

Combining CSR into Your Corporate Recruiting and Culture



Throughout this whitepaper, we will address the Business Case for CSR in Recruitment, the various types of data you will need to utilize to create and implement your HR/Recruitment strategy, along with how to incorporate Corporate Social Responsibility into the recruitment of new candidates. Our hope is that at the end of this, you will be more confident in collaborating with other valuable departments' data to enhance the talent your corporation recruits, vets and ultimately, hires.

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If your company has a Corporate Social Responsibility program in place, then you have valuable recruiting resources already at your fingertips. In the fight for top talent, promoting your organization's CSR strategy to a workforce more and more attracted to ethical employers provides an authentic differentiator while also building confidence in your brand. Conjoining the efforts of recruitment and your organization's CSR programs can help capture the excitement and energy behind your company's values while showing candidates why they should consider positions within your organizations.

CSR and recruitment were meant to work hand-in-hand, especially now that 68% of Americans say that they would want to work for a purpose-driven company in their community.

The Business Case for CSR in HR

To be practicing business in 2020, your organization can no longer turn a blind eye to Social Responsibility. Whether an organization is choosing to do it for public relations, marketing, good reputation or because they truly care about the causes they are serving, all organizations need to be mindful in order to remain current with the society we live in.

Some of the many benefits of a corporation participating in corporate responsibility is that it provides its employees an outlet to express their passions at work alongside their team members, improves overall job retention, increases employee engagement and reveals what corporations value.

It doesn't require studies to tell us that happy employees work harder, stay longer and help create a lasting culture for your organization, but we brought some statistics just in case you didn't trust us...

DOING THEIR RESEARCH

Although CSR activities are beneficial to your organization in many other ways, corporate investment in CSR initiatives can pay off tremendously in recruitment results. By 2025, 75% of the workforce will be comprised

of Millennials and Gen Z's. In order to stay competitive in the recruitment of top talent, your strategies need to evolve with the changing workforce.

Studies done by Cone Communication show that 51% of Millennials and Gen Z's reported to have researched a company's business practices before even purchasing from them. Imagine how many are doing research on your organization's social and environmental commitments before they decide to work for you... I'll tell you, 76%!

In the same study, Cone found that 64% of millennials won't take a job if a potential employer doesn't have a strong CSR program and 75% of those same Millennials would be willing to accept a job at a lower salary if it meant they were working for a socially responsible organization that valued their passions.

So... You've got a CSR Program, Right?

No:

If you're currently working with an organization that doesn't have a formalized Corporate Responsibility program in place, that's okay! Everyone starts somewhere.

The first thing you may need to do is speak with your leadership and stakeholders to find out if starting a CSR program for your organization is even within your organization's capacity. Bringing this idea to the table is exciting, but it is a lot of work regardless of how large of a program you start out with. We have plenty of resources that can help get you started, including our **How To: Start Your CSR Program Toolkit**, which has step-by-step instructions on how to get one off the ground.

Then once you have your CSR programs in place and you feel confident that you are ready to move forward, please come back and we will get you started on how to maximize those programs in your recruiting strategies!

Yes:

Way to go! You've already completed the hardest part, getting your Corporate Responsibility programs in place. Now we will get you on your way to maximizing all of the awesome things your employees are doing every day to bring in even better candidates and keep building your reputation and culture out in the community.

KNOW YOUR PROGRAMS

Like I just said, you are already at an advantage because you are coming into this recruitment reboot with the hardest part completed. So now, in order to use your CSR program as a recruitment strategy, you need to first make sure you are one of the biggest advocates for your company's CSR programs. This includes participating during company volunteer days, encouraging the rest of the HR and recruitment department to serve alongside you and being educated on all of the resources available to your employees. Showing intentionality, purpose and an eagerness to be a part of the CSR initiatives your employees are interested in helps to grow your



company's culture of giving back and will also help you speak to the benefits of CSR when you begin implementing it in your recruitment strategy.

