

Prof. Michael Müller-Camen, Ph.D

# Vom sozial verantwortlichen zum gemeinwohlorientierten Personalmanagement



Vertrauensmanagement in der Transformation,  
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# Agenda

- Vom „Hard HRM“ zum Nachhaltigen Personalmanagement
- Die Outside-In Perspektive: HR in der Brückenfunktion für verantwortungsvolle Unternehmensführung

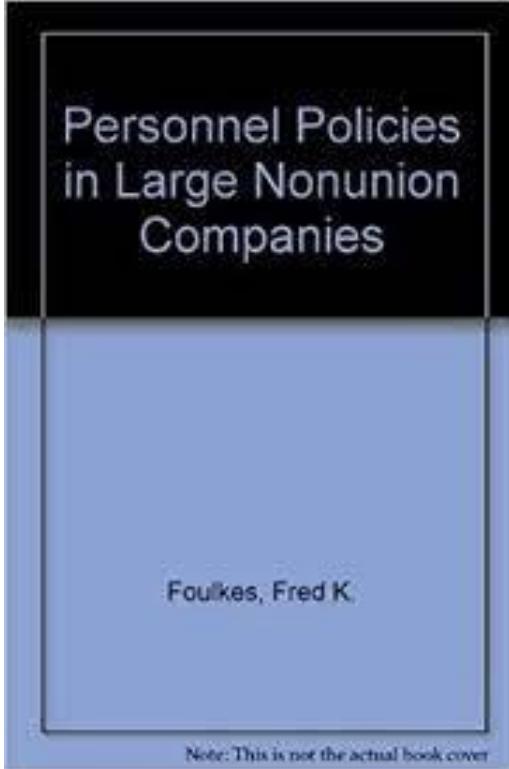


# Vom „Hard HRM“ zum Nachhaltigen Personalmanagement



# Der Ursprung von HRM: Gewerkschaftsvermeidung

(Foulkes 1980)



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## HUMAN RESOURCE MANAGEMENT AND THE AMERICAN DREAM\*

DAVID E. GUEST

*Department of Industrial Relations, London School of Economics*

### INTRODUCTION

The 1980s was a good decade for advocates of human resource management (HRM) in the UK. To managers it seemed to offer an attractive alternative to the jaded image of personnel management and the dated rhetoric of traditional industrial relations. Many academics welcomed it with equal enthusiasm, establishing new university chairs and courses in HRM and writing textbooks on the subject. Indeed, among academics, it offered new hope for those who had begun to despair of the long-term potential of industrial relations and personnel management as important academic subjects.

The growth of HRM in the UK clearly owes something to the political, economic and business climate of the 1980s and the tendency during the decade to look to the United States as a model of good practice in all these fields. American multinationals have been to the forefront of HRM innovation in the UK (Purcell *et al.*, 1987) and the leading advocates are all American.

