

Greening Human Resources Management*

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Abstract

This paper explores how the human resources managers and the human resources management and development units in selected Philippine companies are involved in the achievement of environmental sustainability goals in their respective companies. Findings showed that HR managers' concepts of environmental sustainability were limited compared to the standard definition of environmental sustainability which covers two interrelated concepts: environmental management and sustainability development. All HR managers however agreed that it was important to mainstream environmental sustainability in all aspects of human resources management and development (HRMD) functions. At the functions' level, HR Managers perceived the roles of HRMD unit in performing internal communication, value formation, providing training expertise, coordinating and mobilizing people to join corporate social responsibility programs. Companies with sustainability framework and corporate values or principles

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that act as guide in the formulation of environmental sustainability related plans, policies, and programs during strategic planning had more aligned and integrated HR policies, programs and practices and structures. Both the HR managers and environment advocates enumerated the required HR competencies in the successful planning and implementation of HR policies, programs and practices related to environmental sustainability.

Introduction

Imagine if the 26.08 million workers employed in the Philippine industry and services sectors (Labstat Updates, 2012) should become “Green Champions” at the forefront of the battle against the country’s deteriorating natural environment and mounting climate change risks. This would enhance the sustainability of the environment, economy and society. Green businesses and industry, achieved through the green commitment of top management and the institutionalization of green human resources management and development (HRMD) functions (and practices), would give birth to a Green Philippines.

Is this achievable? Yes—if all companies commit themselves to the greening of the economy through the adoption of green HRMD principles and practices. This means management committees need to consider the state of natural environment as a critical input in their strategic corporate planning based on the principle that a sustainable natural environment means a sustainable business in the long run. A company that decides to go green also has to engage its most important resources—its executives and employees—in the green cause. To facilitate the firm’s green transformation, the HRMD unit should perform a critical defining role through its strategic HRM and development functions and competencies. On top of the green transformation process is the HR manager, whose role is to help mobilize the employees to meet the challenge of greening the company.

This research paper outlines the role of HRMD unit and some of the critical HR functions in making the company’s environmental sustainability goals happen. This paper is based on the author’s post-graduate study on the role and functions of HRMD in environmental

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sustainability. For the study, five companies representing different sectors of the economy were analyzed in terms of HRMD functions and practices related to environmental sustainability.

The specific objectives of the study are:

1. To find out the HR manager's personal concepts of environmental sustainability in terms of knowledge, skills, attitudes and practices;
2. To determine the role/s of the HR manager and HRMD unit in the achievement of the company's environmental sustainability goals;
3. To identify environmental sustainability-related HR policies, programs, practices and structures in the company;
4. To assess the presence of alignment, integration and innovation processes between the environmental sustainability-related HR policies, programs, practices, and structures, and the company's vision, mission, values, strategies and policies in the cases of five chosen companies;
5. To enumerate the problems and needs associated with the planning and implementation of environmental sustainability-related HR policies, programs and practices;
6. To find out the causes of these problems and needs;
7. To identify success factors in the planning and implementation of environmental sustainability-related HR policies, programs and practices;
8. To enumerate the environment advocates' expectations of the HR manager and the HRMD unit as partners in the attainment of environmental sustainability goals in the industry; and
9. To identify the required competencies that will make the HR manager successful in planning and implementing environmental sustainability-related HR policies, programs and practices in the company.

Review of Related Literature

Defining environment sustainability. Two important concepts emerge in defining the greening process. These are how man interacts with or manages the natural environment; and how man is able to sustain the environment for the use and enjoyment

of future generations. There are three terminologies that are used interchangeably and need to be clarified in order to understand the greening phenomenon. These are: (1) environmental management; (2) sustainable development; and (3) environmental sustainability.

Environmental management, according to C.J. Barrow (2006), is the control of all human activities that have significant impact on the environment. It seeks the best environmental option to promote sustainable development. Sustainable development, on the other hand, comes from the Brundtland Commission Report published in 1987 and approved at the UN World Commission on Environment and Development (UNWCED) in Rio de Janeiro in 1992. The report states that “sustainable development is development that meets the needs of the present generations without compromising the ability of the future generations to meet their own needs” (United Nations, 1987).

The definition of environmental sustainability stems from the combined definition of environmental management and sustainable development, and has four dimensions—economic, social, environmental and ethical. The central concern is not the environment, but the people who are entitled to a healthy and productive life in harmony with nature and fellow human beings at present and in the future (Goosen et al., 2009).

Environmental sustainability and strategic HRMD. An environmentally-conscious business includes the total condition of the natural environment as a critical input in formulating policies or adopting corporate values that will guide the different units in the preparation of plans and programs related to the achievement of the company’s environmental sustainability goals. The HRMD unit should take the lead in formulating and developing environmental sustainability-related HR policies, programs and practices aligned with the corporate policy or value. According to Hoelbeche (2009), for HRMD functions to be strategic, the HRMD unit must aim to be both a contributing member of the management team, and create personal, functional and organizational capabilities within the company, such as the development and implementation of HR policies, programs and practices related to environmental sustainability.