START SOME CONVERSATIONS

To start, evaluate where your CSR program is now and how, if at all, it is working together with your recruitment process. Consider asking key leaders within your organization like department managers, executives and others that play a large role in hiring for their input on how they feel about the recruitment process with the addition of CSR. Chances are, they may already have some strategies of their own to try and incorporate the company's culture into the interview.

After asking the key stakeholders to simply consider adding CSR to the recruitment strategy, you are going to have to have another round of conversations, probably with the same leadership, those that have a vested interest in employee recruitment and retention. This conversation will be next level, asking the stakeholders to bring forward their ideas and concerns about incorporating CSR into HR and recruitment.

Before you even start your conversations with key stakeholders, consider the following questions and find tangible solutions you could present them with:

Considerations:

- Are you prepared to make meaningful changes to your recruitment strategy if necessary?
- How will you achieve buy-in and support from recruitment stakeholders?
- What is your plan for evaluating the impact of strategic changes you make?

Utilizing Data

Rather than leave mapping your HR/Recruitment and CSR strategies to chance, you're going to need all of the data you can get. With the right data, you'll have visibility into various aspects of your employees' motivators, philanthropic interests, engagement habits and more.

There are plenty of ways to uncover older information about your organization and collect the data you've been tracking and compiling since your time working there. In other cases, you may find that current and past data is slim, and you have to start from scratch and build your own data. Start the collection process by asking yourself:

“What would you like to answer with my data?” or “What story am I trying to tell?”

This can guide you in the right direction as you begin to pull together the necessary data.

PAST DATA

To limit the amount of data-creation you have to do, go back and complete a deep dive of all the existing data you already have on hand. Be sure to complete this before, for example, you send out a company-wide email, asking for employees to complete a survey that you may already have the answers to.

When it comes to where you may find important data, look at past employee surveys that you or other Human Resources teams, committees or leadership have sent out to your employee base. These can include engagement surveys, new hire surveys, job candidate surveys, surveys asking your employees what they are passionate about, why they accepted your job offer, and what keeps them wanting to work there, etc.

Pull your recruitment numbers along with retention numbers over the past few years to see how effective your team has been at finding the right talent for your corporation. Another great place for you to find open and (hopefully) honest feedback is on online job posting sites and company review pages, like Glassdoor or Indeed. While some of them may not be awesome to hear, you get immediate and anonymous feedback from people who've applied, accepted and/or worked for your company!

FINDING CURRENT DATA

While there should be some form of past data that you will be able to track, it may not answer the question “What story am I trying to tell?” Because of this, you may end up having to allot more time on your strategy calendar for collecting data on your organization before implementing a Corporate Responsibility strategy more heavily into your HR/Recruitment game.

Create internal surveys that collect information from employees on why they took the current job, how CSR is incorporated in their engagement at your corporation and even ask for creative ideas on how they would have liked to learn about the company's engagement programs when they were going through the interview process and getting hired.



Additionally, consider surveying the candidates that you are interviewing, whether hired or not, after going through the hiring process. While it may seem atypical to ask for the opinion of someone that potentially turned down your job offer or was not asked to further the interview process, learning what they were looking for overall in an organization can help guide your recruitment techniques in the future. For future candidates, this will help you provide a better hiring and interviewing process for people that are passionate about working for a company that values CSR as much as your organization does.

BENCHMARKING FOR CURRENT DATA

It can be difficult to condense benchmarking into one section of our whitepaper because if you are strategizing correctly, you will find that at every step of strategizing, creating and implementing CSR into your HR and Recruitment strategy, you will be recovering data. That's why, throughout the rest of the toolkit, you will see a data analysis icon pop up at points that we suggest you benchmark your CSR and recruitment data.

Is CSR Ingrained in Your Company Culture?

The culture of your organization that you promote internally and externally should align with your corporate values, allowing your HR/Recruitment team to strategically attract talent based upon what your company values most. Fortunately, if your organization places a large emphasis on CSR and it is reciprocated throughout the employee base, that culture will make it easier to nurture relationships with potential candidates that are looking for a philanthropically minded company.

