

Management System Roadmap Tool

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Getting Started		Basic Good Practice	Advanced	Robust Advanced System
Policy	Review UN Guiding Principles on Business and Human Rights and leading HR policies in your industry.	Develop and communicate your policy to respect human rights, including worksites in scope of Qualifying Program.	Establish formal system to implement your HR policy. May include provisions in contracts or service agreements outlining HR expectations.	Establish routine to review and update policy periodically, reflecting latest developments.
Governance	Identify existing governance structures in your organization or need to establish one.	Confirm senior-most operational accountability. Identify all roles who are responsible for implementing HR policy. Include HR responsibilities in relevant job descriptions.	Set written targets, KPIs and plan to achieve them. Regularly review HR performance and policy implementation.	Senior management reviews human rights progress and challenges. Annual third-party review of human rights management system and conditions in relevant work sites.
Assess	Understand relevant human rights risks in your sector and industry.	Initial assessment of human rights risks of relevant workforce. – this may include new assessment or review of existing data, specific to your work site and supply chain. Prioritize issues identified based on impact on people.	Plan approach to ongoing risk assessment, adapting and learning from initial effort.	Regular routine in place to assess and validate understanding of risk, change in risk profile or root causes.
Monitor	Understand available monitoring approaches in your industry – supplier-led, third-party led or combination.	Begin monitoring approach based on priority issues. This may include farm/plantation/vessel-level monitoring, conducted by suppliers, third parties or workers.	Adapt monitoring based on initial learnings. Plan approach to longer-term capacity building or external hiring required to sustain.	Effective system in place to regularly monitor relevant human rights issues, including worker voice tools, with credible reporting available on results. Well-functioning data system to gather and analyze monitoring data.
Address	Identify expert partners with experience addressing relevant human rights issues and in training organizations to address issues.	Begin addressing priority issues identified – in collaboration with relevant stakeholders. For example – relevant grievance mechanisms, changes in recruitment requirements, alternatives to unsafe work	Learn and adapt approach to addressing priority issues with relevant partners, begin demonstrating effectiveness.	Robust approach in place to address issues and root-cause drivers of risk. Includes engagement in industry efforts, origin countries as relevant. Third-party validation of improved system and conditions.
Prevent	Understand ways to prevent most relevant human rights issues in your sector – both within your worksites but also across industry.	Begin supporting prevention efforts such as awareness raising and programming to address structural drivers of risk	Full activation of prevention activities, with relevant partners.	Evolve prevention activities based on lessons learned and changing needs. System to verify effectiveness of prevention programming.
Build Capability	Identify training resources and partners available to build capability on human rights topics.	Identify training needs for key audiences – internal staff, specific worker populations, program implementers – on specific topics as relevant.	Activate training approach.	Ongoing training, tracking and measuring results.
Communicate Transparently	Review existing communication channels and messaging on human rights.	Establish process to capture learnings throughout this work. Share HR commitment externally.	Begin sharing learnings.	Regular public reporting on progress. Third-party validation of results reporting.
Cascade – As Relevant		<i>Establish process to engage your suppliers on your expectations.</i>	<i>Implement formal internal reporting and review of supplier progress.</i>	<i>Include HR performance in selection and retention of supplier.</i>

**This tool reflects current thinking on key components, and it may evolve over time.*