## Hard HRM

Beschäftigte nur ein Produktionsfaktor

Kurzfristige Anpassungen Beschäftigung

Starke hierarchische Strukturen und autokratische Entscheidungen top down

US Tradition

## Soft HRM

Werte, Ideen und Qualifikationen der Beschäftigten sind relevant

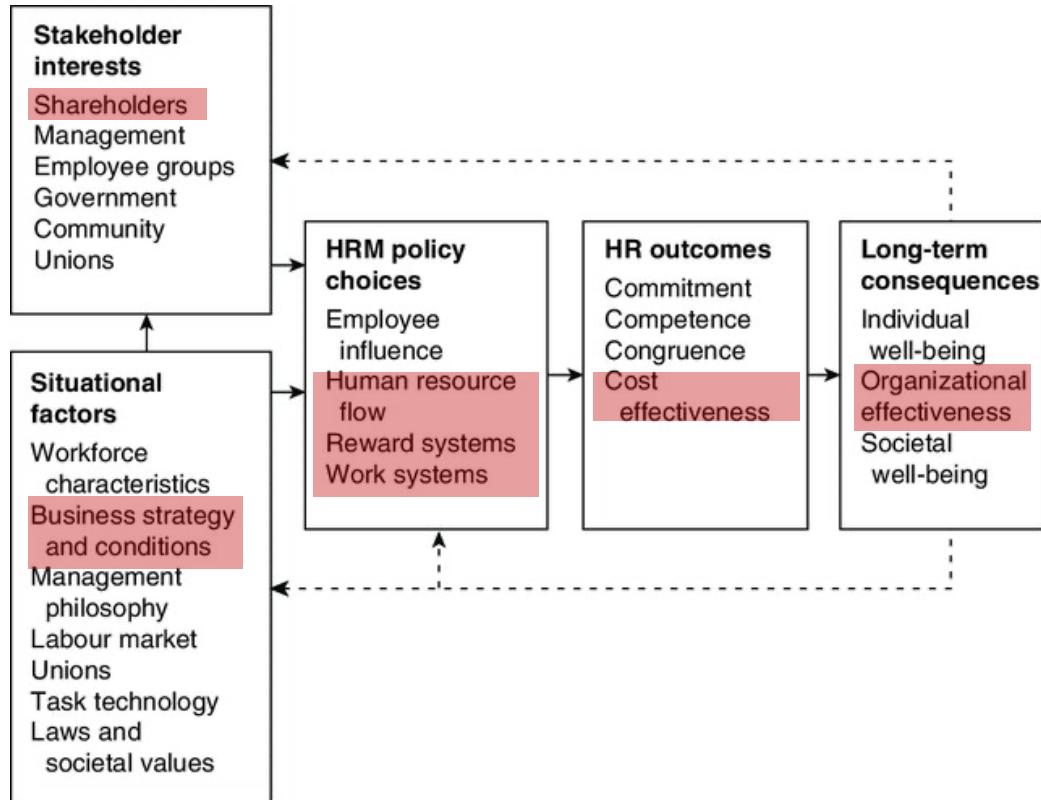
Langfristige Personalplanung

Konsensuale und demokratische Partizipation  
Entscheidungsverlagerung nach unten

Kontinental Europäische Tradition  
(Arbeitsdirektor garantiert Strategieeinbezug)

# Hard HRM : Der 1990er Ausweg aus der Bedeutungsfalle für HRM

(Beer et al. 1984: Figure 2.1 mit eigenen Markierungen)



# Soft HRM = Personalmgt. in tarifvertragsgebundenen deutschen Unternehmen

(Muller 1999, Wächter und Muller-Camen 2002)

*British Journal of Management, Vol. 10, S31–S44 (1999)*

## Human Resource Management under Institutional Constraints: The Case of Germany<sup>1</sup>

Michael Muller

De Montfort University, School of Business, Department of Human Resource Management,  
The Gateway, Leicester LE1 9BH, UK

Most human resource management (HRM) research has been conducted in countries that have relatively weak labour market institutions such as the UK and the USA. There is little research about the scope for and constraints on the adoption of HRM practices in countries with strong statutory regulations. The research presented here is based on 16 case studies of banks and chemical firms operating in Germany, that comply with the requirements of the German labour market institutions of collective bargaining, co-determination and initial vocational training, and hence operate under strong institutional constraints. The evidence presented shows that institutional features of the German system encourage the implementation of some ingredients of the HRM 'recipe' and inhibit others. It also indicates that constraining influences notwithstanding, a pluralist version of HRM appears to be quite compatible with the highly regulated German context.

### Co-determination and strategic integration in German firms

Hartmut Wächter, Trier University, Germany

Michael Muller-Camen, International University in Germany

Human Resource Management Journal, Vol 12 No 3, 2002, pages 76-87

Looking at the economic development and importance of German companies in Europe, one might expect that an important aspect of a good economic performance is a well-functioning HR system. Although a number of scholars claim this, the empirical evidence seems to point to the opposite. Several comparative studies have found that HRM in German companies is less strategically integrated and proactive than that of comparable firms in other countries. This article argues that the empirical results reported fail to grasp the essence of HRM in German firms. This lacuna is partly due to the co-determination structure. HRM in large German firms has to be evaluated within the co-determination structure, with the Betriebsrat (works council) being an important actor. For German firms co-determination might even be a strategic resource. By examining this issue within such a framework, a more favourable picture of HR integration in German firms emerges.

