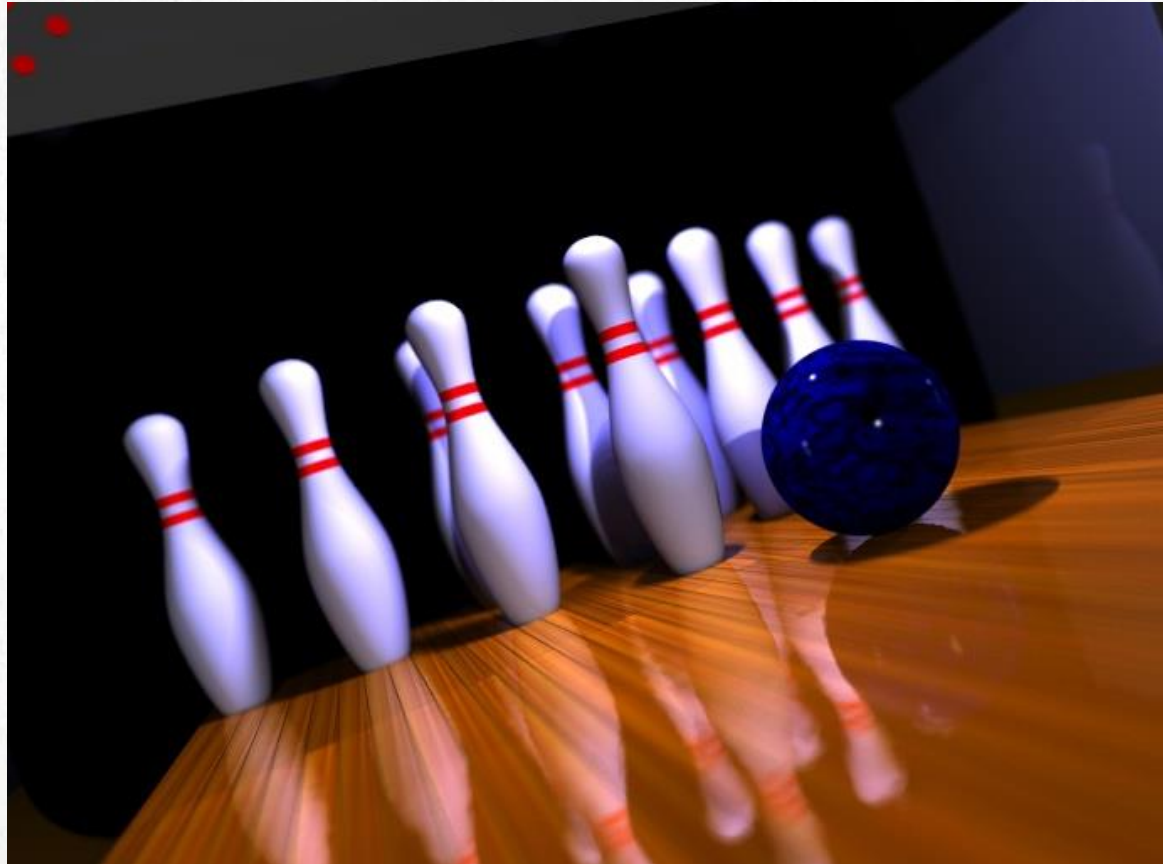


kjm közösen a jövő munkahelyeiért alapítvány

INTERNAL CSR MODELS IN HUNGARY

HOW TO MEASURE INTERNAL CSR INITIATIVES

UNIVERSITY OF PANNONIA, HUNGARY

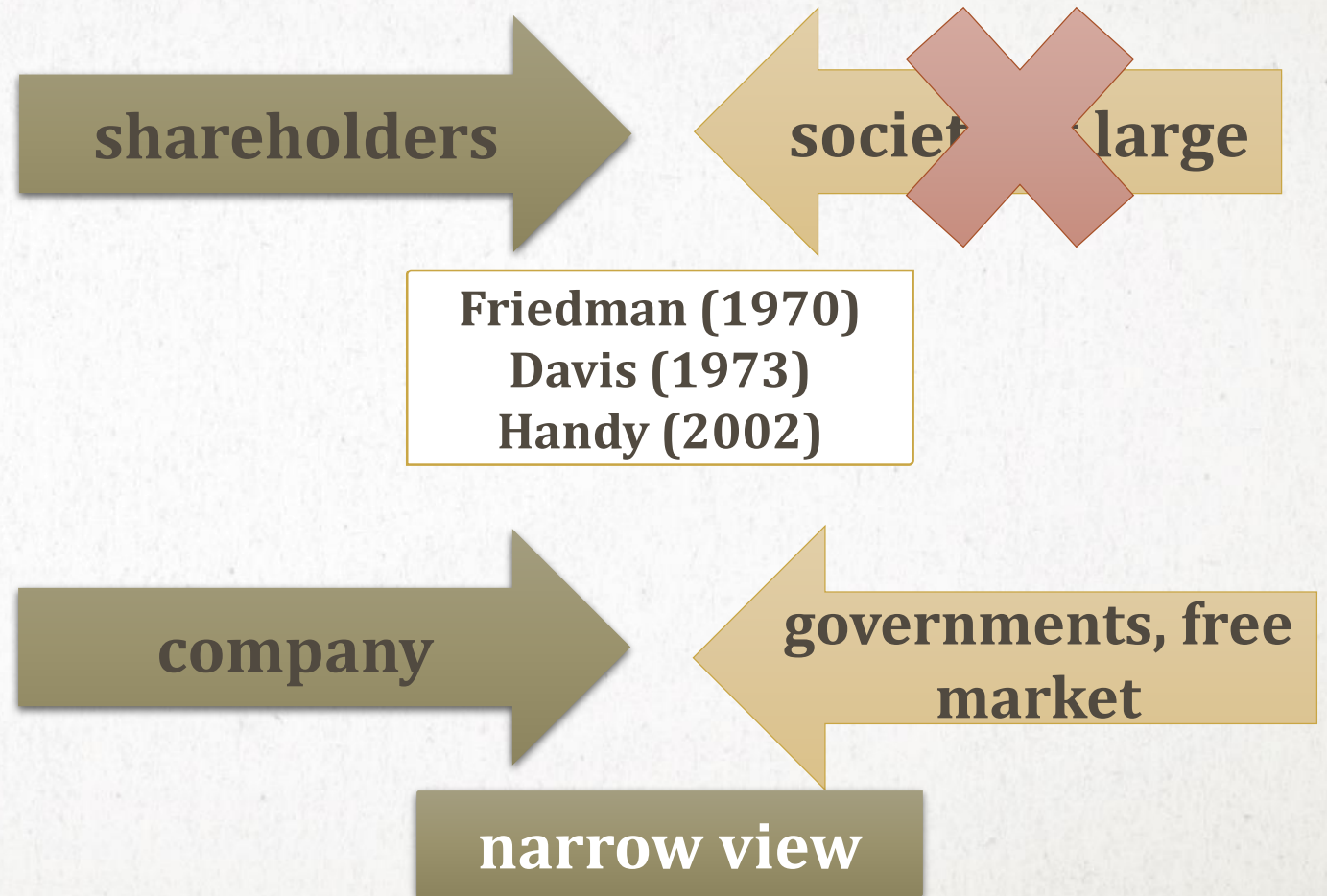


INTERNAL CSR MODELS IN HUNGARY

AN OVERVIEW

- The purpose of organisations
- Employee-focused CSR
- The relevance of measuring employee-focused CSR initiatives
- Dimensions to measure employee-centered CSR initiatives
- Summary

THE PURPOSE OF ORGANISATIONS IN THE OLD DAYS



THE PURPOSE OF ORGANISATIONS TODAY



earning
profit

TBL

creating
shared value

Drucker, 1993
De Jong, 2011
Carroll & Shabana, 2010
Porter & Cramer, 2011

stakeholders
(employees)

broad view

EMPLOYEE-FOCUSED CSR

„Corporate Social Responsibility is the **continuing commitment** by business to contribute to economic development while improving the quality of life of the workforce and their families as well as of the community and society at large.”

