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Science needs great Communicators

That's both the problem and the solution in the USA, authors say

By: Dan Vergano

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**COMMUNICATION
& REPORTING**

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Patron

Mr. Ateeq Ur Rehman

Creative Head

Mr. Ali Jan

Photographer

Usama Tareen

Contact

Suite No. 507, 5th Floor,

West Land Trade Centre C-5, C.C. Area,

Block 7/8, K.C.H.S. Shaheed-e-Millat

Road, Karachi.

+92213 416 7771 - 2

info@ethicalbusinessupdate.com

editor@ethicalbusinessupdate.com

ethicalbusinessupdate@gmail.com

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is an online magazine with a strong heritage in the fields of ethics, governance, corporate responsibility and socially responsible investing.

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The mission of Ethical Business Update? Now, as then - is "to promote ethical business practices, to serve that growing community of professionals and individuals striving to work and invest in responsible ways."

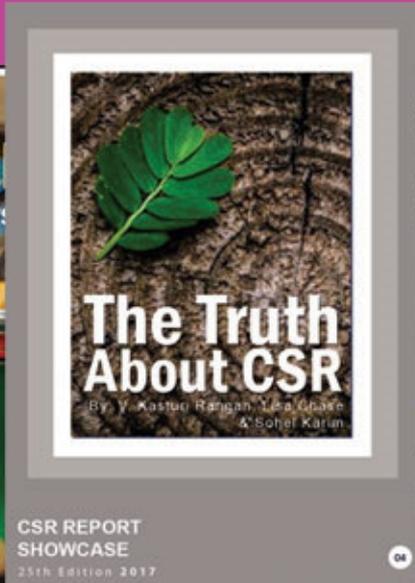
We believe this is not only how to guarantee a future for all, but makes good business sense.

A lot has changed in the more than two decades, ethics and governance have emerged as front-page news and lead agenda items in corporate board rooms and the halls of Congress.

Good corporate citizenship is now studied, advocated and sometimes practiced. Sustainability has become a goal for well-meaning small businesses as well as many of the Fortune 500.

Whether that represents real progress is open to debate. The continuing fallout from the recent economic and financial crises is a constant reminder that many systems are not working. There's plenty to discuss. Ethical Business Update aims to serve as a guide.