Ulrich et al. (2009) detailed the three processes of alignment, integration and innovation in the planning and implementation of HR policies, programs and practices, all of which are vital for these policies, programs and practices to have maximum impact on the

achievement of business results. These three processes can be applied when assessing the impact of HR policies, programs and practices in the achievement of environmental sustainability goals.

Environmental Sustainability at the Business/Company Level

Efforts to achieve environmental sustainability at the business/company level range from compliance to government laws and regulations, control of hazardous activities, establishment of an Environment Management System, and assessment based on a set of global measures and standards in order to obtain an ISO 14001 certification. In addition, some companies use the triple bottom line approach in annual audit and reporting activities, reflecting the company's annual performance on three critical areas: profit, social and environmental contributions.

Environmental sustainability and the fourth bottomline.

According to Cavanagh et al. (2004), deep in the consciousness of leaders are ethical considerations that help them decide what is good and right for a greater number of people, and a longing for a deeper purpose or a larger meaning to life. This search for balance, ethics, meaning and security, can be found in leadership spirituality. The leaders' spirituality and scales of values can influence their perception, drive their motivation, and affect their decision-making. A study and understanding of leadership spirituality and values may explain the top management's stance on environmental sustainability and the pace of the achievement of sustainability's goals. Sohail Inayatullah (2012) suggested the inclusion of the organization's spirituality, which acknowledges the organization's key assets—its human assets, its collective memory, and its shared vision—as an additional measure of organizational performance in the triple bottom line.

Another additional measure to the triple bottomline, as suggested by Kenny (2009), is perspective, which is a future-oriented metrics. Perspective as a measure looks into organizations' focus toward work, from the future back to the present. He said that organizations must cultivate their own resiliency; improve security of people and communities; and increase productive capacity in the face of threats posed by accelerating changes in the environment.

Environment sustainability and workplace values and culture. According to Hawkins (2006), the collective agreements to practice environment sustainability among an organization's members should be grounded on an honor system as well as on informed decisions based on moral and ethical values and principles. It is assumed that companies that are trying to promote their good works through their environment-related programs are doing these not for public relations purposes but as an inherent part of their corporate culture.

In the Philippine business setting, Jocano (1999) said that managing corporate activities must include developing a culture attuned to the Filipino culture and managing it in a manner that harnesses the best from Filipino workers. In line with Jocano's study of organizational culture and values, Gaddi (Sibal & Gaddi, 2010) explained that organization culture is important to development, specifically: 1) in creating policies in consonance with the workers' values; and 2) in making changes in the organization by setting a culture that everyone believes in.

Related Studies on HR and Environmental Sustainability

Arnaud and Rhoades (2009) asserted the need for organizations to institutionalize sustainability through the promotion of values, attitudes and behavior related to sustainability. The study defined environmental sustainability in the organization as "the persistent and connected set of organizational rules and practices that prescribe behavioral roles, constrain activities and shape expectations related to the care of environment." They provided a framework for understanding how values and practices are embedded in organizations' climates.

Harris and Tregidga (2009) looked into the extent of the influence of the concept of environmental sustainability on the HR functions, the HR manager and the role of HR in enabling and fostering environmental sustainability. They sought to learn how the environmental agenda could influence the HR functions, and the readiness of the HR managers to take on the challenge.

Most companies in the Philippine lodge environment sustainability in their corporate social responsibility function. There are three notable studies that described Corporate Social Responsibility

(CSR) in the workplace. First, the study of Lloyd and Sulter (1999) on three Philippine companies showed that these companies could reconcile their social responsibility targets with business and economic goals to benefit their shareholders and communities. Second, Azanza (2009) mentioned the triple bottom line approach in the performance reporting of a company, and emphasized that CSR works in an internal partnership with company's health, safety, environment and HR teams, and in an external partnership with outside institutions. Third, Sibal and Gaddi (2009) claimed that as a component of CSR, community relations (COMREL) programs and practices are human-resources driven, utilizing the three basic tools of communication, human resource development, and organizational development technologies. These three studies on CSR were focused on describing and explaining the concepts of CSR, and supporting these with cases and examples.

Ofreneo (2012) in the ILO-sponsored research identified the elements in greening organizations. He used case studies of companies with green practices, and the HR department of one of these companies as one of his respondents. He focused on the development of skills necessary for the greening of jobs, and from his findings, he acknowledged the role of the HR department in the greening effort. Ofreneo further listed down lessons from the three case studies: 1) the green efforts need not be job-displacing; 2) greening requires training, retraining, and basic environmental training for all; 3) there is no need to rely on any government support, particularly on the design and conduct of training and retraining; 4) HRD can act as translator of the green vision and mission, but not as the initiator; and 5) the full support of the top management must be present.

