

TNC-FICHE

ESF-Flanders

Name of institution:	.University College Ghent (promotor)/ Institute for Sustainable HRM ,(partners)
Type of institution (click the right answer):	<input type="checkbox"/> Public <input type="checkbox"/> Private <input type="checkbox"/> Institutional training providers <input type="checkbox"/> Other (please specify).....
Contact person:
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Stage of implementation: (click the right answer):	<input type="checkbox"/> Preliminary project Idea (projects in preparation phase without grant awarded) <input type="checkbox"/> Project under implementation
Title of the Project:
Approximate budget of the project:	250000 euros
Budget for transnational activities:	.? not clear yet.....
Duration of the project – starting date (in months):	From 7/2012 till 6/2014
Duration of the transnational activities within the project – starting date:	From 7/2012
Thematic scope of the project (click the right answer – maximum 2):	<input type="checkbox"/> <u>Access to the labour market/employment and social inclusion, e.g.:</u> <ul style="list-style-type: none"> <input type="checkbox"/> Pathways to integration and reintegration of disadvantaged groups <input type="checkbox"/> Fighting discrimination when entering the labour market <input type="checkbox"/> Progress in promoting acceptance of diversity in the workplace <input type="checkbox"/> Customised programs for specific targeted groups <input type="checkbox"/> Stimulating and acknowledgment of working skills <input type="checkbox"/> A better flow from social economy towards the regular labour market <input type="checkbox"/> <u>Workers and new skills within the context of a “New Economic Environment” and social economy, e.g.:</u> <ul style="list-style-type: none"> <input type="checkbox"/> Developing systems & strategies for lifelong learning within organisations and services for enterprises <input type="checkbox"/> Training & services for workers to increase their adaptability <input type="checkbox"/> Strengthen an HR-competency policy in enterprises <input type="checkbox"/> <u>Business undergoing changes, e.g:</u> <ul style="list-style-type: none"> <input type="checkbox"/> Support labour organisations to adjust to rapidly changing economic & organisation standards <input type="checkbox"/> <u>“Corporate Social Responsibility”</u> <input type="checkbox"/> Social economy <input type="checkbox"/> <u>Education and training, e.g:</u> <ul style="list-style-type: none"> <input type="checkbox"/> Increasing the participation in education and training at all time in one’s life

	<ul style="list-style-type: none"> <input type="checkbox"/> Increase the transition from school towards work/labour market <input type="checkbox"/> Facilitate the access to education for 45+ <input type="checkbox"/> <u>Women and job, e.g:</u> <ul style="list-style-type: none"> <input type="checkbox"/> Measures to gain better access to jobs and achieve a more sustainable labour market participation <input type="checkbox"/> Measures to decrease the gender gap & have more women in the labour market <input type="checkbox"/> Actions to improve the balance private-working life <input type="checkbox"/> <u>Fighting inactivity and discrimination at high age, e.g:</u> <ul style="list-style-type: none"> <input type="checkbox"/> Measures for more and easy access to employability <input type="checkbox"/> Measures to keep elderly people working <input type="checkbox"/> <u>Stimulating entrepreneurship for target groups, e.g :</u> <ul style="list-style-type: none"> <input type="checkbox"/> Measures to increase the participation of migrants/ethnic minorities in the labour market and to stimulate social integration <input type="checkbox"/> Innovative actions <input type="checkbox"/> <u>Innovative actions</u> <input type="checkbox"/> <u>Other themes</u> (please specify) <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p>
<p>Target group for transnational cooperation (click the right answer):</p> <p><i>(ONLY final beneficiaries, NO stakeholders)</i></p>	<ul style="list-style-type: none"> <input type="checkbox"/> Long term Unemployed <input type="checkbox"/> Persons not actively at work – e.g. Young people under 25 years old (Incl. school or high school/university) <input type="checkbox"/> Employed <input type="checkbox"/> self Employed <input type="checkbox"/> Elderly persons (+ 50) <input type="checkbox"/> Specific target groups: <ul style="list-style-type: none"> <input type="checkbox"/> Disadvantaged groups (Ethnic / national minorities) <input type="checkbox"/> Immigrants <input type="checkbox"/> Ex-offenders <input type="checkbox"/> Women <input type="checkbox"/> Persons with mental or physical disabilities <input type="checkbox"/> Employees in Social enterprises