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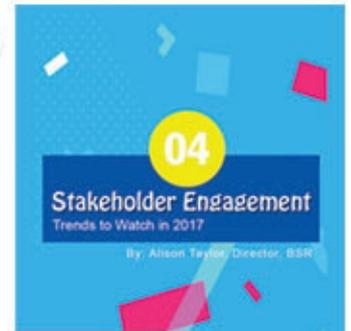
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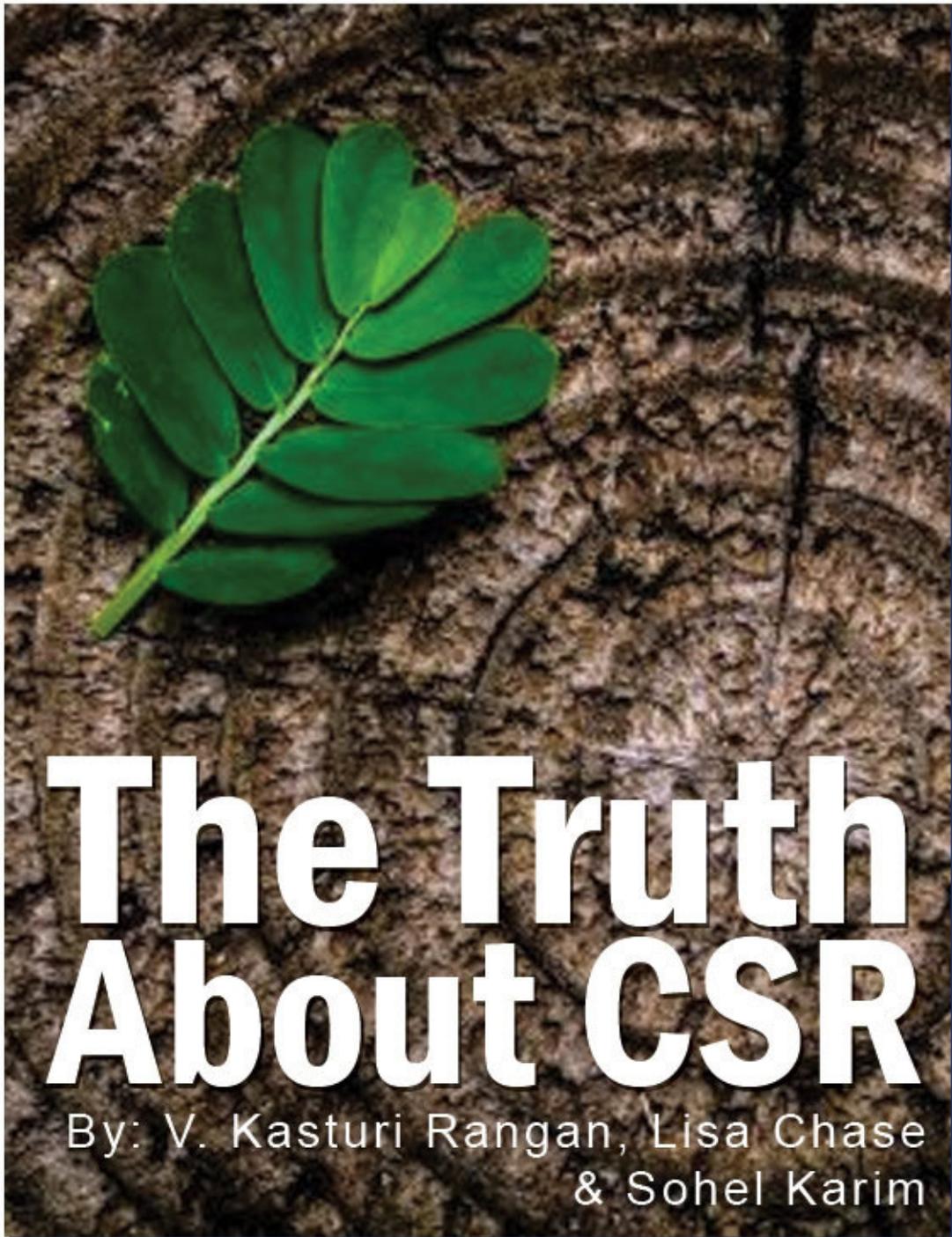
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The Truth About CSR

By: V. Kasturi Rangan, Lisa Chase & Sohel Karim

Most companies have long practiced some form of corporate social and environmental responsibility with the broad goal, simply, of contributing to the well-being of the communities and society they affect and on which they depend. But there is increasing pressure to dress up CSR as a business discipline and demand that every initiative deliver business results.

That is asking too much of CSR and distracts from what must be its main goal: to align a company's social and environmental activities with its business purpose and values. If in doing so CSR activities mitigate risks, enhance reputation, and contribute to business results, that is all to the good. But for many CSR programs, those outcomes should be a spillover, not their reason for being. This article explains why firms must refocus their CSR activities on this fundamental goal and provides a systematic process for bringing coherence and discipline to CSR strategies.

To understand how companies devise and execute CSR, over the past decade we conducted in-depth interviews with scores of managers, directors, and CEOs who are directly or indirectly responsible for their firms' CSR strategies, and we have developed more than a dozen case studies on the topic. Most recently we surveyed 142 managers who attended Harvard Business School's CSR executive education program during the past four years. Our findings were remarkably consistent.

Despite the widely accepted ideal of pursuing "shared value"—creating economic value in ways that also create value for society—our research suggests that this is not the norm. Rather, most companies practice a multifaceted version of CSR that runs the gamut from pure philanthropy to environmental sustainability to the active pursuit of shared value. Moreover, well-managed companies seem less interested in totally integrating CSR with their business strategies and goals than in devising a cogent CSR program aligned with the company's purpose and values.

But although many companies embrace this broad vision of CSR, they are hampered by poor coordination and a lack of logic connecting their various programs. Although numerous surveys have touted the increased involvement of CEOs in CSR, we have found that CSR programs are often initiated and run in an uncoordinated way by a variety of internal managers, frequently without the active engagement of the CEO.

To maximize their positive impact on the social and environmental systems in which they operate, companies must develop coherent CSR strategies. This should be an essential part of the job of every CEO and board. Aligning CSR programs must begin with an inventory and audit of existing initiatives. Our research and work with corporations across the geographic and business spectrum show that companies' CSR activities are typically divided among three theaters of practice. Assigning CSR activities accordingly is a crucial first step.



