CSR AS A HUMAN RESOURCE MANAGEMENT STRATEGY

Prepared by:
LIN Center for Community Development
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CORPORATE SOCIAL RESPONSIBILITY

CSR → CSV

- **Value: Doing good**
- Citizenship, philanthropy, sustainability
- Discretionary or in response to external pressure
- Separate from profit maximization
- Agenda determined by external reporting & personal preferences
- Impact limited by corporate footprint and CSR budget

- **Value: Economic & societal benefits relative to cost**
- Joint company and community value creation
- Integral to competing
- Integral to profit maximization
- Agenda is company specific and internally generated
- Realigns the company budget

THE BUSINESS CASE
Sources: Your Cause LLC – CSR Solutions and “The Engagement Gap” TowersWatson
VIETNAM CONSUMERS WOULD PAY MORE...

Percentage of consumers in different countries who say they are willing to pay more for products or services from companies committed to social concerns and environment protection.

Source: Nielsen Global Survey of CSR June 2014
CORPORATE COMMUNITY ENGAGEMENT SPECTRUM

<table>
<thead>
<tr>
<th>Making Budget</th>
<th>&quot;Extra Hands&quot; to Deliver Services/Programs</th>
<th>Infrastructure and Leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Support</td>
<td>Hands-on Volunteering</td>
<td>Skills-Based Volunteering</td>
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<td>Cash grants</td>
<td>Playground clean-up</td>
<td>Tutoring</td>
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<td>Dollars for Doers</td>
<td>Soup kitchen</td>
<td>Job skills training</td>
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<td>Matching gifts</td>
<td>Planting a garden</td>
<td>Event coordination</td>
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<td>Board placement</td>
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<td>Board member training</td>
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<td>IT assistance</td>
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<td>Marketing collateral design</td>
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<td>HR consulting</td>
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<td>Legal counsel</td>
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Created by the Taproot Foundation, 2008
SKILL-BASED VOLUNTEERING
IMPACT : ENGAGEMENT

**PROGRAM EXAMPLES**

- **BOARD PLACEMENT**
- **MARKETING SUPPORT, HR ASSISTANCE, STRATEGIC PLANNING**
- **TUTORING, LITERACY PROGRAM**
- **SOUP KITCHEN**

**TYPE OF VOLUNTEERISM**

- **“HANDS-ON” VOLUNTEERING**
- **SKILLED VOLUNTEERING**
- **PRO BONO SERVICE**
- **BOARD SERVICE**

**NUMBER OF EMPLOYEES ENGAGED**

- HIGH
- LOW

**SUSTAINABILITY OF IMPACT**

- HIGH
- LOW

Source: Gap Inc. 2009
## IMPACTS FOR THE COMPANY

<table>
<thead>
<tr>
<th>Driver</th>
<th>Impacts</th>
<th>Outcomes</th>
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</thead>
<tbody>
<tr>
<td><strong>Human Resources</strong></td>
<td><strong>Professional Development</strong></td>
<td>Training opportunities that sharpen relevant skills / Opportunities to measure employee performance</td>
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<td></td>
<td><strong>Employee Satisfaction</strong></td>
<td>Boost employee pride in their own skills and in their company / Strengthens employee loyalty and advocacy</td>
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<td></td>
<td><strong>Recruitment</strong></td>
<td>Increase attractiveness of the firm / Engage non-employee participants</td>
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<td></td>
<td><strong>Inter-Connected</strong></td>
<td>Cross-functional communication / Improved teamwork and collaboration</td>
</tr>
<tr>
<td><strong>Reputation</strong></td>
<td><strong>PR</strong></td>
<td>Increase visibility / Positive perception of the company / New brand ambassadors / Media mentions</td>
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<td></td>
<td><strong>Network</strong></td>
<td>Strengthen non-transactional relationships with priority stakeholders / Increase visibility of company’s expertise / generate business opportunities</td>
</tr>
<tr>
<td></td>
<td><strong>Operations</strong></td>
<td>Reduce exposure to risks / Increase stakeholder support</td>
</tr>
<tr>
<td><strong>Innovation</strong></td>
<td><strong>Environment</strong></td>
<td>Stimulate creativity, productivity and commitment</td>
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<tr>
<td></td>
<td><strong>Products</strong></td>
<td>Services and products can be developed or improved</td>
</tr>
<tr>
<td></td>
<td><strong>Market Penetration</strong></td>
<td>Improve understanding of the challenges, priorities and needs of new markets and niches / Broaden geographic presence and/or client reach</td>
</tr>
</tbody>
</table>

Adapted from “Demonstrating The Business Value of Pro Bono Service” (Taproot Foundation, 2012)
# 8 Models for Corporate Skills-Based Volunteering