Brief description of the Transnational cooperation:

1. Problems to be solved (justify the need of the transnational cooperation)

We are in an economical, ecological and social crisis. The current way of doing business is questioned more and more. It is clear that we will have to evolve towards a 'Sustainable' way of doing business. This 'Sustainable' way is also called CSR, CSV, etc.. Important here is to know that People will have to make it happen. 'Sustainable' HRM is the approach in HRM (working on Organizations & People) that supports 'Sustainable' businesses in achieving their goals. (PPP goals not only Profit). Sustainability requires adjustments in the ORGANIZATION (HR strategy, structure, job design, culture, leadership, HR processes), but also requires a different stand-in (approach to working) by PEOPLE.

We feel that there is a strong need for an audit tool where we can identify what the gap is between the current situation and the 'Sustainable' situation from an Organizational and People Perspective. The development of such a tool is the aim of this project.

Why working transnational?

The knowledge, experience and ambition available in Flanders should be complemented with the knowledge, experience and ambitions in the Netherlands. We are too few (specialized in Sustainable HRM) and too limited in view and possibilities to develop such a scientific-based and validated tool. It would also be a more effective way (better use of resources) of dealing with what should be done.

2. Objectives to be achieved

1) Development (and validation) of an audit tool (2 parts) to manage/ facilitate the transition from a profit focussed HRM to a Sustainable HRM (focused on People, Planet & Profit). The tool should be developed and tested out of 2 angles: 1) current/ future employees (the future ones are now students) – 2) The organization (context);

2) Transfer of knowledge/ experience: anchoring

1) Audit tool:

ORGANIZATIONAL PART

Define which actions should be focussed on (determine the 'gap': where are we, where should we evolve to) => **audit tool** (strategy, organizational design, job design, culture, values, leadership, HR key processes: to be checked/ tested/ validated in companies / organizations)

(FUTURE) EMPLOYEE PART

We also need 'Sustainable' employee behaviour to be able to achieve sustainable targets. What is the behaviour we are aiming for? What are the values and competencies behind? => audit tool (self leadership, values, competencies: IS versus SHOULD BE) => to be checked/ tested / validated with students (future employees – will be used as input for the 'student coaching'- to make them ready to support sustainable businesses) and employees in the organizations above

2) Transfer of knowledge/ experience:

- integration in HRM classes of HOGENT;

- integration in post-university college classes (HOGENT) for companies/ organizations;

- integration in coaching of students (HOGENT)

- and for a broader public: workshops; explanation of tool on website; availability of tool at 'sustainable' price, etc.. TBD

3. Main transnational activities (as provisionally planned, to be confirmed with partners)

In **RED** (below) what we would do together

Development of a validated audit tool (ORGANIZATIONAL PART)

- Studying literature/ collecting practices;
- Development of audit tool (model + questionnaire);
- Looking for a relevant sample of organizations/ companies;
- Questioning organizations/ companies (applying the tool);
- Analyzing results & creating a template for presentation;
- Evaluating/ validating audit tool via interviews organizations/ companies;

- Validated audit tool including key for analysis and template for presentation (deliverable)

Development of a validated assessment tool (PEOPLE PART)

- Studying literature/ collecting practices
- Development of a tool (model + questionnaire) that assesses the level of sustainability of people;
- Looking for a relevant sample of employees/ students;
- Questioning people (applying the tool);
- Analyzing results and creating a template for presentation;
- Evaluating/ validating assessment tool via interviews employees/ students;
- Validated assessment tool including template for presentation (deliverable)

4. Planned outputs, deliverables, results of TNC; expected outcomes (effects)

See above

- Validated audit tool including template for presentation (deliverable 1)
- Validated assessment tool including template for presentation (deliverable 2)
- A 'sustainable' approach for knowledge transfer (deliverable 3)

5. Useful and additional remarks:

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