Innovation in business model, the Hermes-OSR experience:
From CSR to OSR
Open Social Responsibility

ISPIM conference
“The Future of Innovation”
Vienna, 21-24 June 2009
Human Resources management & Social Responsibility

HeRmeS-R:

- Vocational Education & Training project
- Support: EU Leonardo da Vinci programme
  - For HR staff in sub-contracting SMEs
  - To design & implement Social Responsibility
- Policies and processes integrating Social Responsibility

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HeRmeS-R team

6 countries, 8 partners:

- **B**: MAC-Team – Multi-Actors Cooperation intl Asso.
- **BG**: BILSP – Balkan Institute for Labor & Social Policy
  NBU – the New Bulgarian University
- **CH**: FLA – the Fair Labor Association
- **F**: ESCEM – Business school of Tours & Poitiers
  IAS – International Institute for Social Audit
- **PT**: APG – Portuguese Association of HR Managers
  UAL – Universidade Autonoma de Lisboa
- **RO**: University of Craïova

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Vision of CSR

Corporate Social Responsibility

- CSR – a tool to promote sustainability
- Key + Multi Stakeholders → wide vision
- CSR restores and creates values as an answer to "globalisation" effects on labour market
- Social dialogue – a "vehicle" for CSR
- "Fair-Trade principles", "Lisbon Strategy", ...
  European social values
- Towards field indicators to measure CSR progress

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HERMES – OSR

- Project based on the CSR concepts
- Definition of CSR
  - EU vision – \( \Sigma \) of country/culture models
  - US-UK vision – charity & donation model
  - UN vision – voluntary basis
- Hermes project introduced a new term – OSR
  - Organisation Social Responsibility
  - Open mode: Open Social Responsibility
    → Triple helix as a bottom line:
      Social + Economic + Environmental
- References for OSR – EU, ILO, UN

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OSR Definition

- CSR
- + extended Organisations
- + pre-established and accepted indicators
- = genuine integrated Management tool

- → Creation of a shared OSR Audit model
- → OSR Label: also to provide room for direct & indirect benefits of economic nature

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Achieving OSR / CSR

1. The triple helix at the heart of the investment prioritization.
   → “Human capital” first but not the only one

2. OSR: a process, not only a good practice.

3. Voluntary act:
   → “control” in the sense of “stimulation”
HERMES-OSR approach

- for sub-contracting SMEs involved in supply chains:
  - Originally based on Contracting companies demand
  - SMEs input
    → redefine the OSR approach
    → from training to recognition
    → from recognition to labellisation process
    → from label to open label and label-tool /progress
    → open label:
      from Social Audit label to Hermes-OSR label
      → Support of FLA → www.amis-fla.eu
      → new relations/cooperation in the supply chain

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HeRmeS-R outputs 1/3

- 4 training modules in BG, EN, FR, PT and RO
  - Awareness: 2h - ½d – Managers, Decision Makers
  - Inception: 1-3d – Managers, Core teams, staff...
  - Operation: 1w-3m – Operators, Personalised Learning Path (to Organisation’s needs)
  - Executive MBA: 6m – OSR responsible + strategy

Pool: slides + cases + collaborative tools
Modularity + Flexibility + Adaptability

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HeRmeS-R outputs 2/3

- Action-training
- Training of trainers/facilitators (pilot)
  + Test with trained trainers in Organisations
  + Certified network
- Towards indicators and HeRmeS-OSR labels
  → Personalised Learning Path: TNA mechanism
    (from Module 4 pool → M3 Operators) + ECVET/EQF
  → SME: Label:
    Assessment + Recognition
    Benchmark (internal + external): progress tool

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HeRmeS-R outputs 3/3

- HERMES-OSR Community + Network creation + Promotion and supporting activities.
- Certification + Audit models under development
- European vision
- National networks:
  - e.g. Les Amis de FLA (F) [www.Les-Amis-de-FLA.eu](http://www.Les-Amis-de-FLA.eu)
Thank you for your attention!

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