

Corporate Social Responsibility (CSR):

Getting the best from your employees



Factors typifying generation X/Y:

Generation X - born 1960-80 largest working population (over 60%) are typified by:

- Parent instilled confidence and independence
- Are not concerned by job security
- Exposed to economic / social pressures forcing new family dynamics
- Desire responsibility & autonomy
- Demand feedback and input
- Have a high level of social conscience
- Efficient and results focused
- Demand a fun / social workplace

Generation Y - born 1980-2000

- Most educated
- Most available \$\$ in their youth
- Global awareness - mass media
- Rights and entitlement focused
- Strong individual/ corporate value alignment
- Strong social conscience - internal and external
- Embrace change / demand improvement

Observations from Kim Winter, Group Managing Director of specialist global recruitment organisation Logistics Recruitment, suggest an increasing trend is developing among those entering or changing roles in the workforce to commit to organisations with a strong Corporate Social Responsibility (CSR) mandate. In an employment market typified by skills and personnel shortages across most sectors, the war for talent has never been so evident. According to the Australian Bureau of Statistics, more than 55,000 new full-time jobs in May helped push the unemployment rate down to a record low of 4.9 per cent, seasonally adjusted.

The NSW Government, Australia, has earmarked \$38.5 Million in funding to improve the state's health recruitment strategies to improve its recruitment and retention strategies for nurses and doctors. While Queensland, Australia, expects to spend almost \$1 Billion on new skills and training programs. The Government recently said 39,000 nurses in NSW already received the highest basic wage rate in Australia.

It said the increased spending would allow it to implement a range of new strategies to ensure it could attract and retain its health workforce. It also announced \$7.9 Million for the recruitment of 93 ambulance officers and new emergency care equipment. Queensland is set to spend almost \$1 Billion on skills and training programs.

Corporate Social Responsibility has different meanings to different individuals and organisations. For some, Corporate Social Responsibility relates to such issues as financial ethics, community, environment, care for disabled or under privileged members of staff or the local neighbourhood.

According to Kim there is an emerging prevalence amongst developing and existing talent to take CSR into account and that it is having a major influence on those deciding when & who they want to work for in the future. He has noticed that increasing numbers of candidates are including a company's CSR position as one of the key factors when deciding between various job opportunities they may have on the table. An increasing body of material about CSR has begun appearing on bookstore shelves and many organisations are posting their CSR statement and mandates on their corporate websites to identify position.

As Generation X/Y talent begins to take over from Baby Boomers, born 1940-60 as the dominant workforce inhabitants, so too the cultural, moral, ethical and social standpoints of these generations are influencing the way companies are thinking about their role in business, local and wider communities, and society in general. Increasingly generation X/Y need to 'believe' in what 'their' company is 'doing' in the world, rather than just creating a profit and return for stakeholders - and smart organisations are taking notice.

The Logistics industry has been at the forefront of taking meaningful steps and action in relation to CSR. The recent Asian Tsunami gave rise to possibly the largest outpouring of individual, government and corporate financial and other resources / support. International companies such as DHL, TNT, Emirates Airlines and Logistics Recruitment collaborated to recruit and send hands-on Logistics personnel and resources to key locations such as Sri Lanka's Colombo Airport. By deploying highly trained specialist Logistics teams these commercial organisations provided, free of charge, the most sought after, yet often unavailable, expertise in the chaos of the world's largest peace time heavy lift air operation. They effectively took over for three weeks to help overwhelmed, under prepared and under resourced government and military organisations.

Chris Weeks is DHL's Brussels based Director of Humanitarian Affairs, and is responsible for DHL's global Disaster Response Teams. He has particular responsibility for the pro-bono agreement with the United Nations, whereby DHL provides standby teams in key locations worldwide to handle relief cargo at airports following a disaster.

Corporate Social Responsibility (CSR):

Getting the best from your employees *cont...*

Chris recruits expert volunteers from the talent pool of 500,000 worldwide employees to assist for 7 day stints wherever they are needed. According to Weeks :

“There is no question in my mind that our involvement in humanitarian issues globally and our CSR stance is a key attraction to many young job-seekers and those currently employed in our organisation. We are in the service business, and helping those affected by natural disasters has become part of our company culture. There is also a clear mandate from our global executive that rather than making simple financial donations we should use our core competencies to improve Logistics processes for major relief efforts. In a world typified by extremes of the haves and the have nots, we think it is a better way of helping out.”

Further to it's airport freight handling operations, Logistics Recruitment's team observed significant chaos at the main government relief warehousing complex near the port. They attempted for a week to identify who: Government, military, NGO's & local Supply Chain organisations, had adequate expertise to manage the massive Supply Chain activity that was clearly in chaos. This resulted in waste and failure to supply much needed goods to communities where they were most desperately needed.

Due to a failure of Sri Lankan based and International aid authorities, organisations to agree on key issues, Logistics Recruitment made the decision to recruit an Australian based senior Supply Chain specialist. Melbourne based Shaun Taylor, who had considerable Australian Defence Force experience in disaster/war zones including Kosovo and Rwanda, was extracted from an existing commercial contract, and was deployed at short notice.

The deployment was financially supported by Australian Consolidated Press, Dexion and Toll Group who had no hesitation in responding to the call to support a project that had clear objectives, regular updates and resulted in highly effective outcomes. Taylor had took control in a highly unstable environment, establish systems and processes and direction. The 2 month assignment had a major impact on the international relief effort. The Sri Lankan Government formally acclaimed the success of the project and Logistics Recruitment's consulting arm Supply Chain Workshop, has recently been awarded long-term high value Supply Chain re-engineering contracts with one of Sri Lanka's largest companies it worked with immediately after the Tsunami on a voluntary basis.

Chris and Kim formed a strong bond in Sri Lanka and have since developed a number of humanitarian initiatives involving

their companies, other global Logistics organisations, NGOs and the UN. They will soon meet in Africa's largest Kibera slum Nairobi Kenya to lead a Logistics Recruitment / DHL collaboration developing the Oasis Africa orphanage school project, one of Africa's fastest growing projects of its type, that Kim co-founded in 2005.

It is becoming more obvious the degree to which generation X and Y talent is taking factors such as Corporate Social Responsibility into account, when selecting their next employment environment. Similarly, there is a growing body of evidence to suggest that factors such as CSR mandates and activity are more likely to have a high impact on talent motivation and retention.

Talent attraction, recruitment, motivation, performance enhancement and retention resulting in lower turnover are all factors of significant importance where corporations struggle with the talent shortage. This across all industry verticals including the health sector - where increasing numbers of professionals are being imported to satisfy demand.

Much of Kim's evidence relating to the emergence of CSR as driving force in talent attraction, acquisition, recruitment, motivation and retention is anecdotal but he is convinced that CSR is about to become a mega trend in the human resources and recruitment industries, having major influence on the war for talent in Australia and globally.

A number of his global client base have already contacted his organisations considerable market research facilities to gather further information on the issue, so they can develop business strategies accordingly. He says CSR was a minor element of demand in the range of HR issues he speaks about at Australian and international conferences, however these days it's on the top of the agenda for a range of conferences he is fitting into his business schedule for the next 12 months. He intends delivering significant findings from soon to be initiated major market research, which he says “will place emphasis once and for all on the issue of Corporate Social Responsibility that cannot be ignored”.

In the meantime - he agrees individuals and organisations can't change the world, but doing the right thing, and taking Corporate Social Responsibility seriously, whatever it means to you - can make a massive difference and create change on a scale greater than most would ever imagine - let alone help you sleep well.

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