

Introduction

In today's globalised world the impact of large organisations and the financial markets on the planet is becoming increasingly important. The Lisbon strategy is a commitment to bring about economic, social and environmental renewal in the European Union. Under this strategy a stronger, dynamic and competitive economy will drive job creation alongside social and environmental policies that ensure sustainable development and social inclusion. This poses enormous challenges to governments, trade unions, companies and professional and managerial staff (P&MS).

When the European Commission launched a Green Paper on Corporate Social Responsibility (CSR), EUROCADRES formulated four requirements in order to make CSR an instrument for progress and responsible management: credibility, integration in management approaches, involvement of all the stakeholders and a European framework.

In addition, we want to state clearly that CSR ambitions should not undermine legal or contractual frameworks and should not replace or supersede binding agreements. For this reason CSR processes and initiatives must not

- contain element which contradict legal requirement or international agreements
- question the necessity for shop stewards/work councils
- replace corporate co-participation and corporate/collective agreements
- impede the further development of national and international environmental and social regulations.

We provided then a perspective on management approaches that is not company driven, because we stress the necessity of the European management model as a basis and because we present the points of view of professionals and managers.

The values recognised by the European Union in the charter of fundamental rights constitute the basis for company management in Europe. Management processes in Europe are based on a variety of cultures, embedded in a common European approach, including recognition of the social partners, importance of social protection, roles of public services. This European social and managerial model links companies with the wider society. This European identity is essential for our social-economic model. You find it in different forums, innovative measures, social dialogue etc.

Responsible management is based on the theory and practice of the European management model, and covers both private enterprises as well as public services. Fundamental to it are union involvement, emphasis on social issues and a strong role for public authorities.

The following pages, which outline the model and what it means for different target groups / stakeholders, should serve as a blueprint for future discussions.

The Responsible European Management Model

Responsible European management is based on a broad range of values, on long-term thinking, stakeholder engagement, social accountability and professional development. This must be a systematic, clear-cut approach that impacts the entire company. It means bringing companies' interests and activities in line with the long-term interests of our societies. This means working towards offering products and services that contribute to all three dimensions of sustainable development via responsible management

Therefore we suggest a 3-step, 3 dimensional approach :

Economic concerns	Social	Environmental	
Long-term financial planning, safeguards, anticipatory policies, sound and responsible investment	Long-term employment planning, participation of employees, decent working conditions in other countries and from suppliers	Long-term considerations in product planning, proactive environmental policies etc...	The sustainable company
Commitment to realise concrete (economic) targets, which is essential for its accountability towards the stakeholders.	Information and consultation (via works councils, union representatives), training, development, equal opportunities, etc...	Recycling, emissions reduction, waste management, etc..	Good company policies
Fair and sound accounting, taxes, payment policies	Labour law, collective agreements, ILO conventions and OECD guideline, European Union collective agreements and directives.	Health and safety regulation, adhere to environmental standards.	Legal requirements

To achieve this responsible management model and for companies to reach the third step – the sustainable company – it will take efforts from all stakeholders, including union representatives. In addition, business schools and training providers must offer the appropriate education and, of course investors will have to insist on long-term planning and responsible profitability rather than short-term, high financial returns.

Finally, the commitment to responsible management must be credible, therefore accountability is necessary: negotiation (not consultation) on areas where performance will be measured, targets that have to be met, means to realise these targets, reporting on effective realisation, and the rights of stakeholders, including P&MS representatives to evaluate and criticise (positively, or negatively) a company's performance.

In conclusion we want to stress some key elements in this manifesto on REM:

- The core issue concerns the implementation of our views and proposals: to translate them to the workforce and integrate into business practices. We need criteria and "capabilities" (skills), in order to negotiate on and reach Responsible European Management in the private and public sectors.
- Responsible European management means having companies driven by a broad range of social, economic, individual and stakeholder values.
- Many companies lack the capability to organise stakeholder dialogue.. The results of social dialogue are a benchmark; a good social dialogue climate is a standard value.
- Companies have to provide the appropriate environment for learning, knowledge sharing, innovation, personal development, leadership training, creating awareness on sustainability, openness and diversity.
- Employers must move from short-term thinking based solely on financial strategies to long-term planning and anticipation.
- Trade unions must protect and negotiate responsible behaviour.
- P&MS often play many roles and have to reconcile different interests. Given their multi-faceted roles and their own personal and professional integrity, we need a feasible framework for solving their dilemmas. Concrete incentives for that are necessary.
- Public authorities have to monitor company performance and ensure that companies fulfil their legal requirements.

What Responsible European Management means for companies (private and public)

02/05/2005

- Each company must fulfil the legal requirements, adhere to the social dialogue culture and respect collective agreements. In addition, it should establish good company policies and strive to become a sustainable company.
- Companies need to move from financial to societal accountability. In other words to shift focus from shareholder to stakeholder. Employers must move from short-term thinking based on financial strategies only to long-term planning and anticipation. In so doing they must take account, not only of economic but also social and environmental developments.
- The fundamental idea of value-based management is to have a set of values and principles which can provide the context within which decisions can be made and behaviours set - decisions and behaviours that will support the long-term interests of the organisation and the stability of its relationships with stakeholders. Employers often set great store by financial success and a positive cost-benefit ratio, while social values and the individual values of the people concerned are considered to be less important. Responsible European management means companies driven by a broad range of social, economic, environmental, individual and stakeholder values.
- Responsible management means that companies take into account the effects of their decisions on all stakeholders (incl. P&MS). It is critical to demonstrate a true commitment to the process.
- Companies have to become learning organisations – they have to provide safe spaces and the appropriate environment for learning, openness and diversity.