(WBCSD Stakeholder Dialogue on CSR, The Netherlands, Sept 6-8, 1998)

THE RELEVANCE OF EMPLOYEE-FOCUSED CSR PRACTICES – ETHICAL RESPONSIBILITIES

good levels of staff attraction and retention

acceptable sickness and absence rates



increased employee loyalty

increased employee morale and engagement

increased overall performance

Ali et al., 2010

HOW TO MEASURE EMPLOYEE-FOCUSED CSR INITIATIVES?

- Literature review
- International standards & frameworks
 - GRI, ISO 26000, SA 8000, Investors in People framework, AA 1000
- Semi-structured interviews with HR managers

Performance indicators of internal CSR practices	Source of performance indicators
Employment - providing fair reward system and flexible working arrangements	- ISO26000; SA8000; GRI
Employee - management relations - performance assessment - symmetrical communication and actively seeking feedback from employees - communicating change and involving employees in change	- SA8000; GRI; IIP; AA1000
Employee training and development - creating awareness of issues influencing employees' lives - supporting employees' training and development in areas not directly beneficial to the company financially	- ISO26000; SA8000; GRI; IIP; AA1000
Health & Wellbeing - creating healthy and attractive working environment by taking preventative measures	- ISO26000; SA8000; GRI; IIP
Workplace inclusion - treating employees with respect and supporting them regardless of gender or ethnic background	- ISO26000; AA1000; GRI; IIP

Performance indicator	Proposed contents of indicator
Employment	<ul style="list-style-type: none"> - <i>working-time regulations other than Labour Code specifications</i> - <i>providing fair reward system; compensation policies</i> <ul style="list-style-type: none"> ○ <i>performance based wage system</i> ○ <i>employee benefits (e.g. cafeteria)</i> - <i>providing flexible working arrangements (job sharing, working from home, part-time work, compressed hours, phased retirement)</i> - <i>induction; outplacement</i> - <i>the presence of management systems relevant for business operation (CSR standards, guidelines)</i>

EMPLOYMENT



Performance indicator	Proposed contents of indicator
Management employee relations	<ul style="list-style-type: none"> - <i>symmetrical communication: providing information and actively seeking feedback from employees</i> <ul style="list-style-type: none"> ○ <i>channels of communication and consultation to upkeep dialogue with workers</i> - <i>communicating change related to workers (structural change, instrumental change)</i> <ul style="list-style-type: none"> ○ <i>channels of two-way communication</i> - <i>involving workers in change processes</i>

MANAGEMENT – EMPLOYEE RELATIONS



Performance indicator	Proposed contents of indicator
Employee training and development	<ul style="list-style-type: none"> - <i>supporting employee training and development in areas not directly beneficial to the company financially</i> - <i>learning languages, intranet learning facilities</i> - <i>creating awareness of issues influencing positively employees' lives</i> - <i>career planning</i> - <i>individual development plans</i> - <i>initiating training</i> - <i>prepare leavers for retirement and encourage new interests</i> - <i>counselling</i> - <i>secondment</i>

EMPLOYEE TRAINING AND DEVELOPMENT

Performance indicator	Proposed contents of indicator
Health and Wellbeing	<ul style="list-style-type: none"> - <i>creating healthy and attractive working environment (good quality standard of workplace)</i> - <i>facilitating employee good health by taking preventative measures in health related issues (e.g. health screening; health advice programs; sport facilities/activities)</i>

HEALTH AND WELLBEING




Performance indicator	Proposed contents of indicator
Workplace inclusion	<ul style="list-style-type: none"> - <i>implementation of various policies related to workplace inclusion (e.g. discrimination, equal opportunities)</i> <ul style="list-style-type: none"> ○ <i>gender equality (women's roles as mothers and managers)</i> ○ <i>employees with disabilities</i> ○ <i>entry-level employees</i> ○ <i>employees close to retirement age</i>