Methodology

Research design and methods. This research utilized the case-study method through one-on-one interviews with the HR managers of Philex Mining Corporation (Mining), San Miguel Brewery, Inc. (Manufacturing), Ayala Land, Inc. (Construction and Land Use), Miriam College Foundation, Inc. (Services/Private Education), and Cardinal Santos Medical Center (Services/Private Health). These four companies and one educational institution represented the five subsectors of Philippine industry. A focus group discussion was conducted to validate and complement the data gathered from the case

studies. This focus group discussion was participated in by another group of HR managers from transport/motorcycle, broadcasting/communication, business process outsourcing, holding company, and the retail-chain subsectors of the industry.

Interview and focus group discussion data were supported by the review of written documents such as the HR manual, the organizational structures, the company's website, the company's Annual Report, and the government laws and regulations on the environment.

A focus group discussion among environment advocates was also conducted to get the stakeholders' perspective and expectations, as proposed in the study of Ulrich et al. (2009). The participants were environment-cause and development-oriented groups/institutions representing the government, non-government organizations, academe and funding agencies.

In terms of methodology, four features distinguish this thesis from the previous researches on the same topic. Firstly, the data were taken from the perspectives of 11 Filipino HR managers from a cross-section of Philippines industry—five HR managers from five Filipino-managed companies representing the five industry subsectors for the case studies; and six HR managers from different companies for the focus group discussion. Secondly, the data were gathered from different levels—personal, functional and organizational. Thirdly, analyses were based on a synthesis of organization theory, organizational behavior theories, industrial relations theory, and stakeholder's theory to explain the findings. Finally, the thesis solicited the environment advocates' expectation of the HRMD functions as their partner in environmental sustainability, thus supplying the thesis with the stakeholders' perspectives.

Personal Level: The Human Resources Manager's Concepts, Roles and Practices.

To fully grasp the HR managers' personal concepts of environmental sustainability, the concepts were broken down into four dimensions: knowledge, skills, attitude, and practices.

The HR Managers' knowledge. The HR managers' knowledge was determined based on their top-of-mind definition of environment

sustainability. Their responses were then compared to the standard definition used in this research, which was the inter-relations of two terms—environmental management as defined by Barrow (2006), and sustainability development as defined by the Brundtland Commission (UN, 1987). The HR managers gave a range of definitions of environmental sustainability, but these were somewhat limited compared to the standard definition. Most HR managers were familiar with the environmental management components of compliance and control, which is required by government laws and regulations. However, most of the HR managers were not aware of the sustainable development aspect of environmental sustainability, and its economic, social, environmental and ethical dimensions, as discussed by Goosen et al., (2009) and clarified by Hahnel (2011) from an environmental economist point of view.

Most HR managers defined environmental sustainability by equating it with their company's environmental sustainability goals, framework and/or programs. Their definitions were linked with the company's business and its environmental sustainability-related strategies and values. For examples, the Philex Mining HR manager emphasized compliance and safety in responsible mining; the San Miguel Brewery HR manager talked about water conservation in the firm's value of drink-to-life; the Ayala Land HR manager defined it in relation to a sustainability framework in the firm's master-planned and sustainable communities; the Miriam College Foundation's HR Manager related it to the practice of a green lifestyle in support of the integrity of creation; and the Cardinal Santos Medical Center HR Manager related it to the hospital's strict waste segregation.

It could be noted, however, that some HR managers emphasized environmental sustainability's ethical and spiritual dimensions by equating it with a higher purpose or meaning, an internal process, a consciousness or a mindset. They also used metaphors to describe it, such as "a gift," "mother earth," "green," "beautiful place," and "from God." These HR managers' personal definitions were not captured in the standard definition used in this research, and could be a subject of further research to better understand the concepts of environmental sustainability.

The HR managers' skills and practices. The HR managers attributed their awareness and the skills they used in their personal practices to their own initiatives, such as through participation in the

company's environment-related programs; through work done with a previous company; through volunteer work; and through exposure to other countries' environmental sustainability practices when they travel abroad. Three HR managers admitted that they had not had any formal training on the technical aspects of environmental sustainability.

Their practices include:

- a. electricity and water conservation;
- b. waste segregation and solid waste management;
- c. tree planting/composting/vegetable gardening;
- d. disaster preparedness;
- e. promotion of a healthy lifestyle, incorporating hobbies and interests; and
- f. acting as resource person in environmental fora and seminars.

