INTERIM TASK GROUP 6: OPERATIONALIZATION ("HOW") ASPECTS

Task Definition: to explore what it would look like for the standard to address (e.g., what wording might be used) to provide guidance appropriate for all organizations to understand and apply the SR core context, and guidance appropriate for specific kinds of organizations and how these issues might be reflected in a design specification and how these issues might be worked on thereafter.

1. Introduction:

1.1. ITG 6 understanding of its task definition:

What is not the purpose of ITG 6?

a) We are not going to develop a Management System Standard.
b) We are not going to develop a standard for certification purposes.
c) We are not going to develop a standard, which replaces existing inter-governmental agreements with relevance.
d) We are not going to develop an integration tool for management systems

What is the purpose of ITG 6?

a) Develop some guidance on how to operationalize SR within the organization, taking into account existing global principles, guidelines, knowledge etc, which means:

Provide practical guidance for implementation/integration of SR concepts

Focus on specific issues related to methodology/plan/implementation on the way organizations manage SR.

1.2. Assumptions

1. Implementation of SR deals with changes in internal governance of organizations.
2. The guideline will be performance based.
3. We should not ignore the organizations that have already developed some work in the SR field, following some kind of framework - private or national initiatives.
4. Keep in mind Annex D, of the NWIP: "… an ISO SR deliverable should be compatible with and/or complementary to these other initiatives …."
5. The whole purpose of this document is to add value.
6. The guidance should be very practical.
7. This standard should have in mind all kinds of organizations, including specific types of organizations, like governments, private enterprises, NGO's, trade unions, etc. It is supposed to be used widely by organizations of every size, both in developed and developing countries.
8. Due to what has been presented on point 8, and to the wide scope of SR, there must be some level of abstraction in developing this work.

2. Structure/Framework on How to Manage SR

In order to provide generic guidance appropriate for all organizations ITG 6 experts proposed a number of specific structures, based on the common grounds presented below.

A) **Principles**, which define and/or describe the spirit, the attitude, the orientation that every type of organization needs in order to make SR management a living process, making sure we are not setting any kind of social obligations or expectations as stated in the NWIP. Such specific principles are for example: sustainability, integrity, leadership, process orientation, stakeholder orientation, among others. (This is being explored by ITG 5, as it belongs to its task definition - …explore Social responsibility core context with issues, definitions, principles,…).

Each organization has its own principles, whether its SR oriented or not, nevertheless we believe there are specific principles, that should be stated or presented in order to describe the orientation that leads to a successful operationalization. The purpose is not to create boundaries of any kind.

B) Basic Elements For the principles to be realized in every day business, each type of organization needs Basic Elements. Examples of these are: Code of Conduct, Stakeholder engagement, Stakeholder Communication, Training, Incentives, among others. Every organization needs these Basic Elements in order to implement SR successfully and make the "paper principles" living documents.

Basic Elements should be process-based and focus on issues associated with providing guidance appropriate for all organizations to understand and apply the SR core context.

Basic Elements should be organized by each specific SR subjects or aspects identified in the document proposed by ITG 5.

C) Specific Elements should be based on issues associated with providing guidance for specific kinds of organizations to understand and apply the SR core context.

This aspect has been widely discussed within ITG 6, and the common opinion is that developing guidance for all kinds of organizations in a single document leads us to some level of abstraction. This level of abstraction comes not only because organizations are quite different, but also because of their size, culture in which they are integrated, regulatory legislation, among others.

From the suggestions received by ITG 6 experts, there are two that we consider to be the most applicable to SR field, because both of them are consistent with the level of abstraction we all agreed that has to exist.

C1) Major impact SR activities

2.1.1. Social
2.1.2. Economic
2.1.3. Environmental

Each organization should identify, for each category, the activities that currently have the most impact on SR performance.

C2) Specific Guidance for Stakeholder category

2.2.1. Government
2.2.2. Non-government Organizations (NGO's)
2.2.3. Industry
2.2.4. Labour Organizations
2.2.5. Consumer Organizations
2.2.6. Other Organizations

These categories, recognized by the TMB and operative in the WGSR itself, reflect the main interests that might benefit from or be affected by this activity.
The specific guidance should be built on *performance indicators*, were appropriate.

D) Case Studies

To give very practical guidance on how to realize the principles and basic elements **Case Studies** should perhaps be included. These case studies should reflect the diversity of instruments, approaches, etc. in organizations and fields of activities[1].

3. Specific issues related to the methodology of Managing SR

These specific issues were drawn with the objective of "… assist organizations in establishing, implementing, maintaining and improving social responsibility frameworks…" as stated in Annex B of the NWIP. They were not meant to be exhaustive and are not presented in any specific order.

Criteria for identifying the organization's current SR status

How to get started? (auto analysis)
Has the organization developed some work in the SR field, or not?
What kind of activities has the organization already developed?

Organization's mission statement
Each organization, independently on size or activity should describe it's mission statement.
Why meet the challenge? The organization must understand why, in order to take part.

Internal Governance
Objectives and results the organization aims to achieve.
How does the organization decide, on activities that have a direct impact on social, environmental and economic fields?

Commitment
Commitment should be **visible**, so that it can be more than a mere recital of principles.
The visibility could be achieved in different ways: Vision and mission statement, code of conduct, others.

[1] Some ITG 6 experts disagree with the presentation of case studies, because the broad scope of SR makes very difficult a comprehensive and representative selection.

Stakeholder engagement (ITG 4 Task definition)

Resource allocation
The organization should identify and document the resources, especially the human resources needed to meet the objectives and results identified.
The person (s) involved in the implementation should make sure that all relevant parts of the organization affecting SR are engaged in the process.

Communication
This issue is being developed by another TG.

Planning
Regarding maintaining and improving objectives, the organization should identify and plan how to achieve appropriate performance indicators for its specific kind of organization.

Others

4. Recommendations

ITG leadership recommends that all TG experts consider the following draft proposals sent in annex, where you can find different approaches for a Design Specification. These draft proposals were considered in the work presented above.

1. Draft design specification for guidance on social responsibility: the modular approach, by Adam Green
2. ISO Guidance Standard on Social Responsibility, ISO 26000, Proposal for Design Specification, by Peter Houghton
3. Draft Design Specification for ISO26000: The Platform + Drawer Model, Nippon Keidanren ISO/SR Mirror Group
4. SR Standard Design Specification, perspective of the Swedish mirror group

5. How these organizational issues might be worked on within the WG (e.g., organization of Task Groups and sub-groups)

Sub group or,
TG on Performance Indicators for point C.
TG on selection and analysis of case studies for point D.

6. Annex: Convenors and Secretariats

7. Annex: ITG Members (sign-ups from WG)

8. Annex: Dialogue Record (summary of process and content, including reference to document containing record of all email traffic on content)