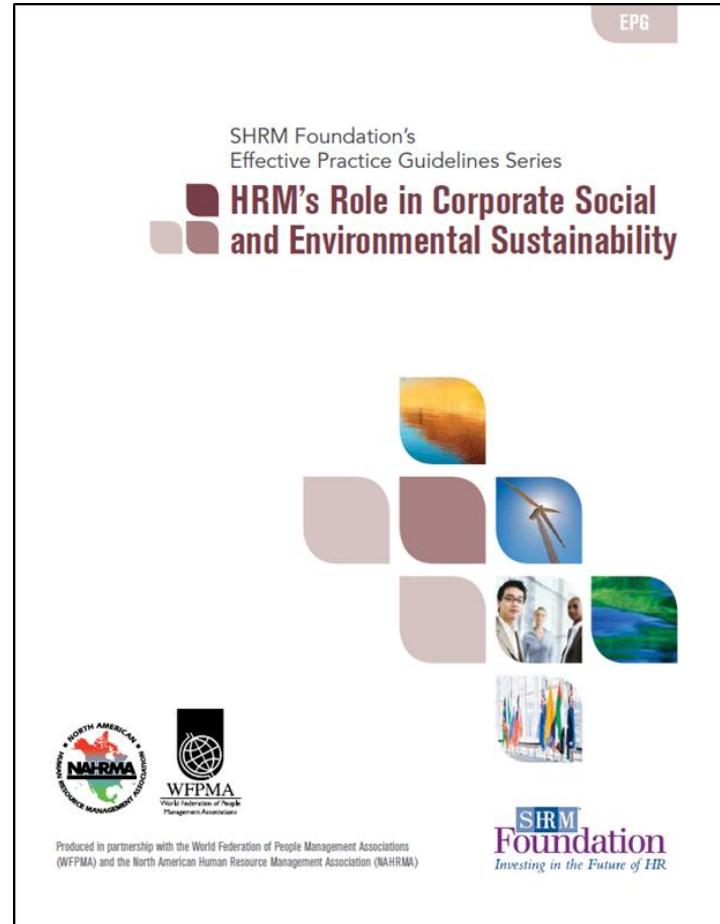
Contact: Hartmut Wächter, Department of Business Studies, Trier University, Fachbereich IV-Betriebswirtschaftslehre, D-54286 Trier, Germany. Email: waechter@uni-trier.de

# 2000er Transformationsdruck CSR



# Der 2010er Weg aus der Bedeutungslosigkeit

(Cohen, Taylor, & Müller-Camen 2012)



# Typen des Nachhaltigen Personalmanagements

(Aust et al. 2020: Tabelle 1)

Typ	Organisationale Perspektive
Typ 1 Sozial Verantwortliches HRM	Inside-Out, mit Fokus auf ökonomische und sozial Ziele (letztere nur, wenn sie auch ökonomisch sinnvoll sind)
Typ 2 Green HRM	Inside-Out, mit Fokus auf ökonomische und ökologische Ziele (letztere nur, wenn sie auch ökonomisch sinnvoll sind)
Typ 3 Triple Bottom Line HRM	Inside-Out, mit Fokus auf ökonomische, soziale und ökologische Ziele (letztere nur, wenn sie auch ökonomisch sinnvoll sind)
Typ 4 Gemeinwohlorientiertes Personalmanagement	Outside-In

# Typ 1: Sozial Verantwortliches Personalmanagement



## Table of Contents



- ESG at Citi**
- 5** Letter from Our CEO
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- Sustainable Progress**
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  - 148** Sustainability Accounting Standards Board Index
  - 153** The Principles for Responsible Banking Index
  - 166** Task Force on Climate-related Financial Disclosures Index

# GRI als Indikator für Typ 1

- 401-1 New employee hires and employee turnover
- 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time empl.
- 401-3 [Parental leave](#)
- 402-1 Minimum notice periods regarding operational changes
- 403-1 [Workers representation](#) in formal joint management–worker health and safety committees
- 407-1 Operations and suppliers in which the right to freedom of association and collective b. may be at risk
- 403-2 Types of injury, occupational diseases, lost days, and absenteeism, and ... work-related fatalities
- 403-3 Workers with high incidence or high risk of diseases related to their occupation
- 403-4 [Health and safety](#) topics covered in formal agreements with trade unions
- 404-1 Average hours of [training](#) per year per employee
- 404-2 Programs for upgrading employee skills and transition assistance programs
- 404-3 Percentage of employees receiving regular performance and career development reviews
- 405-1 [Diversity](#) of governance bodies and employees
- 405-2 Ratio of basic salary and remuneration of women to men
- 406-1 Incidents of discrimination and corrective actions taken

# Handlungsfelder Typ 1 für deutsche Unternehmen

401-1 New employee hires and employee turnover

401-2 Benefits provided to full-time employees that are not provided to temporary or part-time empl.