The HR managers also mentioned that since most of these personal practices were done at home, family members also participated, which instilled in their children the value of taking care of the environment. The HR manager of Miriam College Foundation, Inc. has imbibed the institution's environmental values and its green-lifestyle program by practicing it at home. The HR manager of Philex Mining Corporation is an active environment volunteer in her town, and the Retail Chain HR manager practices composting and growing her own vegetables. These were clear examples of the effect of participation in a company's program, which results in practices that are carried from the workplace to communities and homes.

The HR managers' attitude. When asked what motivated them to maintain their environmental sustainability-related personal practices, the HR managers attributed it to: a) stewardship and faith; b) fear that the loss of a water resource will lead to loss of job; and c) being a parent and, d) responsibility for the future generation.

These responses showed that the HR managers were intrinsically motivated to do the practices, as they found meaning and purpose in what they were doing. This supports Cavanagh's (2004) claim that these concerns could be found in the leader's spirituality, and Inayatallah's (2012) proposed measure of spirituality as the fourth bottom line. Exploring leadership and workplace spirituality

as another dimension of environmental sustainability, aside from its economic, social, environmental and ethical dimensions, could help us further understand the greening of HRMD functions and the business.

When asked about their attitudes toward mainstreaming of environmental sustainability in all HRMD functions, all HR managers agreed that it was important to mainstream environmental sustainability in all aspects of the HRMD functions in the company. One said that it is a concrete testament of the HR commitment to the company's vision/mission and values, and a showcase for other organizations to see. Other HR managers saw it as culture-building. However, one HR manager raised a point that mainstreaming depends on three factors: (1) top management decisions or the owners' decision; (2) the kind of industry involved, if it is about health and environment consciousness; (3) the size of the industry—that is, HR can mainstream environmental sustainability in a medium-sized business since the firm will not have a sophisticated technical facility to lead the effort, such as that found in a large manufacturing firm.

Although all HR managers agreed that it was important to mainstream environment sustainability in all the HRMD functions, only two HRMD units (Ayala Land, Inc. and Miriam College Foundation, Inc.) out of the five HR managers in Filipino-managed companies had mainstreamed environmental sustainability in their HRMD functions. Only one HR manager (a Japanese company) among the six HR managers that participated in the focus group discussion had mainstreamed environmental sustainability in his HRMD functions. These examples supported the findings of Harris and Tregidga (2009) that environmental sustainability had not largely affected the role of HR, nor have HR managers begun to examine what sustainability means for various HR functions.

The HR Manager's role/s. The HR managers described their roles in the achievement of the company's environmental sustainability goals as: (a) program initiator/environment advocate; (b) policy formulator and executor; (c) educator/awareness propagator; (d) upholder of the management's thrust and direction; (e) environment-related HR policies and practices champion; and (f) sustainability advocate.

These responses showed that the HR managers will stand up for the environmental sustainability advocacies of their companies

for as long as these fall under their area of responsibility and accountability.

However, even some HR managers who were not directly responsible and accountable for the Corporate Social Responsibility function, as reflected in their companies' structures, perceived their roles as a partner in meeting environmental compliance and requirements. One HR manager even suggested that HR-related programs should be included in the environment-related programs of the foundation or the unit handling CSR.

Organizational Level: Human Resources Management and Development Functions' Policies, Structure, Roles, Programs and Practices

Organization structure. The three common environment-related activities in all of the case-study respondents' HRMD units were: (1) internal communications; (2) training, particularly in values formation and in providing expertise support to other units; and (3) coordination and mobilization of people during campaigns and disasters.

The companies' organizations were structured differently to achieve their environmental sustainability goals. In some cases, CSR and internal and external Communication and Business Affairs functions fell under either the HRMD unit or another unit in the company; alternately, the CSR function is being done by a foundation. In other cases, environment-related technical functions were created in compliance to government rules and regulations, such as the Quality, Environment, Safety and Health (QESH) units, which report to the Technical, Facilities or Engineering departments. In still others, multi-department working committees or teams report to top management, such as in the case of the Ayala Land Inc.'s Technical Working Groups. These in turn report to a Sustainability Council composed of members of the management committee.

In each of these structures, a company-wide effort and collaboration among these functions, units and groups are necessary to achieve the company's environmental sustainability goals.

Structurally, HR managers managing the functions of CSR, Communication, and Business Affairs together with the HRMD functions have broader perspectives from which they can align, integrate and

innovate environmental sustainability-related HR policies, programs and practices. The view of delineating the HRMD functions as internal and CSR as external might stem from a rigid structure that needs to be reviewed.