Culture fit is a big reason people choose their job, decide to stay where they are or even pick one offer over another. As you begin considering a recruitment strategy with CSR, you're going to have to acknowledge if your company already has the culture in place that would attract employees searching for a CSR ingrained culture,

or if your organization still needs to be shaped before those types of employees would feel you are the right fit.

No:

It may not be an easy answer to accept, but for many organizations, especially with newly founded CSR programs that haven't been promoted well or haven't received deserved recognition from leadership, these programs won't be well ingrained into the culture of their companies. If you feel this may be your organization, don't worry. Many organizations are at this crossroads of CSR right now and still learning how to make it a larger portion of who they are.

If you're interested in pursuing a greater company culture with Corporate Social Responsibility at the top of mind, consider checking out some sections of our CSR Toolkit which can help enhance the employee experience your company may already have in place.

Yes:

It's officially time for you to begin tying your CSR programs to your recruitment strategy! From marketing to vetting the candidate, all the way to building your game-plan. Before we head on our way, I thought we could take a quick data analysis break to assess your culture according to Corporate Responsibility. Remember, these are just helpful tools to get you started on tracking data and you can always take away or add more if they best fit your strategy:



DATA BREAK

Questions to help assess your company's culture.

- What are your organization's biggest values?
- How does your employee base illustrate these values?
- What opportunities do you see to improve your CSR culture company-wide?
- Are there stories within your culture that should be shared?

- Is it obvious to people externally that you really care about your values?

Tie CSR to Your HR/Recruitment Program

Before even having a phone interview with a candidate, your company's CSR can have a huge impact on the recruitment of individuals to your organization. That is why ensuring your company not only has a CSR program but has it ingrained in your company culture is so important. Your company carries a reputation on the internet, through word of mouth and among peer organizations by marketing your employee engagement.

MARKET YOUR CSR

In today's job hunt, many young candidates will check out an organization's social media channels to see

what kind of people, culture and environment are being portrayed by the company. This is an incredible opportunity for you as HR to work with your CSR team to highlight philanthropic initiatives around the office by employees or even larger moments of giving by the entire company. Showing off the causes employees care about and how much support your organization gives those passions on social media is a great way to pique the interest of new talent that has been looking for a similar company culture.

An even broader way to reach candidates with your employees' engagement is to display it on your website. Nearly all organizations have a careers page that links to available positions, talks about the company culture and sells why the visitor should want to work there. Connect with the department that builds your company's site and see if you can encourage them to advertise CSR efforts and employee engagement success stories in a relevant



location to job seekers. You can even include some of the sweet perks from your program like VTO, matching gifts, etc. to show the candidate how serious your company and culture is about engagement.

The perfect way to directly let a candidate know about your company's CSR programs and the importance of employee engagement is to include it in the job posting. Depending on what department is in charge of writing the job applications (very well could be you), connect with them to add language in the summary of what your organization does. Explain that helping to maintain a lasting culture through CSR and engagement is expected of employees, and thus ensures that all candidates know (and hopefully are applying for) the quality of work environment.

A pro-tip that will not only make your asks to other departments much easier but also ensure the right messaging is being shared on external communications: Have what you would like to be displayed on social media/website/job posting already drafted out when you go in to make your ask for these marketing outlets. Departments will be incredibly grateful that you have done the heavy lifting and will appreciate you being considerate of their time helping market CSR.

USE YOUR EMPLOYEES' CSR ENGAGEMENT

If you have an awesome group of employees utilizing your CSR program to fulfill their passions; lean on their network! They are the reason that your company's culture is growing and becoming more engaged. During fun philanthropic initiatives, ask your employees to include some of their passionate friends. Bringing a network of people together to do good, learning more about each other and learning more about your company (and all the good you do), can deepen your company's connection to the community, build a lasting reputation for your brand and even potentially get you a few talented employees along the way. As we know, it's not only about the guests that show up to the events, but also about who they go and share their experiences with (compounding gains anyone)?