Theater one: focusing on philanthropy.

Programs in this theater are not designed to produce profits or directly improve business performance. Examples include donations of money or equipment to civic organizations, engagement with community initiatives, and support for employee volunteering.

Theater two: improving operational effectiveness.

Programs in this theater function within existing business models to deliver social or environmental benefits in ways that support a company's operations across the value chain, often improving efficiency and effectiveness. Thus they may—but don't always—increase revenue, decrease costs, or both. Examples include sustainability initiatives that reduce resource use, waste, or emissions, which may in turn reduce costs; and investments in employee working conditions, health care, or education, which may enhance productivity, retention, and company reputation.

Theater three: transforming the business model.

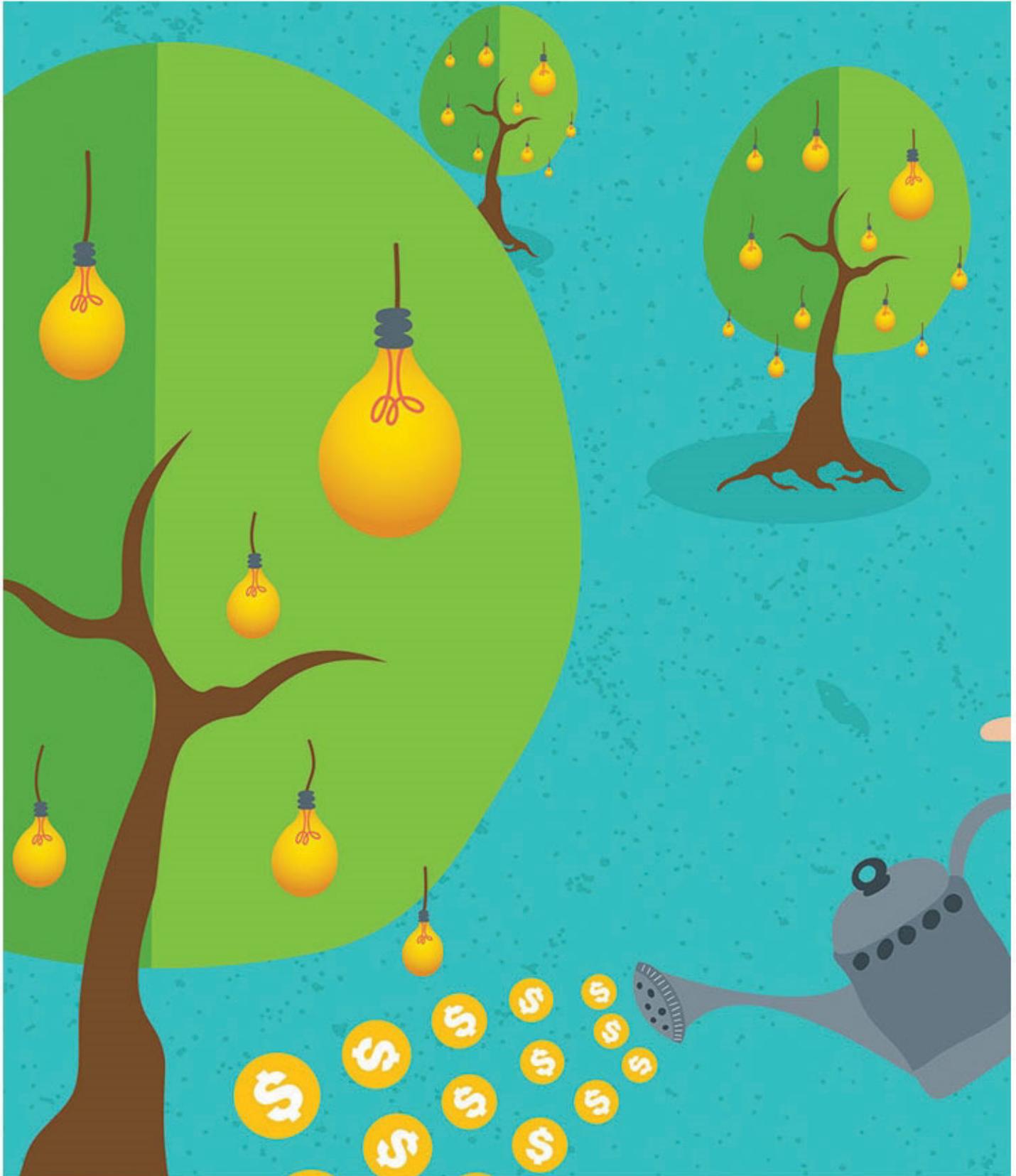
Programs in this theater create new forms of business specifically to address social or environmental challenges. Improved business performance—a requirement of initiatives in this theater—is predicated on achieving social or environmental results. Hindustan Unilever's Project Shakti ("empowerment") in India provides a good example. Instead of using its customary wholesaler-to-retailer distribution model to reach remote villages, the company recruits village women, provides them with access to microfinance loans, and trains them in selling soaps, detergents, and other products door-to-door.