HRMD functions' roles. To detect other HRMD roles that the HR managers might have missed during the course of the interviews and focus group discussions, their responses were compared to Ulrich (2009), who identified six HR management function roles in doing strategic HR management. The HR managers respondents/participants perceived the HRMD's roles in the planning and implementation of environmental sustainability-related HR policies, programs and practices as described:

Employee Advocate – Listening, understanding and empathizing with employees' needs and other employee-relations issues. One HR manager identified the Employee Relations function as the closest to the implementation of HR policies, programs and practices related to environmental sustainability. This HR manager described this in terms of internal communication channels, such as newsletters, bulletin boards and e-communications, in order to inculcate environment awareness and consciousness among employees. Alignment and integration of messages across the company's external-internal communications are necessary to provide consistency to the company's environment sustainability image and reputation.

Another HR manager said it is a benefit function, and that the HR role is that of "caretaker" in terms of employees' health consciousness, wellness and fitness. This big-picture perspective—seeing environmental sustainability as inter-related with health and wellness—was demonstrated by the Integrated Lifestyle and Wellness Center of Miriam College Foundation, Inc. One of the best ways to institutionalize environmental sustainability is to tie it up with the policy on health and wellness and policy on work-life balance, or to use it as an approach to employee engagement, because a healthy workforce is a product of a healthy environment, and healthy employees are its best advocates.

Human Capital Developer – Building capabilities for the future. HR managers identified this role of HRMD in developing consciousness and forming and shaping behavior into day-to-day

practices through the design and implementation of environment sustainability-related training and development interventions. In line with sustainable development, these learning interventions must have a future-oriented perspective—that of making employees aware of what could be done in the present in order to mitigate the environment risks of the future.

Functional Expert – Delivering HR practices with efficiency. HRMDs performing the functional expert role were mostly found where the CSR unit reported to another unit in the company or to a foundation. The HRMD works with the technical manager in the design and implementation of training programs and curriculum related to environment education.

The HR managers also identified the functional expert role in incorporating environmental sustainability in new-employee orientations, and in ensuring that potential candidates for employment share the same company environment values during the recruitment and selection process.

Change Agent – Helping the organization adapt to changes. As change agents, the HR managers emphasized their role in delivering organizational change and transformation. They saw Organizational Development (OD) as the primary approach to building the environmental sustainability culture and learning in the organization. They said the role of HRMD is to create environment sustainability awareness and shared values among the employees that can be sustained whether they are at work or at home.

Strategic Partner – Aligning HR practices with business strategies. As a strategic partner of top management, HRMD works to integrate HRMD functional activities with business strategies and management directions, so as to ensure that all policies, programs and practices are aligned with the vision, mission and values on environmental sustainability.

Leader – Leading the HR functions, integrating the work of others, ensuring corporate governance, and monitoring the HR community. This role is fulfilled when the HR manager leads in integrating the work of others by selling the environmental sustainability ideas to top management and managing its implementation. The leader role involves the planning

and implementation of environmental sustainability-related HR programs and practices in policy formulation and implementation, in the operationalization and enforcement of policies and procedures, and in coordinating with the technical experts. When the CSR is under the HRMD unit, the leader role is manifested in the planning and implementation of programs, and in mobilizing employees for volunteer activities and environment-related campaigns.

However, findings show that most HR managers did not see their role in the area of ensuring corporate governance and in monitoring the HR community. The role describes the HR manager's commitment to balance upright and transparent corporate governance with the interests of all the company's shareholders. This aspect of the leader role was best exemplified by Ayala Land, Inc.'s Global Reporting Initiative (GRI) reporting of their triple bottom line in their Integrated Annual and Sustainability Report. Included in the GRI report was the company's Environmental Footprint, where it showed, in figures, the company's direct energy consumptions, CO₂ emissions, solid waste collected and other environment indices. This report to its shareholders was consolidated by public affairs unit under the HR and Public Affairs Group.

The Environment Advocates (EA), on the other hand, perceived the role of HRMD in the achievement of the company's environmental sustainability as that of a change agent that will facilitate change and build, promote or provide: (1) values and culture; (2) education and training; (3) communication; (4) support to other units in the organization; and (5) a partner for corporate social responsibility. Aside from the change agent role, they saw the role of the HRMD unit as that of functional expert and provider of administrative assistance to Quality, Environment, Safety and Health (QESH) and CSR units within the company. They identified the role of HRMD functions as that of an internal partner to other units in the company. One EA saw the "technical guys" and CSR as playing an external role, since they are the ones dealing with external stakeholders, while the HRMD functions' role is internal as the functions deal with employees. The EA did not see the role of HRMD functions as external partner, even in those organizations where the CSR function is reporting to the unit.

Role-related issues were discussed among the Environment Advocates concerning the HR function roles in environment sustainability. Points raised were the following:

1. HR roles should come from leadership directions;
2. The organization needs to first set its environment policy and supporting organization structure;
3. There is a need to review the role of HR related to company's environment goals and strategies; and
4. There is a need to delineate the roles of HR and other units involved with environment.