Your employees can also serve as great marketers for your CSR program and ultimately your organization and its culture. Having them post about their volunteering experiences on social media, talking to friends about how much they love getting involved at your company and other outlets are easy ways to use employee engagement as a recruiting tool. Creating a hashtag for big volunteering events encourages your employees to share these experiences on social media. Not only can their followers click to see all that is going on at the event, but it is a free and helpful way to market your organization.

VOLUNTEER ALONGSIDE YOUR CANDIDATES

This may sound a bit out of the box but give it a try! The concept is that the HR/Recruitment team creates specific volunteer events for employees, but also sends out invitations to candidates, local LinkedIn/ATS groups your organization is associated with and people who have shown interest in your company. This is an awesome opportunity to get to network and know these potential co-workers outside of the office while also showing them how much your organization values CSR and employee engagement.

Doing these events serve more than just to recruit the people you've invited. By sharing their experience on social media (always with a hashtag!) and natural word of mouth marketing, your candidates are helping to recruit their entire network and like-minded connections to your CSR-minded organization!



DATA BREAK

Metrics to track during the pre-interview process.

- Are you familiar with CSR (Corporate Social Responsibility) and was it prevalent in your last position?
- Does CSR and engagement impact your decision in where you work?

- What interests or passions do you have outside of work hours?
- If you were encouraged to share some of those interests here at work, would be interested and how would you like to engage them?

Face-Time with the Candidates

You've done all the prep work, analyzed all the data and marketed through every medium. It's finally time for you to get in front of the candidates (most likely virtually the first time) and find out what kind of talent your CSR-minded strategy pulled off. But, how do you know if this candidate really applied because they want to work in an organization with great culture and high employee engagement?

TALKING WITH THE CANDIDATE

During the first call of an interview, the Recruiter has to ask the applicant enough questions to understand their qualifications and who they are, all while keeping the conversation flowing normally. Bringing CSR into the conversation is no different. We suggest that you incorporate it into your standard question list, that you and/or all other individuals participating in that first conversation, build a strategy to naturally work it into every first touchpoint when speaking about the employees or the culture of the company.

If maintaining a culture within your organization that thrives on employee engagement is important to you and your stakeholders, it is necessary for you to bring CSR into the conversation during this first encounter. Even through a phone call, you will be able to quickly gauge the candidate's interest, knowledge and involvement in CSR in a workplace by how they respond to your comments on the company culture.

When a candidate is passionate and eager to speak about the topic, they will feel an immediate connection with you and your organization and want to know more about what engagement your company does. That is why it is so important for you and your hiring team to

not only know the CSR programs back and front, but also be involved in them. As a member of the organization, you (or one of your team members) have the opportunity to your experience engaging with your co-workers and making an impact on something you care about. Showing that transparency and aspect of company culture right off the bat in the first round of interviews will make your candidates want to be a part of what your organization supports.

Whether you ask the candidate these during an interview or you are able to answer them through information given during the hiring process, these are some important questions to have answers to before you start the vetting process.



DATA BREAK

Metrics to track during the interview process.

- What are you looking for in an organization?
- Why did you leave your last job (i.e. culture fit, lack of engagement)?
- Do you have an interest in CSR?
- Do you have any specific passions that you are eager to pursue with colleagues if you work here?

VETTING THE CANDIDATE

Attracting the current workforce to your organization is obviously a priority, but it's also important that your company is attracting candidates that want to be a part of the engaged culture you've worked hard to create. When you have someone that is excited about engaging with their peers and within the community, you can expect they are going to be more of a team player in other aspects of their job. This feeling of inclusion is proven to retain the candidate at your organization according to the Cone Purpose Study, that says Americans are 79% more loyal to a purpose-driven organization. Not only does an engaged culture create a 77% stronger bond from your employees to your purpose-driven organization and encourage them to

stick around, but it also increases overall productivity. According to a study done by the Gallup Organization, organizations with high levels of engagement report 22% higher productivity, 48% fewer safety incidents and 41% fewer quality incidents.

While there are many different ways to vet a candidate for performance or how they will do in the desired position, their willingness and desire to participate in something like a Corporate Responsibility program is an easy front-end decipher of a long-term good hire.