401-3 Parental leave

402-1 Minimum notice periods regarding operational changes

403-1 Workers representation in formal joint management–worker health and safety committees

407-1 Operations and **suppliers** in which the right to freedom of association and collective b. may be at risk

403-2 Types of injury, occupational diseases, lost days, and absenteeism, and ... work-related fatalities

403-3 Workers with high incidence or high risk of diseases related to their occupation

403-4 Health and safety topics covered in formal agreements with trade unions

404-1 Average hours of training per year per employee

404-2 Programs for upgrading employee skills and transition assistance programs

404-3 Percentage of employees receiving regular performance and career development reviews

405-1 **Diversity of governance bodies and employees**

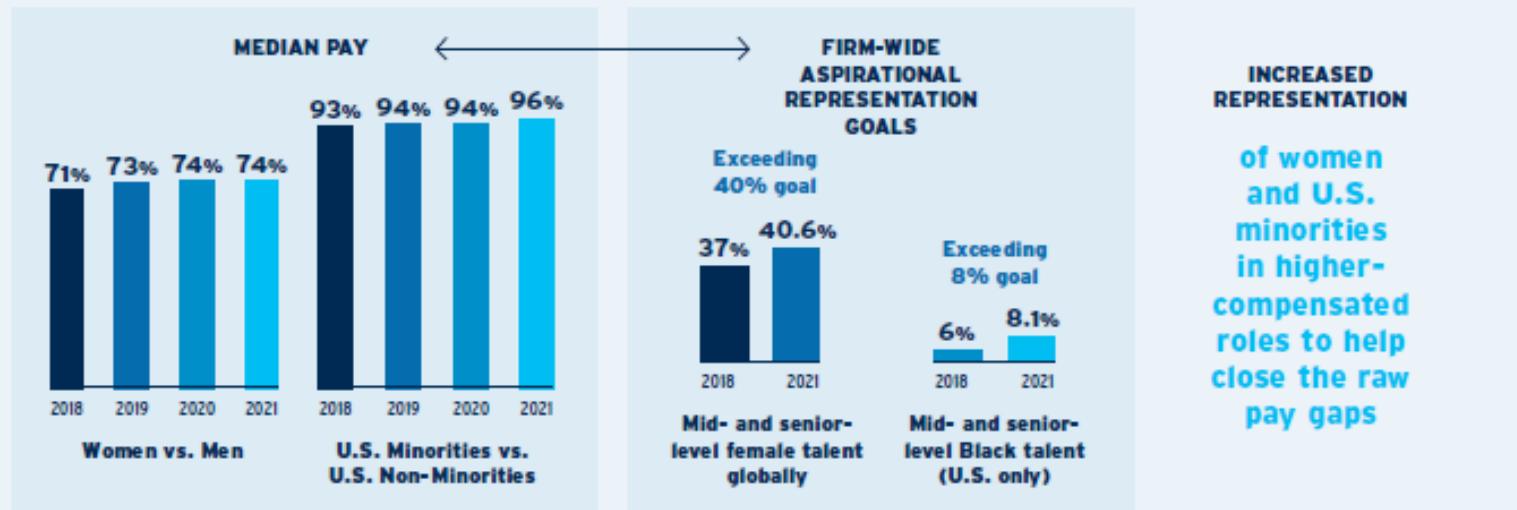
405-2 **Ratio of basic salary and remuneration of women to men**

406-1 Incidents of discrimination and corrective actions taken

# Handlungsfeld Diversität und Gleichbehandlung: Beispiel Citibank

## The Interconnected Nature of Pay Gaps and Representation Goals

Citi was the first company to disclose adjusted pay results, and in 2019 we became one of the first companies to disclose our unadjusted or "raw" pay gaps for both women and U.S. minorities. Being transparent about our median pay helped us achieve our firm-wide, aspirational representation goals in 2021. By increasing representation of women and U.S. minorities in higher-compensated roles, we can continue to work toward closing the raw pay gaps.



