




# THE ROLE OF HUMAN RESOURCES MANAGEMENT IN CORPORATE SOCIAL RESPONSIBILITY

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- Corporate social responsibility :  
“Corporation's initiatives to assess and take responsibility for the company's effects on environmental and social wellbeing.” Investopedia
  - Human Resources Management : “The process of hiring and developing employees so that they become more valuable to the organization.”  
BusinessDictionary
  - The main goal for a company is to generate profit which requiring human, material and financial resources.
  - Why CSR has to be integrated inside the company ?
  - What is the HR role in the CSR development ?
  - Which HR management responsible for the CSR development ?

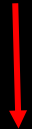


# CONTENT

- I) Trend, Drivers and Business Case
- II) Corporate Culture Implementation
- III) Skill and performance management for CSR
- IV) Conclusion

- CSR benefits for a company :

**Motivating - Developing – Retaining**



Examples:

*Novo Nordisk*, pharmaceutical company in Denmark: 5% drop in staff turnover.

*Sears*, an American retailing group: 20% reduction in staff turnover

- Employee engagement in planning CSR
- Development of skill
- “Change the World “values



## BUSINESS CASES

- Attract and retain bright employees
- Costs of not caring about
- CSR activities > Salary
- Reputation - customers, shareholders, employees

# IMPLEMENTATION

## Vision, Mission, Value & CSR Strategy

- First thing to do
- Role of HR : drive the CSR formulation
- Example: Novo Nordisk

## Employee Codes of Conduct

- Role of HR : Drafting and implementing employee codes of conduct.
- The only mandatory element
- Example: 3M Business Conduct Policies

## Change management and corporate culture

HR role: Guide for corporate culture, team building and change management processes.

*Nancy Lee Model: CSR Management Program Change :*

- A) Those that have the value and the behaviour.
- B) Those that have the value but not the behaviour
- C) Those that do not have the value or the behaviour

(Nancy Lee 2008)

# Employee involvement and participation

## Employee Engagement Pyramid from Melcrum:



HR role: Drive policy development and program implementation.

Programs development:

- Wellness Programs
- Employee Volunteering Programs



## Workforce planning and recruitment

Analyzing present and future workforce competencies.

Promoting the benefits of working within a values-based culture.

## Orientation, training and competency development

Orientation: Clear line overview with the employee.

Competency development: Direct or Indirect CSR responsibility to employees.

Identify CSR competencies.

## Compensation and performance management

HR role: Monitoring results to performance objectives.

Example: *Vancity Credit Union* adds the integration, responsibility and integrity in their annual performance plan.

HR tools : Reward and Recognition.





## Employee Communications

Employee Communication  
Program: To corporate  
Direction, Objectives,  
Innovation and Performance.

Close the clear  
communication gap with  
communication tools.

## Measurement, Reporting & Celebrating

Measure and Publish: CSR  
Performance and Employee  
CSR Engagement.

- Use Human Capital Metrics
- Consult employees
- Celebrate success



- CSR generates growth and better performance inside company.
- No firm can avoid the question of CSR today.
- It must be implemented as a principle of organization and business activities.
- HRM has a major role in CSR integration process as it concerns every sector of the organization.
- CRS success depends on each employee involvement.

## REFERENCES

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