DATA BREAK

Metrics to track during the post-interview process.

- What attracted you to our organization?
- How was your experience interviewing?
- What were your Initial opinions of the organization?
- What are your current opinions of the organization?
- For candidates who don't accept the offer from your organization, did you reject on culture fit?

Game-Plan Recap

“BEFORE” PLAN

Before you even speak to a candidate, make sure you (and anyone else on your hiring team) are actively engaged in your company's CSR programs if you're not already involved. Learn as much about your programs as possible. Having a wide array of knowledge of components within your program like VTO (Vacation Time Off), matching gifts, etc., and experiences of engagement to share will set you up for success when introducing and selling your CSR programs to prospective talent.

Another area to focus your time on before recruiting candidates with your CSR program is learning employees' stories and their impact. Sharing personal anecdotes of why current employees love engaging in your CSR program and how they get to fulfill their passions tells a great narrative of your company culture. Then, sit down

with your hiring team, your leadership, the CSR team leaders and anyone else who has a hand in deciding who works at your company and build the Before Plan.

- *Strategize all the ways you can communicate your CSR program and its benefit to talent before they even apply for a position or speak with a recruiter.*
- *Strategize how you plan to bring CSR into the conversation at least once the first time you are speaking with the candidate. It can be an anecdote, employee story or selling point on a CSR-related benefit of the company.*
- *Strategize how you plan to learn what the candidate is excited about outside of potentially receiving the position (i.e. involvement in the community, mentoring, etc.).*

“DURING” PLAN

That first time you get to speak with a potential employee, most likely during a phone screening, you are going to be utilizing all of the strategies that you created in your Before Plan.

In a dream HR/Recruitment world, the first person you interview will be the perfect candidate for the role and will also respond so well to your interviewing style that no changes ever have to be made to your strategies. (We wish!). But in the real world of hiring employees, we know anything can happen during an interview process. Which brings us to the During Plan.

- *Pull your recruiting team together a few times early on to get feedback from them on how candidates are receiving the CSR questions.*
- *Once your hiring team feels more confident, continue to meet with them at least once a month to get keep your Game Plan current.*
- *Discuss ways to have the topic appear less forced in conversation and more like another way for the recruiter to better get to know the talent.*

After a few rounds of feedback and hearing how interviews with your hiring team are going, it will be



easier to structure a natural conversation about CSR with your first-round interviews without feeling like you are forcing the subject to check a box and qualify a candidate.

ASSESSING THE GAME PLAN

Ask yourself the tough question:

Did the candidate(s) even care about CSR?

Hopefully they do, since you've emphasized that your organization, your recruitment strategy and you, care about CSR. If you are determined to maintain and even grow your organization's culture, spending the time to pick candidates that have an interest in employee engagement and CSR are going to better enhance that culture far more than an employee that just clocks in every workday.

Next, ask yourself:

Does incorporating CSR actually improve our recruiting?

You will need to develop some form of measurement that shows if adding CSR to your HR/Recruitment strategy has improved your recruiting, whether in attracting more candidates and/or quality of hires.

Not only should this result in measurable data, but you should also conduct a pulse check with your entire hiring team.

Get feedback on how they feel the implementation of CSR in your strategy has been going and if it has been beneficial in exciting candidates during the interview process.



DATA BREAK

- Do you have a data champion at your organization who has already worked with your CSR program? If not, who can you bring on for additional input?
- What metrics will help you evaluate your progress?
- What benchmarks did you set to ensure CSR is positively impacting your recruiting?

Conclusion

By compiling all of the metrics you've gathered throughout this process, our hope is that you have been able to recruit through a narrower scope of quality candidates that not only meet your expectations for the positions but also contribute to company culture. While the effects of your CSR strategy may not result in immediate employee resiliency, retention, etc., continue to be a driving force of the culture you wish to see within your organization. Your hard work and dedication will pay off.

Learn more about how you can bring CSR into your HR and recruitment strategy at www.blackbaud.com.

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