# Typ 2 Green HRM: Aktionsfelder zur Förderung ökologischer Einstellungen und Verhaltensweisen

(Wirtschaftsförderung Stuttgart 2021)



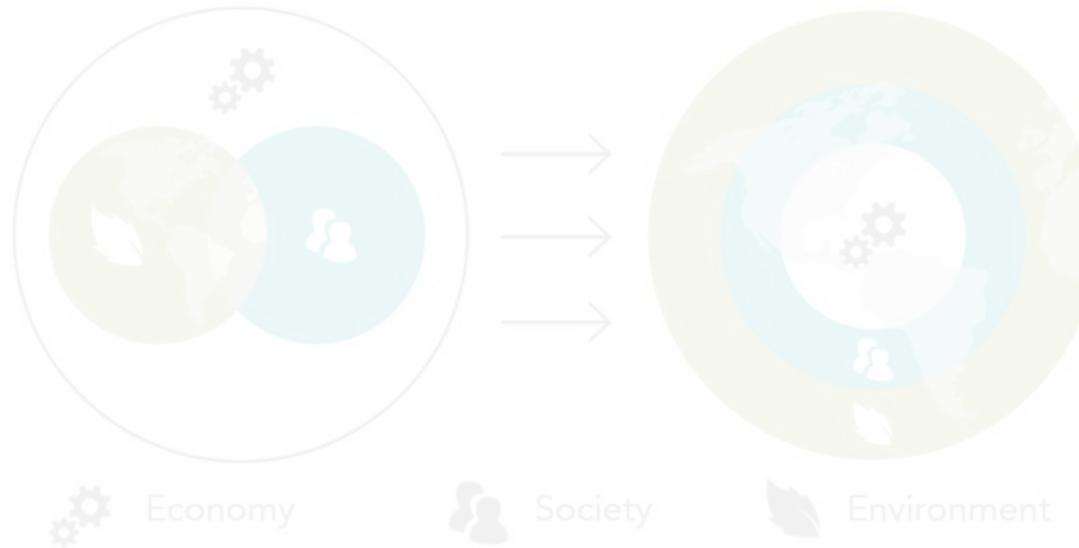
# Green HRM: In Personalzeitschriften angekommen



# Die Outside-In Perspektive: HR in der Brückenfunktion für verantwortungsvolle Unternehmensführung



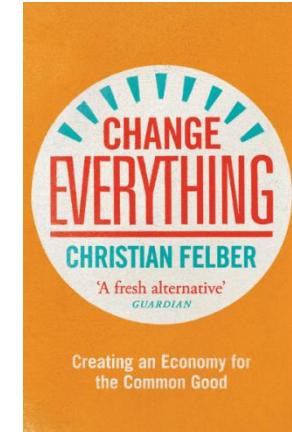
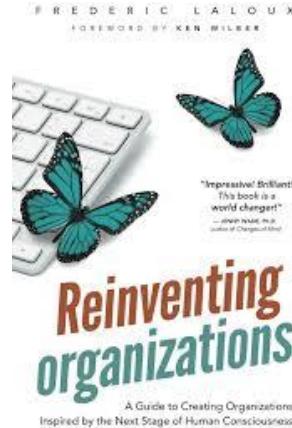
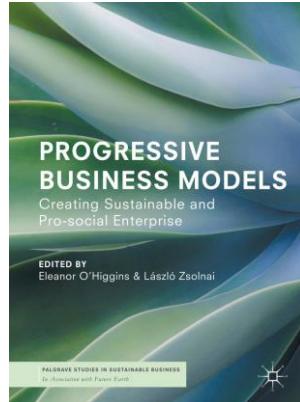
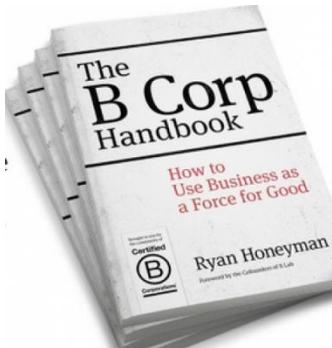
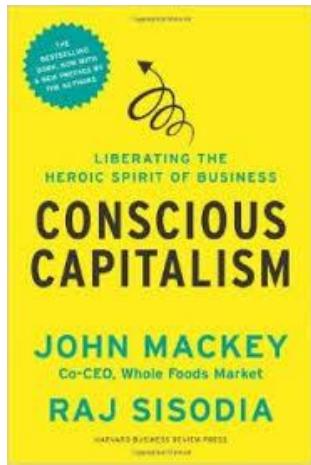
# Der 2020er Weg: Paradigmenwechsel von Shareholder Value zum Gemeinwohl



