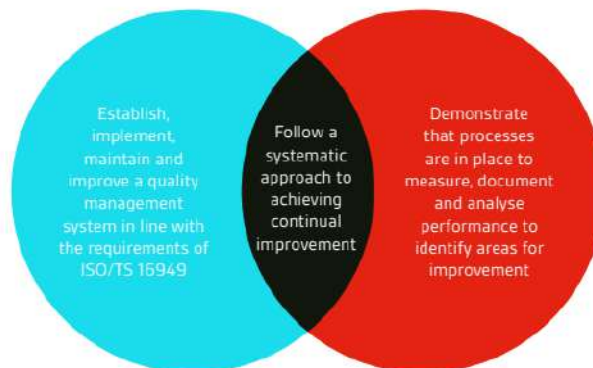
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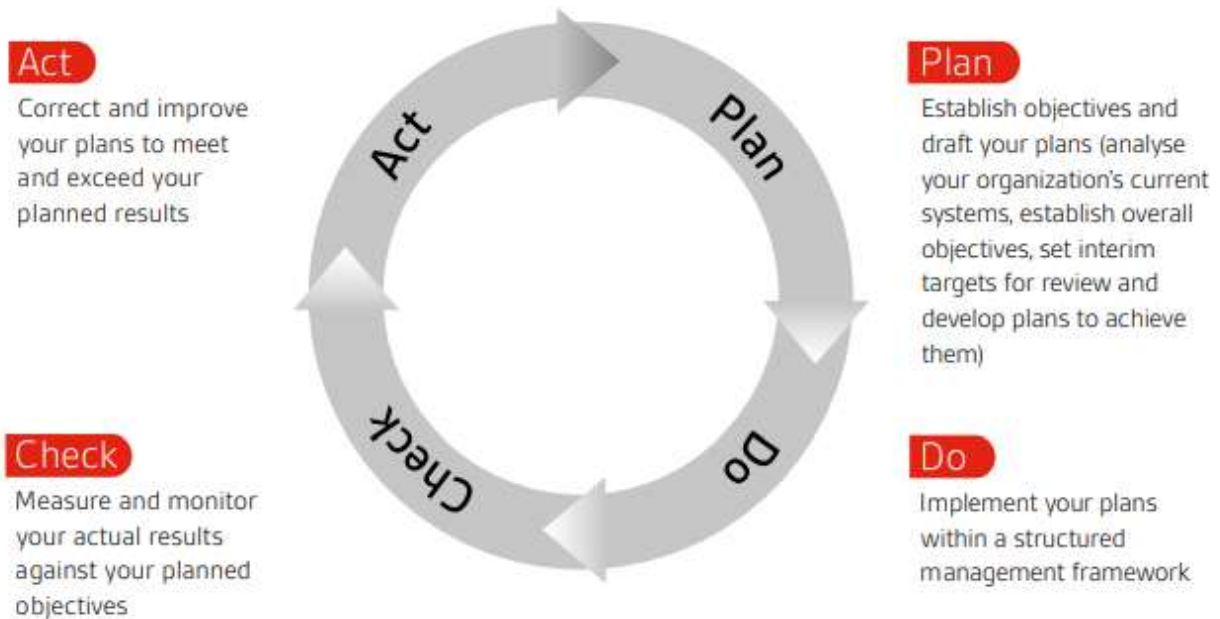
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The principal requirements of the standard are illustrated below:



The next few pages of the guide takes you through the Plan-Do-Check-Act (PDCA) methodology, common in all ISO management systems and how DCS can help and support you on your ISO/TS 16949 journey.

Understanding the principles of continual improvement



10 Tips on making ISO/TS 16949 work for you

1. Top management commitment is vital for the system to be introduced successfully. Make sure senior managers are actively responsible, involved, approve resources and agree to the key processes.
2. Make sure your whole business and supply chain are committed to business improvement and engage them with a sound communications strategy.
3. Establish a competent and knowledgeable implementation team to deliver best results, sharing roles and responsibilities.
4. Review systems, policies, procedures and processes you have in place at the moment. Then compare them with what ISO/TS 16949 asks for. Get supply chain and stakeholder feedback on your current quality processes.
5. Adapt the basic principles of ISO/TS 16949 standard to your specific business objectives and environment.
6. Clearly lay out a well-communicated plan of activities and timescales. Make sure everyone understands them and their role in achieving them.
7. Consider using DCS's Entropy™ Software to manage your system which is configured to help you achieve sustained compliance with key ISO/TS 16949 requirements.
8. Train your staff to carry out internal audits, which can provide valuable feedback on potential audits and opportunities for improvement.
9. Encourage your supply chain to become certified to ISO/TS 16949 to benefit from a robust end to end system.
10. Regularly review your ISO/TS 16949 management system to make sure it remains appropriate, effective and delivered continual improvement.

How DCS supports you throughout the implementation of ISO/TS 16949

Speak to someone at DCS to help you understand the process. If you are new to management systems then we know this may seem rather daunting at first. But don't worry – just pick up the phone to speak to one of our people. We can turn jargon into English and put you on the right track for success – simply call 02502341257/9322728183

Commit to best practice and start making excellence a habit

Once we have received your application, we will identify the best people to assist you on your journey – those that know your industry sector and will clearly understand your specific challenges. We also have some useful self-assessment tools to help you get started.

Engage your team and the rest of the organization

Success will depend on a team effort so get the backing of your organization by helping them understand how they can contribute to the system. Consider whether people have the necessary skills and if not equip them accordingly.

Get ahead with pre-assessment and identify potential loopholes

Many DCS clients like to get reassurance that they are on the right track before committing to the official stage 1 assessment. At your discretion, DCS will carry out an optional ‘gap-analysis’ or pre-assessment visit to help you identify any weaknesses or omissions prior to the formal assessment. Call our team on 02502341257/9322728183 to book a pre-assessment

Celebrate the achievement of your official ISO/TS 16949

DCS will assess your management system in two stages. Our ‘Stage 1’ visit will involve the review of the system against the requirements of the standard. ‘Stage 2’ is simply a follow-up to check that you have corrected and progressed any issues raised in the first stage. Now is the time to celebrate your success.

Use your certificate to promote your business

Once certified, you’ll be able to make your own mark by displaying the DCS Assurance Mark. It’s a valuable marketing tool that you can use to promote your organization, differentiate you from your competitors and win new business.

Help for continuous improvement

DCS’s support extends far beyond the issue of a certificate. Your certificate is valid for three years however our team will continue to work with you to ensure that your business remains compliant and you strive for continual improvement. If you are interested in additional scheme or integrating your system, DCS can help. Talk to your client manager or call our team on 02502341257/9322728183

We know ISO/TS 16949; DCS shaped the original standard.

DCS

- Shaped the original standard that is now ISO/TS 16949 and continues to lead the development of related standards
- Has the most highly trained and knowledgeable assessors
- Offers the widest range of support solutions in the market place
- Is the number one certification body in the UK, USA and Korea?
- Looks after more than 70,000 global clients
- Has an unrivalled International reputation for excellence