More than 65,000 women entrepreneurs now participate, nearly doubling their household incomes, on average, while increasing rural access to hygiene products and thus contributing to public health. These social gains have been met by business gains for the company: As of 2012 Project Shakti had achieved more than \$100 million in sales. Its success has led Unilever to roll out similar programs in other parts of the world.

As Project Shakti demonstrates, theater three programs need not be comprehensive. Most are narrow initiatives undertaken with a focused market segment or product line in mind, but with significant potential to alter the company's social or environmental impact and financial performance. Theater three initiatives almost always call for a new business model rather than incremental extensions.

Although each CSR activity can be assigned principally to a single theater, the boundaries are porous: Programs in one theater can influence and complement those in another or even migrate. For example, a theater one initiative might improve the company's reputation and consequently increase sales. Thus, while it was not designed to drive business results, it may end up doing so and as a result migrate to theater two. The valuable brand reputations of Tata in India, Grupo Bimbo in Mexico, and Target in the United States, to name just a few, are built in part on those companies' philanthropic and community engagement.

Similarly, activities in theater two may give rise to new business models and thereby migrate to theater three. Consider IKEA: Its People & Planet initiative calls for its entire supply chain to be 100% sustainable by 2020, even as the company aims to double sales by the same year. This aggressive goal is driving the development of new business models to close the post-consumer recycling loop. IKEA will have to radically alter how it designs furniture and, even more important, devise new models for collecting and recycling used furniture.



Science needs great Communicators

That's both the problem and the solution in the USA, authors say

By: Dan Vergano



**COMMUNICATION
& REPORTING**

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Science enjoys the best and the worst of times today, celebrated as the secret sauce behind economic growth but embattled in high-profile areas such as climate change, stem cells and evolution.

"Science is more essential for our prosperity, our security, our health, our environment and our quality of life than it has ever been before," President Obama said in April at the National Academy of Sciences.

At the same time, Obama noted, federal funding of physics and related sciences has fallen by nearly half since the 1980s, and U.S. schools trail in math and science vs. Japan, England, South Korea and others. "We have watched as scientific integrity has been undermined and scientific research politicized in an effort to advance predetermined ideological agendas," he said.

In *Unscientific America: How Scientific Illiteracy Threatens Our Future* (Basic Books, \$24), Chris Mooney and Sheril Kirshenbaum size up the paradox of American science and offer their solution to its ills. Leaving aside hand-wringing over public ignorance of scientific fun facts (only half of people in a National Science Foundation survey knew the Earth circles the sun once every year, for example), the two authors point to the "most important" kind of scientific illiteracy: "citizen's awareness of the importance of science to politics, policy and our collective future."

What the country needs, they believe, are the kinds of communicators who can make science comprehensible and popular at the same time.

The book focuses on the late Carl Sagan, whose 1992 rejection from membership in the National Academy of Sciences, they write, "made clear (scientists') view of popularizers in their ranks, and of public outreach generally." They argue that the science establishment needs a new career path for science communicators (folks like Kirshenbaum, a marine scientist at Duke, who previously interned in the office of Sen. Bill Nelson, D- Fla., and who once worked as a disc jockey).

"We're not saying every scientist needs to become another Carl Sagan," Kirshenbaum says. Or Comedy Central regular, astronomer Neil deGrasse Tyson. But scientists need to open paths to "jobs, positions and incentives" for their brethren to communicate the role that science plays in modern life, the book argues.