<table>
<thead>
<tr>
<th>Model</th>
<th>Description</th>
<th>User</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Loaned Employee</td>
<td>An employee is granted a sanctioned and compensated leave of absence to pursue a pro bono project.</td>
<td>Pfizer</td>
</tr>
<tr>
<td>2. Coaching &amp; Mentoring</td>
<td>Employees match up with their nonprofit peers, form a relationship, and share functional expertise.</td>
<td>LIN (E&amp;Y, Pru, TPG, HCA, etc…)</td>
</tr>
<tr>
<td>3. Marathon</td>
<td>A company pools human capital resources on a pro bono project within a short, predetermined timeframe (usually 24 hours) to deliver a mass volume of deliverables.</td>
<td>TechInAsia, Hackathons</td>
</tr>
<tr>
<td>4. Standardized Team Projects</td>
<td>Individuals are placed on teams, each with specific roles and responsibilities. Each project is scoped and structured around a standard deliverable based on the needs of the nonprofit partners.</td>
<td>LIN’s CPI, SEO-Vietnam</td>
</tr>
<tr>
<td>5. Open-Ended Outsourcing</td>
<td>A company makes its services available to a specific number of nonprofit organizations on an ongoing, as needed basis.</td>
<td>E&amp;Y, KPMG, Brandmaker</td>
</tr>
<tr>
<td>6. Sector-Wide Solutions</td>
<td>A company creates a deliverable pro bono that can be applicable to all nonprofits across the sector.</td>
<td>Russin &amp; Vecchi, Microsoft, YKVN, Google</td>
</tr>
<tr>
<td>7. General Contracting</td>
<td>An entity coordinates and oversees internal and external resources, promoting cross-sector collaboration to address a specific social problem.</td>
<td>AmCham, LIN Narrow the Gap</td>
</tr>
<tr>
<td>8. Signature Issue</td>
<td>The combination of formal pro bono work with additional corporate assets for the purpose of leveraging significant internal resources against a specific social issue.</td>
<td>Intel, Deloitte</td>
</tr>
</tbody>
</table>

*Adapted from “Making Pro Bono Work: 8 Proven Models for Community & Business Impact” (Taproot Foundation)*
GETTING STARTED
CHECKLIST:
SKILLS-BASED VOLUNTEER PROGRAM

☑ Make the business case
☑ Determine desired impact (community & company)
☑ Design Program (objectives, activities, M&E)
☑ ID Nonprofit Partner
☑ Implement
☑ Measure
☑ Improve
ROLE OF THE HR TEAM

• HR understands employee strengths
• Pro bono as leadership development
• Leverage the resources and support of HR
# MEASURING IMPACT

## Driver | Impacts | Sample Metrics
--- | --- | ---
**Human Resources** | Professional Development | % employee skill development relevant to work (self-assessed & observed) Result & cost of pro bono service vs. training and development programs.
 | Employee Satisfaction | % employees mentioning program among factors for staying with company. Perception of work/life balance of participants (vs. non-participants).
 | Recruitment | % applicants mentioning pro bono program during interviews. % of recruits aware of the program after a few weeks in the company.
 | Inter-Connected Workplace | % employees indicating expanded network or improved visibility in company. % managers observing improved teamwork as a result of pro bono program.

**Reputation** | PR | Change in reputation rankings, # of media mentions/impressions (value), % customers citing the program as key to loyalty.
 | Network | # partnerships supporting the program. # and value of leads generated.
 | Operations | Key stakeholder awareness of the program. % employees reporting improved knowledge of community needs and environment.

**Innovation** | Environment | % employees reporting increased creativity. # changes in work processes.
 | Products | # and value of new products developed and sold. # and value of new patents.
 | Market Penetration | % volunteers reporting better understanding of community needs. # and value of new markets entered. Amount of additional revenues

*Adapted from “Demonstrating The Business Value of Pro Bono Service” (Taproot Foundation, 2012)*
DIRECTORY OF NONPROFITS

Vietnamese NPOs
- Umbrella Organizations: CSIP, DRD, LIN, etc.
- Working Groups

INGOs
- VUFO-NGO Resource Center
- HCMC Union of Friendship Organizations
- Working Groups
Vietnam Causes
Your Online Directory of Local Nonprofits in Vietnam

Featured Nonprofits
- Environmental Vietnam Volunteer
- Anh Sang Shelter District 10 for Girls
- VietSeed Foundation Inc
- The Sharing Kitchen

Causes
- Addiction (Drugs, Alcohol)
- Animal Welfare
- Arts, Culture & Humanities
- Children's Issues
- Community Development
- Disability
VOLUNTEER OPPORTUNITIES

General Volunteer Opportunities:
• Vietnam Volunteer Information Resource Centre
• Case-by-Case: INGOs / NPOs

Skills-Based Volunteer Opportunities:
• United Nations Volunteer Programme
• www.BlueBees.org (www.OngXanh.org)
• LIN Center for Community Development
  ✓ Community Partnership Initiative (CPI)
  ✓ NPO - Skilled Volunteer Matching
• Case-by-Case: INGOs / NPOs
STRATEGIC ADVICE

• www.tuthiendoanhnghiep.com
• Asian Venture Philanthropy Network
• Taproot Foundation
• Deloitte
• “LIN oi, Where Are We Going?”
A team building activity combined with a community event designed to improve understanding about the work of local not-for-profit organizations and the causes they address, which is the basis for establishing effective partnerships for sustainable development.
Effective CSR programs are not limited to big corporations. SMEs can implement them well, too. The issue lies not on the budget, but on the contemplation of business leaders.

- Phạm Phú Ngọc Trai
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