Environment sustainability related HR policies, programs and practices. Most companies have corporate values on environment sustainability, but majority have no existing HR policy aligned with these environment sustainability values or principles. These could be attributed to: (1) the practices of directly converting the corporate values, advocacy or sustainability principles into the different units' environmental sustainability plans and programs; (2) the HR manager's prevailing view that HR policy covers only employment relations or conditions of employment, and an HR policy on environmental sustainability is something new to the HR community; and (3) the dominant perspective that environment programs are a CSR function, externally oriented, and are voluntary on the part of the employees. The HR policy on environmental sustainability should be crafted in a way that takes other HR policies on working conditions, health and wellness, safety and security, quality and productivity and work-life balance into consideration, since these are employment conditions that could not be taken separately from the natural environment where the work is situated.

Other environmental sustainability-related HR programs and practices include the implementation of work-life balance and an e-learning website for safety and security. The rest of the HR managers' companies have the CSR function take care of environment-related activities such as tree-planting, sponsored marathons and other activities to raise funds for the environment, the no-smoking policy, the no-elevator to-smoking-lounge policy, and the policy of banning plastics in the canteen. Other environment-related programs and practices such as waste management, energy and water conservation are spearheaded by other units in the company, such as Engineering or QESH.

Problems and success factors. The HR managers enumerated problems and needs in the planning and implementation

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of environmental sustainability-related HR policies, programs and practices in their respective companies:

Problems and Needs	Causes	Success Factors
<p>Lack of top management support and commitment</p> <p>Lack of awareness of government support and environment- related programs</p> <p>HRMD-related problems</p> <p>a) Transactional or administrative nature of the unit</p> <p>b) No HR policies and procedures</p> <p>c) HR not structured to support the effort</p> <p>d) Need for role delineation between HRMD, CSR/ComRel and QESH</p> <p>e) Need for training programs on environmental awareness and sustainability, particularly its technical aspects</p> <p>f) Need to guide the HR staff in the implementation of the policies and programs</p> <p>People-Related Problems</p> <p>a) Resistance to change; birth pains of new programs</p> <p>b) Enforcement-related problems, ex. Bringing workplace practices to the home</p> <p>c) Lack of awareness and knowledge</p> <p>d) "It is not my concern" attitude</p> <p>e) Need to involve employees of other plants that cause pollution in the community in the company's environment-related programs</p> <p>They are also the company's stakeholders.</p>	<p>Lack of funding or budget</p> <p>Lack of understanding of the issues and implications</p> <p>Values and Attitude of People:</p> <p>a) <i>Ningas Kugon</i></p> <p>b) Filipino culture of being selfish or thinking about self and family only</p> <p>c) Reward orientation- "what's in it for me" attitude; will only act if there is an incentive</p> <p>d) Not disciplined as a race/culture</p> <p>Mindsets of people cause problems and issues on implementation;</p> <p>Practice of "bribery" in local government</p>	<p>It has top management support and commitment.</p> <p>It is part of the company's strategic planning process and articulated in the strategic plan.</p> <p>It involves 100% compliance to laws and regulations and fewer environment-related complaints from the communities.</p> <p>It is a consultative process; implementation is institutionalized, and everyone is involved and all departments are held responsible and accountable.</p> <p>It has active employee participation through awareness, practice and commitment using different interventions.</p>

Problems and Needs	Causes	Success Factors
<p>Work-Related Problems a) Conflict of schedule between work and time for environment-related activities such as training or volunteerism programs</p> <p>Cost-Related Problem a) Healthy is costly</p> <p>Political Structure-Related Problem a) "greenwashing" " where permits were granted by local government to pollution control devices/plants which were just put up "for show" and not fully operational, since it was costly to operate these devices/plants. Protection was given during the politician's term</p>		<p>It integrates the environment policy into the HR systems.</p> <p>It is valued by the organization, has focus (top of mind) and the organization makes environmental sustainability a priority.</p> <p>The HR manager has the ability to balance business priorities with environmental sustainability priorities.</p>

Environment Advocates' expectations from human resource management and development functions as a partner in environmental sustainability. The Environment Advocates, as external stakeholders, expressed their expectations of the HRMD functions as a partner in the achievement of the environment sustainability goals in the industry sector. They expect the HR managers and the HRMD functions to:

- a. Transform HR function first into green HR with the support and involvement of top management;
- b. Transform the People Managers Association of the Philippines (PMAP), the national association of HR Managers to Green PMAP;
- c. See the impact of green HR in the larger perspective and anticipate the big volume of work that will go with it; and

- d. Be equipped with updated and valid environment database and synthesis of environmental researches in the country for information on policy development and environmental education.

Inferring from their responses, the EA expect credibility and competency from the HR managers as their partner in the achievement of environmental sustainability goals in the industry sector.

Required environmental sustainability-related HR competencies for successful implementation of HR policies, programs and practices. The environment-related technical competencies recommended by HR managers were: knowledge and skills on climate change; disaster risks reduction management; and environment management system.