UPCOMING EVENTS



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May 4th 2017

Marquee Hall, Marriott Hotel Karachi

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Quaid-e-Azam Mohammad Ali Jinnah
Founder of Islamic Republic of Pakistan

On the Occasion of the Opening Ceremony of the State Bank of Pakistan on July 1, 1948



"I think that they get points for pointing to a serious problem," says political scientist Jon Miller of Michigan State University in East Lansing, who has a review of the book coming out in the Nov.-Dec. *American Scientist*.

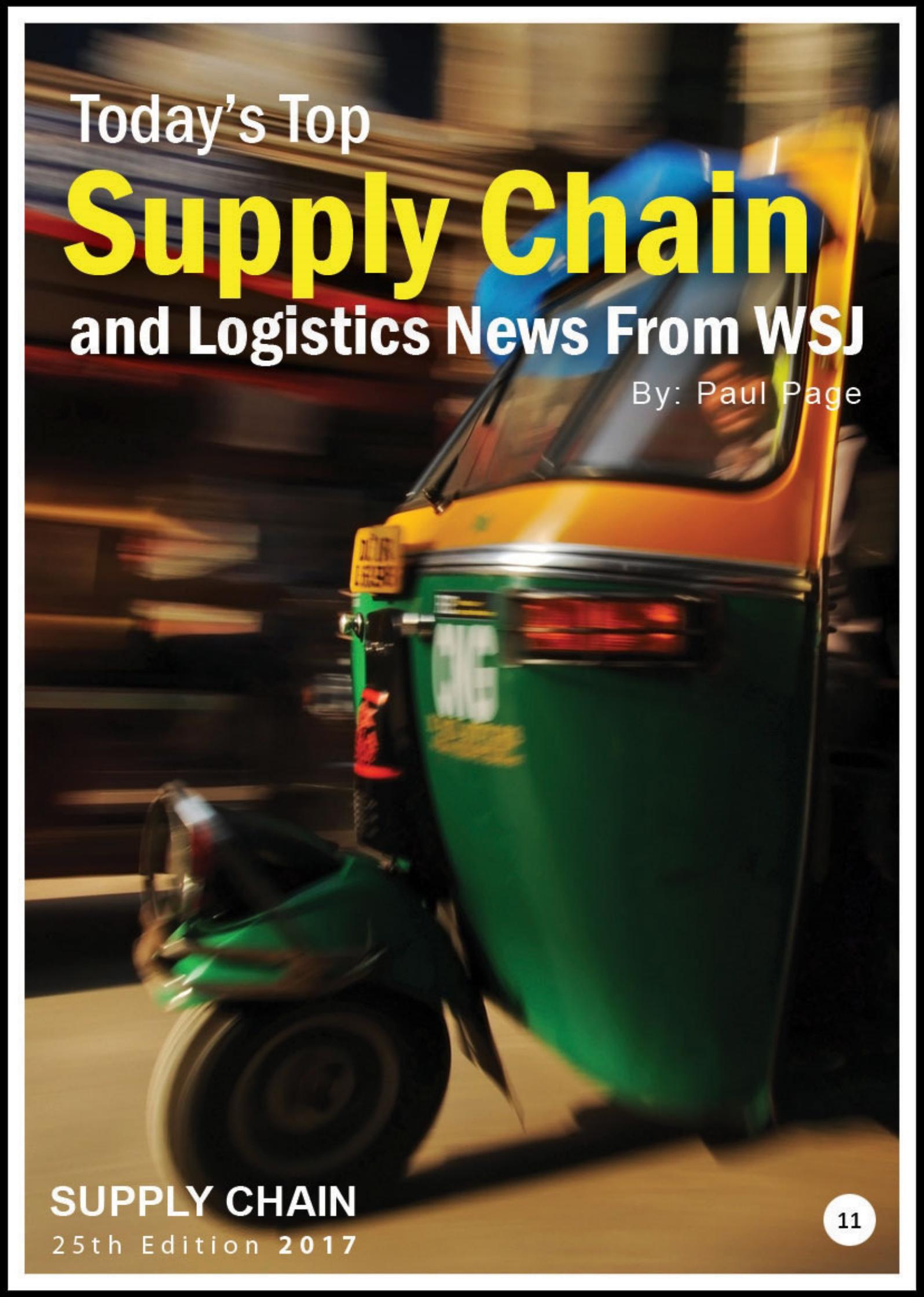
But Miller disagrees with *Unscientific America's* prescription for treating U.S. disengagement with science. "You can't ignore the role of education."