# Von der Inside-Out zur Outside-in Perspektive

- Sozialverantwortliche länderspezifische Darstellung von Best Practice Personalmanagementpraktiken reicht nicht mehr, Gefahr des Blue Washing (besonders in Unternehmen mit hard HRM Tradition)
- Von interner „value delivery“ zu „value creation“ für externe Stakeholder. Die Kunden des HR sind nicht nur die Mitarbeitenden und Führungskräfte, sondern Investoren und Kunden, auch „Communities“ außerhalb der Organisation (Ulrich und Gochowski 2018).
- Fokus der Personalfunktion sollte auf Kontext und insbesondere „Grand Challenges“ sein (Aust u.a. 2020)

# Beispiele gemeinwohlorientierter Unternehmen bzw. Bewegungen



# SDGs als KPIs in börsennotierten Unternehmen?



Quelle: United Nations

# Typ 4 Gemeinwohlorientiertes Personalmanagement

(Aust et al. 2020: Tabelle 2)

- Nutzung der Kompetenzen, Fertigkeiten, Wissen und Einstellungen der Beschäftigten um zum Gemeinwohl beizutragen und die „grand challenges“ zu lösen
- Beispiele für gemeinwohlorientiertes Personalmanagement:

Global Challenges	Common Good Policy Area	Illustrative examples for Common Good HRM practices
In-work poverty and exploitative working conditions in supply chains	Business human rights	Corporations create awareness, train and pay suppliers for improving working conditions and to reduce poverty by ensuring fair pay and equal opportunities for social mobility
Lack of labor voice	Workplace democracy and self-management	Teams are responsible for recruitment (staffing), training and remuneration decisions, fair and transparent co-worker evaluation, and opportunities for self-assessment feedback systems.
(Youth) unemployment and job insecurity	Employment creation	Money generated by the company is used to generate employment in the firm and/or community

# Zusammenfassung

(Aust, u.a. 2020, Aust und Giertz 2022)

	<b>Hard HRM</b>	<b>Nachhaltiges HRM</b>	<b>Gemeinwohlorientiertes HRM</b>
<b>Unternehmenszweck</b>	Enger Zweckbegriff: Profitmaximierung, kurzfristige Orientierung auf organisationale Effizienz.	Erweiterter Zweckbegriff: Stakeholderausrichtung, Triple Bottom Line, längerfristige inside-out Orientierung	Pluralistischer Zweckbegriff: Gesellschaftliche Verantwortung, Legitimität, Shared Values, langfristige outside-in Orientierung, gesellschaftliche Transformation.
<b>Konsequenzen für strategische Personalarbeit</b>	Erfolg des HRM wird an Beitrag zur Profitmaximierung, Shareholder Value gemessen.	Beitrag zum Profit und zur Erhaltung des Unternehmens: Sozial verantwortliches HRM, Green HRM, Triple Bottom Line HRM	Kontext und SDG relevante Prioritäten des HRM: Common-Good HRM

# Implikationen für Mitbestimmung

(Giertz 2021)

## Hard HRM

Beschäftigungssicherung als strategischer Gegenpol zur Profitmaximierung.

Binnenorientierung der Mitbestimmung auf Aspekte des Erhalts eines Arbeitsplatzes.

## Nachhaltiges HRM

Erweiterte Perspektive „Gute Arbeit“ (ILO)

Mitbestimmung als strategischer Partner in Transformationsprozessen und der Gestaltung sozial und ökologisch nachhaltiger Wertschöpfungsketten

Bündelung und Zusammendenken der Themen Personalmgt, Mitbestimmung, Umweltmgt und CSR

## Gemeinwohlorientiertes HRM

Bottom-up, konsensuale, Mitbestimmung (repräsentativ und partizipativ) als Kernelement und treibende Kraft der Meinungsbildung, Entscheidungsfindung und revolutionären (Neu-) Ausrichtung von Unternehmenszweck und Strategie in Dialog mit allen Stakeholder.

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