They also identified environmental sustainability-related HR competencies that were similar to the 12 HR specialist competencies required for strategic human resource management listed by Hoelbeche (2009), such as training and development; employee relations; ability to select people with the passion for the same advocacy who can implement the programs; organizing and mobilizing (community and team) and influencing and motivating skills; communication skills; CSR and volunteerism; lobbying skills; strategic thinking; and project management skills.

The HR managers also identified general management competencies such as wider management perspective; costing and quantification to be able to translate to costs and savings; creativity; innovation; and credibility. In addition, they enumerated competencies in human relations, such as open-mindedness, good relations with employees, adaptability and the passion to do the job.

The HR managers FGD participants further suggested integrating a module on environmental sustainability in the HRMD curriculum, and one HR Manager proposed to include a subject on environmental sustainability in the curriculum of Human Resources Management Masters Program in graduate schools.

The Environment Advocates recommended required environmental-related HR competencies for the successful planning and implementation of HR policies, programs and practices. HR managers and HR professionals must have or need to develop the following competencies:

- a. basic knowledge and appreciation of environmental sustainability, including global and local issues about the impact of climate change, and science-based knowledge about how the business impacts the environment;
- b. design and implementation of environmental sustainability-related training programs:
 1. good practices/bandwagon effect type of training program; and
 2. use of personal experiences in training;
- c. partnering with other units in the organization;
- d. costing and quantification;
- e. community organizing; and
- f. change management.

The Environment Advocates also believed that HR managers should also possess the following traits and attitudes in order to successfully plan and implement environmental sustainability-related HR policies, programs and practices in their companies:

- a. continuous learning, teaching, and exploration of new technology;
- b. creativity in implementing the programs;
- c. modelling of the values by practicing them; and
- d. gender sensitivity.

Comparing the above HR competencies as proposed by the HR managers and the Environment Advocates to Hoelbeche's (2009) twelve HR specialist competencies in the planning and implementation of people strategies, all of the twelve were mentioned and identified by the HR managers. However, the gender sensitivity competency as suggested by an Environment Advocate was not in Hoelbeche's (2009) list. As a finding of this study, gender sensitivity competency needs to be further defined and translated into behavioral dimensions related to HRMD and environmental sustainability.

It is imperative for the HR manager to have these twelve competencies in order to be successful in planning and implementation of environmental sustainability-related HRMD and CSR programs and activities.

Conclusion and Recommendations

Qualitative findings from this research showed that the HR managers in particular and the HRMD functions in general, play significant roles in the achievement of the company's environment sustainability goals, as there are alignment, integration and innovation processes occurring between HR policies, programs and practices and the organization's vision, mission, values, strategies and policies related to environmental sustainability. Two companies, Ayala Land, Inc. and Miriam College Foundation, Inc., have demonstrated that HR managers and the HRMD functions are involved with and can add value to the achievement of the companies' environmental sustainability goals. This research showed that the transformation of HRMD functions into Green HR is both an attainable vision and a long-term HR strategy that could be realized among Filipino-managed companies. This can be attributed to, among other factors, the HR managers' competencies, motivation, attitudes and willingness to be environment advocates and champions. In addition, the HRMD functions can facilitate the shaping of behavior and the building of an organizational culture that would push the environment agenda and promote the greening of mind sets and organizations.

This research will not be complete without the recommended action plans to help the HR managers lead and facilitate the transformation of HRMD functions to Green HR. These are based on the review of related literature; the inputs from experts; the findings from the case studies and focus group discussions; and the researcher's own learning, insights and experiences as an HRMD practitioner.

For the HR Managers

Alignment of one's spiritual and personal values with environmental sustainability goals. Alignment of one's spiritual and personal values with environment sustainability goals can influence one's perception, drives one's motivation and influence one's decisions about achievement of the environment agenda. As a leader, the HR manager makes strategic choices, sets the HR related directions, and facilitates the culture of the organization. Therefore, understanding and harnessing one's spiritual and personal values is important to

fulfill the environment advocate and champion roles that he/she has to assume.

A bigger perspective and greater foresight. Given that sustainable development is future generation-oriented, the HR manager needs to see that there is more to environment sustainability than the yearly CSR volunteerism programs, compliance and control activities. It involves seeing the total picture through the integration of HR policies, programs and practices in the areas of occupational health and safety, working conditions, quality of work life, work-life balance, fitness and employee wellness into the environmental sustainability goals of the company. Having a bigger perspective also means equating environmental sustainability with business sustainability. If the business goal is long-term profitability and sustainability, it will not only benefit the stakeholders and the country's economy, it will also provide continuous employability on the part of employees and labor. However, if business goal is short-term profit or opportunistic tinged with greed, then environment sustainability is compromised, and the workforce and communities are at the receiving end of the dreadful results of this short-sighted perspective.