The book's suggestion to breed more science experts, while well-intended, dismisses the need to get science information, including basic facts, into high school classes, Miller says. "No one should graduate from high school without knowing what a molecule is," he says. That's because your odds of understanding other science concepts, for example, nanotechnology, the manipulation of materials on the molecular scale, increase greatly — from nearly zero to two-thirds — once you understand that a molecule is a chemical combination of atoms. "You can't fix this problem without fixing public schools."

Further, Miller says a better-educated electorate "should be our goal in a modern democracy," instead of well-connected experts winning arguments through their authority.

"Shouldn't scientists just let the evidence speak for itself?" asks Stewart Justman of the University of Montana in Missoula. Justman, author of *Do No Harm: How a Magic Bullet for Prostate Cancer Became a Medical Quandary*, suggests grooming authority figures isn't the solution for curing science illiteracy. "I don't see a big difference between a popularizer and a crusader," Justman says. "And that is not how it is supposed to work in science."





Today's Top
Supply Chain
and Logistics News From WSJ

By: Paul Page

SUPPLY CHAIN

25th Edition 2017



Today's Top

Supply Chain and Logistics News From WSJ

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E-commerce retailers are facing a growing challenge to their business from hackers. Attacks on third-party sellers on Amazon.com Inc. AMZN -0.52% are growing more frequent, the WSJ's Laura Stevens and Robert McMillan report, as cyber-criminals use stolen credentials to post fake deals and steal cash. It's a sign of the growing sophistication of hackers and also of the growing popularity of Amazon's marketplace, where expanding lineup of sellers presents a big target for thieves.

In some cases, attackers have hacked into the Amazon accounts of sellers who haven't used them recently to post nonexistent merchandise for sale at steep discounts in an attempt to pocket the cash. Some sellers say the hacks have shaken their confidence in Amazon's security measures, a critical issue for the e-commerce giant since third-party merchants now account for more than half the company's sales and a big part of its market for logistics and fulfillment services.

U.S. ports are starting to build up their own response to the big global shipping alliances. Federal regulators have given the green light to the port authorities of Georgia and Virginia to discuss coordinating their operations, WSJ Logistics Report's Erica E. Phillips writes, a potentially critical step in response to the spreading consolidation in maritime trade. The nod from the Federal Maritime Commission means the second and third largest ports by container volume can exchange information about cargo handling and equipment purchases, among other areas.

That agreement comes as the shipping lines are drawing scrutiny for potentially colluding on pricing with service providers around the ports, casting a cloud over the big alliances just as they are getting launched. For the seaports, working together could help the gateways work more closely together as shipping lines piece together the multiple stops that typically make up service strings.

Toyota Motor Corp. is pushing more of its supply chain through the U.S., but it's not turning away from Mexico. The auto manufacturer plans to invest \$1.3 billion in its Camry sedan plant in Kentucky and is considering adding more U.S. capacity, the WSJ's Adrienne Roberts reports, moves that could thaw the Japanese auto giant's relationship with the Trump administration. That argument over domestic production and imported goods remains underway, but in the meantime auto manufacturing in the U.S. appears to be ramping up in a way that will likely draw more factory work for components and parts distribution through Kentucky's burgeoning car making corridor. Still, Toyota shows no appetite for following Ford Motor Co.'s unconventional decision to scrap a factory under construction in Mexico, where it started work on a plant aimed at supplying Canada and the U.S.

Transportation

Leaders at Knight Transportation Inc. say they'll impose the same disciplined execution of trucking operations at Swift Transportation Inc. that's made Knight a profit engine. The overhaul effort at one of the largest trucking companies in the U.S. comes as Knight and Swift are merging, the WSJ Logistics Report writes, in an agreement that will give the leadership at Knight the upper hand in leading a Swift business that is far bigger. Swift founder Jerry Moyes also effectively taught the trucking business to the Knight family decades ago—a sign of the close alignment between the two family-controlled businesses.

Knight's David Jackson says the long-term goal will be to make "the economic characteristics of Swift become more like Knight's in the long term." To do that, they're making clear to shareholders that they see big gains in eliminating inefficiency in Swift's operations, or teaching something to the teacher.