WORKPLACE INCLUSION



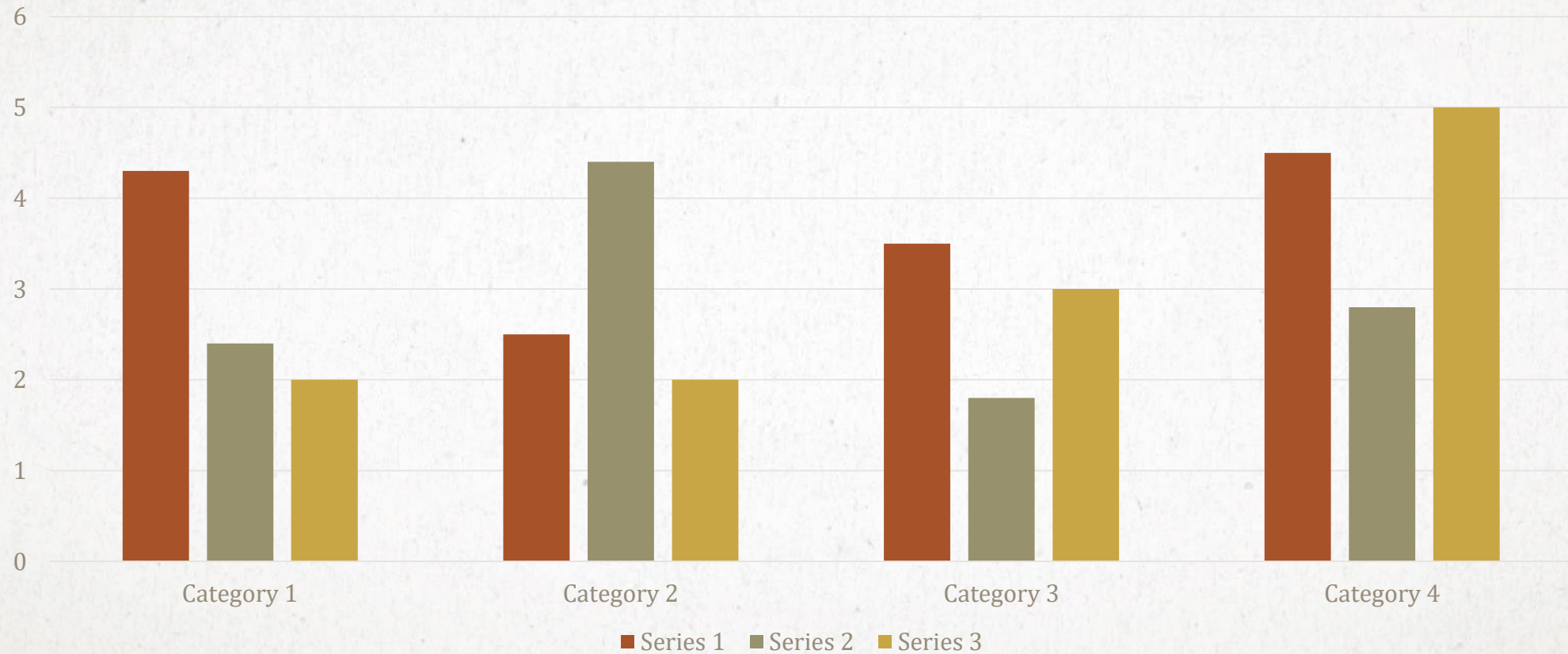
- Employees the most salient stakeholders
- Research aim
 - reliable set of indicators to measure employee-focused CSR practices
 1. Employment
 2. Management-employee relations
 3. Training and development
 4. Health and wellbeing
 5. Workplace inclusion

SUMMARY

A photograph of a spiral-bound notebook with a yellowish-tan cover. The notebook is open to a lined page. The words "thank you" are written in a cursive script across two lines. The word "thank" is on the top line, and "you" is on the bottom line. The spiral binding is visible on the left side of the page.

thank
you

TITLE AND CONTENT LAYOUT WITH CHART



TWO CONTENT LAYOUT WITH TABLE

- First bullet point here
- Second bullet point here
- Third bullet point here

	Group 1	Group 2
Class 1	82	95
Class 2	76	88
Class 3	84	90

TWO CONTENT LAYOUT WITH SMARTART

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- Second bullet point here
- Third bullet point here