Knowledge and skills in environmental sustainability. As suggested by the Environment Advocates, HR managers must have a basic knowledge and appreciation of the technical aspect or the environmental management component of environmental sustainability. These include global and local issues about the impact of climate change, and science-based knowledge about how the businesses impact the environment, which can include the ability to read and interpret environmental footprints or other hazards indices. HR managers must be able to acquire and develop environment-related technical competencies such as knowledge and skills on climate change; disaster risks reduction management; and the environment management system.

Monitoring the HR community. There was one aspect of the HRMD functions' "leader" role that was not shared by the HR managers in the findings of this research, but is of equal importance. This is the monitoring of the HR community. HR managers must be on the lookout for innovative and creative environmental sustainability-related HR programs and practices within the HR community that they can adopt

and adapt in their companies. To sustain the programs, HR managers associations such as the PMAP, as suggested by the Environment Advocates, should include environmental sustainability or Green HR in their agenda, associations' values and intent.

Tie-up with corporate governance for accountability.

The HRMD unit handling internal and external communications, and is responsible for reporting the company's performance to its stakeholders and shareholders, should not limit the report to the financial aspect but should consider the triple bottom-line reporting of profit, people and environment. The company's integrity and transparency, aside from its moral and ethical ascendancy are two important virtues in sustaining the environment.

For the HRMD Functions

1. To be able to get top management or the business owners' support and commitment to environment sustainability-related HR policies, programs and practices, the HRMD functions must be seen as credible and competent by top management and by the members of the management committee.
2. To initiate the creation of an environmental sustainability-related integrating framework, core values or principles to guide the strategy formulation and policy-making, to align and integrate these into company-wide plans, programs, projects and activities, ensuring that these serve as enduring anchors of their environment-related policies, plans, programs and activities. Examples of this are the Ayala Land, Inc. Sustainability Framework and the Four Institutional Values or Advocacies of Miriam College Foundation, Inc.
3. To ensure alignment, integration and innovation of environment-related HR functions, systems, processes and activities.

There is alignment in companies where there are a sustainability framework and a strategic planning process that translate goals, strategies and policies into plans and programs. The HRMD unit's active involvement, the significance and awareness

of its roles, and its added value to the achievement of the goals are dependent on: 1) the completeness of the organizational elements; 2) the correct alignment of these elements; and 3) the cohesive integration of these elements into the HRMD functions, in addition to a feedback or monitoring mechanism to evaluate performance and progress. The organizational elements at the company level are its vision, mission, values, strategies and structures, history and the company's identity or reputation that reflects its stance on the environment. The elements at the HRMD unit are the HR policies, programs, practices, procedures, systems, values, structure and, at the personal level, the HR manager's concepts and personal values related to environment sustainability.

4. To ensure that the human resources development function of HRMD plays a significant role in the achievement of the company's environment sustainability goals.

The HR development managers and professionals have to assume a more strategic role in the development aspect of the environment agenda. This involves facilitating organization and individual learning and development. The HRMD unit must promote the added value of its HR development function not only in building capabilities to meet the present and future job demands, but also in transforming organizations to meet the challenge of tomorrow's business environment. If spirituality (Inayatullah, 2012) is to help trigger the movement from the command-control, ego-driven organizations of today to the learning and healing organizations of the future, the human resources development function should play a critical role in facilitating that crucial movement for the sake of the next generation of workers.

5. To initiate and facilitate the creation of an environmental sustainability culture in the workplace.

Although we cannot generalize, it can be inferred from the research findings that HR managers are ready to mainstream environment sustainability in the HRMD functions. However, how to go about the transformation is the main issue. The effort will involve building a culture and forming values that support environmental sustainability. Achieving environmental sustainability entails strategic, long-term, developmental, formative and preventive HRMD

interventions. As one Environment Advocate said, "HR must see the impact of Green HR in the larger perspective and anticipate the big volume of work that will go with it." The major challenge to HR managers is how to build a culture of environment sustainability in the workplace in the context of the Filipino values system, as suggested by Jocano (1999). Hopefully, the findings of this research can help trigger the building of a culture of environmental sustainability in the businesses immediately.

HRMD functions and the HR managers with their organizational roles and competencies cannot maintain a passive position in the achievement of environmental sustainability goals. As shown by the findings of this research, the HRMD functions play significant and active roles in the environment agenda. Greening HR will start with the personal commitment and renewal of HR managers and top management in terms of positive values, attitude and competencies, coupled with leadership spirituality and a future-focused perspective. Mainstreaming of environmental sustainability to all the HRMD functions of companies is one big step toward developing and sustaining the Green Vision, not only for the companies and businesses themselves, but for the country and the whole world as well.

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