04

Stakeholder Engagement

Trends to Watch in 2017

By: Alison Taylor, Director, BSR



Four Stakeholder Engagement Trends to Watch in 2017

By: ALISON TAYLOR, Director, BSR

It is already axiomatic to say that 2017 has ushered in a new era of uncertainty, though core assumptions driving multinational business have been under threat for some time. The ascendancy of competitive nationalism and populist politics in the United States and Europe has simply made these trends impossible to ignore. Developed markets and large emerging markets can no longer be considered benign and predictable from a political risk perspective, and business can no longer assume that we are on a steady journey toward ever greater economic liberalization and regulatory convergence.

These shifts in the operating environment have been accompanied by a dramatic collapse in public trust in institutions, including business, according to the 2017 Edelman Trust Barometer. Though only 37 percent of respondents now find CEOs to be trustworthy, perceptions of the media, NGOs, and governments are even lower. But despite a far more difficult operating environment, business still has an opportunity to provide leadership, innovation, and inclusivity.

There are clear drivers for multinationals to rethink their approaches to risk, resilience, and corporate responsibility. A far wider range of plausible scenarios is in play, and traditional risk management and strategy tools are not well placed to address current challenges. And open, interactive communication with those that are affected by, or have power to influence, a company's strategy and agenda just shot to the top of the priority list.

Therefore, companies should pay attention to four stakeholder trends in 2017:

1. The corollary of weaker regulation is greater stakeholder activism. The new U.S. government has already signaled that it would like to weaken or dismantle regulation in key sectors, such as finance and energy. But this is unlikely to ease operating conditions for business, as any weakening of regulation at the country level will be accompanied by an increase in stakeholder activism, amplified by the contentious political climate. Companies must learn to proactively address collapsing public trust via consideration of ethics that go beyond mere legal compliance. Many companies are setting up ethics functions that interact with, but are separate from, compliance. Others are exploring synergies among the audit, compliance, and sustainability functions to best promote their values.



2. Local conflicts can now gain global platforms. Hyper-transparency means that community disputes can be amplified to win worldwide prominence. For example, indigenous rights groups in Latin America are partnering with global advocacy organizations to draw attention to their grievances. In agriculture, extractives, and infrastructure, companies that have long differentiated between project-level community engagement and corporate reputation management are finding this distinction increasingly difficult to maintain. Other companies that have traditionally thought of stakeholder engagement as an annual exercise conducted by headquarters are trying to define and understand their stakeholders more deeply, which is a complex exercise when it is not defined by the geographic focus of a project. Shifting migration patterns and cumulative impacts only complicate the exercise.

3. Political and social risk are converging. Demographic shifts and automation are transforming the labor market and putting social services under extreme pressure—just as demands for sustainable, broad-based economic growth gain momentum. In the Global South, the growth of the middle class has increased individual and collective empowerment, while transforming the dynamics of political and social risk. Public opposition to government and business is coalescing around a common language of environmental justice, anti-corruption, and human rights. When protestors voice disillusionment with self-interested and inefficient regimes, local elites move with varying degrees of success to shore up their power. Companies can no longer separate social and political risk considerations, which means understanding the interaction among stakeholders—not just how stakeholders engage with companies.

4. Understanding your impacts is no longer optional. The field of business and human rights has come of age, highlighting the need to extend risk analysis to understanding impacts. The launch of the Sustainable Development Goals in September 2015, too, is encouraging businesses to develop robust frameworks to measure the consequences of their activities. Human rights practitioners have rightly identified oversight of global supply chains as a key corporate vulnerability, with scrutiny of trafficking and slavery by regulators and the public giving rise to fresh norms and expectations. It has become clear to all that corruption everywhere is facilitated by global financial flows and can no longer be characterized as a developing-market problem. And while shareholder value remains any business's dominant consideration, activists are scrutinizing the effects of tax avoidance upon human rights and broadly questioning the effectiveness of current corporate governance standards.

Neither legal compliance nor standard risk management tools are sufficient for companies who wish to survive and thrive in the new era. Rather, resilient companies will focus on core values, leadership, and a more inclusive approach to business.

Global warming to melt an area

of permafrost the size of India each degree higher

By: Ian Johnston





Global warming to to melt an area of permafrost the size of India each degree higher

The decomposing bodies of long-dead animals once preserved in the ice could add huge amounts of greenhouse gases to the atmosphere

By: Ian Johnston

It is one of the nightmare scenarios of global warming.