-Company cultures need to allow all employees to share their expertise and take initiatives for process improvement.

-The culture of lifelong learning and development should be available to everyone in the organisation.

-Diverse employees will experience different needs and interests, which requires an acceptance of equality, diversity and difference, based in the culture(s) of the company. Top-level commitment is crucial to promote the balanced participation of women and men in the decision-making process. A way of promoting diversity and respect for people from different backgrounds, e.g. ethnic minorities, is to ensure that they are well represented among the professionals and managers of the company.

What Responsible European Management means for P&MS

- P&MS need to be highly qualified. This applies not only to their traditional roles as managers, where they are expected to apply a number of tools. In order to meet the many new challenges, professionals and managers will also have to tap into their leadership abilities. To do so, they need full access to personal development and learning, providing them also with skills that go beyond the confines of their companies to include societal responsibility and stakeholders' concerns.
- P & MS (together with their trade unions) must insist on the right to professional training and development, the right to voice objection to irresponsible behaviour and the right to negotiate these and other issues collectively.
- Among the many skills they need are the abilities to:

- join the discussion on values
 - exchange opinions with other stakeholders in society
 - negotiate tools and instruments which can measure the company's performance
 - monitor legal requirements
 - negotiate targets that have to be met
 - negotiate ways of achieving these targets
 - develop creative solutions which serve both company and society
 - report on effective realisation
 - assess and evaluate the company's performance.
- P&MS should know how to create a climate of trust as a basic condition for open dialogue. This involves bringing people together, promoting and facilitating dialogue and creating a safe space within which issues can be aired without fear of negative sanctions. When it comes to decision-making, P&MS need to promote the labour-management partnership to influence business decisions and organise the process of dialogue and decision-taking
 - P&MS, owing to the many roles they have to fulfil, are much more vulnerable as a group to direct or indirect sanctions. Professionals and managers are in a special position: as senior management's representatives towards workers, they are tasked with communicating the company's objectives and values to workers. At the same time they are also supposed to communicate and represent their workers' concerns and provide leadership, especially for responsible behaviour. On top of this they are consumers, maybe parents, maybe (union) activists and therefore have additional roles. They have to manage all these different interests, which can be an opportunity rather than a threat.
 - P&MS have to cope with constantly changing roles and expectations, labour markets and business demands, global and societal contexts and environmental conditions. This demand high flexibility and long-term thinking.

What Responsible European Management means for trade unions and EUROCADRES

We will have to negotiate responsible action with employers especially in questions of corporate "culture", social values, organisational changes, shifting skills and qualifications, restructuring or mergers, outsourcing, downsizing, etc.

When it comes the protection of responsible behaviour, trade unions must provide protection to whistleblowers, ensure that concerns and violations can and will be reported to employees' representatives, works councils etc., ensure that violations of environmental and social rights are investigated

As trade unions, we suggest social dialogue as a benchmark for responsible management. We can add value to the social dialogue by adding societal and environmental issues to the agenda and encouraging pro-active action by companies and authorities. This broader view will give greater credibility to social dialogue, especially to the role of the social partners.

Besides the core social agenda, we take society and sustainability into account. Workers' organisations have been and will remain responsible organisations, forming a bridge between P&MS's personal concerns and priorities and their desire to contribute to a stable, sustainable and environmentally friendly society at large. We will also have to make conflicts visible. The fact is that trade unions find themselves in situations of conflict, particularly between jobs/employment and the environment. These conflicts need to be made visible and the different voices listened to. As a next step, creativity, dialogue and knowledge should be used to find win-win situations.

EUROCADRES can encourage the discussion on and create awareness of Responsible Management (goals, values, etc.) in the private and public sectors, and especially among trade unions. Our framework can and should be applied to both private and public sector organisations and will offer added value to each of them and to society at large.

It is our trade union responsibility to link P&MS with society, local authorities, SME's, public services, multinationals, etc. We will identify priorities that we share with all stakeholder groups and monitor the legal requirements and good company policies and work towards a sustainable company.

What Responsible European Management means for public authorities

Public authorities can create a European framework applicable to everyone, at national and European levels. The Multi-Stakeholder Forum, created at European level, must lead to a substantial improvement of the regulatory framework and of practices at European level. Similar initiatives need to be established at national and local levels. It is the task of governments to define an appropriate framework with minimum standards and guidelines. This includes protecting weaker stakeholders. Public authorities should take advantage of and fully apply existing legal frameworks and regulations, such as the ILO conventions and the OECD guidelines.

A legal basis needs to be created for responsible action, including protection for those who refuse to perform work that is illegal. With this intention we need a framework for responsible action, for example a socio-ethical committee, which would encourage discussions on ethical and societal questions, provide the opportunity to suggest responsible strategies and promote the overall awareness of P&MS

Public authorities have to ensure that companies fulfill the legal requirements. In addition, they can be more proactive, for example by giving incentives for good company policies and sustainable companies. Local authorities can help facilitate stakeholder dialogue on local level.

Public authorities are also buyers and contracting bodies, so they can attach responsible conditions to public tenders and calls.

They should also serve as role models for other organisations, which means the responsible management of public services.

Détail du contenu des travaux de EUROCADRES pour promouvoir un management européen responsable.
Textes rassemblés à partir du site WEB de EUROCADRES, 3 septembre 2007.



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