As the temperature rises, vast areas of permafrost begin to thaw, allowing dead vegetation and the bodies of countless millions of animals to decompose.

The associated release of greenhouse gases like methane and carbon dioxide adds to global warming, causing more permafrost to melt in a vicious upward spiral.

Now a new scientific paper has found the frozen wastes of places like Siberia and Canada are much more susceptible to warming than previously thought.



‘Gateway to the Underworld’ in Siberia is a climate change warning

The researchers estimated that about four million square kilometres of land – an area larger than India – will melt for every degree of global warming.

And that figure is about 20 per cent higher than the one currently used in climate model projections.

In total, about 15 million square kilometres on land is permafrost, which is defined as an area that remains below zero degrees Celsius for at least two years.

Writing in the journal *Nature Climate Change*, the researchers said the “loss of permafrost ... could provide very significant feedbacks on climate change”.

And they added it would also “radically change” the biochemistry and hydrology of the land itself, potentially causing the ground to become unstable, putting buildings and roads at risk.

THE EVOLUTION OF STRATEGY

By: Greg Satell



**BUSINESS
STRATEGY**

25th Edition 2017



The Evolution of Business Strategy

By: Greg Satell

When we think of great strategists in history, from Sun Tzu to Alexander the Great to Napoleon to Patton, we think of master chess players, leaders who personify timeless principles and can think two or three moves ahead.

Strategy is the sexy part of business, where boring Word documents and endless Excel spreadsheets give way to glorious PowerPoint decks. Here drudgery ends and corporate generals can sit back and formulate their plans for world domination.

For better or worse, those days are over. As Rita Gunther McGrath explains in her new book, *The End of Competitive Advantage*, strategy is now a game that looks more like *World of Warcraft* than the game of kings. You never actually win, but are always questing, gaining new skills and resources along the way and continually seeking the next challenge.

The Last Thing We Need Now Is A Vision

Many strategies start with a vision. For instance, Herb Kelleher at Southwest Airlines had a vision that air travel could compete on price with ground travel. Therefore his main objective was to become “THE low cost airline” and decisions were undertaken based on that one overriding principle.

However, sometimes a clear vision can blind management to market realities, which was the case with Jeffrey Skilling and Enron. Skilling believed that securitization and a quantitative approach could make the company unstoppable. Unfortunately, that same vision (and some financial legerdemain) obscured serious problems that led to one of the great financial meltdowns in history.

Often, a vision has a shelf life. It works for a while and then outlives its usefulness. That was true of Jack Welch’s idea that every business should be number one or two in its category or abandoned. It drove company strategy for a while, until it became clear that the evaluation had as much to do with category definition as it did with true success.



A stylized illustration of a man in a dark blue suit, white shirt, and light brown tie. The man's face is obscured by the large white letters 'HR'. The background consists of diagonal purple lines.

HR

Director Profile: Dean Morley, HR Director, Kingston University

**STAKEHOLDER
ENGAGEMENT**
25th Edition 2017



HR Director Profile:

Dean Morley, HR Director, Kingston University

By: Annie Hayes

Marathons are Dean Morley's passion. He has completed the 2016 London marathon in an impressive two hours and fifty-six minutes. Morley, who is the HR Director at Kingston University and Chair of the London HEI HR Director's Forum says his hobby helps him to keep space and perspective from his busy job. Looking back at his career his overarching comment is that it has been enormously enjoyable and his success has come about not from a particular strategic plan but from taking opportunities as they arose and getting involved in the things that he was interested in the most. He admits he has perhaps taken the 'indirect' route to the top but looking back he wouldn't change a thing. Here's his story.

Early career

Morley started out in financial services in the 1980s. It was a time when you assumed that you were starting out on a job for life but then the Big Bang happened and there was a sudden deregulation of financial markets and everything changed: "I was in branch banking in the Midlands working for a time at the National Exhibition Centre. The Big Bang meant that larger organisations like Natwest were exposed and my career started to take a different route."

As part of the bank's 'fast track' management programme, Morley was given a secondment working in regional HR: "The banks were looking to do a programme on productivity management which was fundamentally about cost saving, but also the need to protect and improve customer service. We had to become more effective to save money. To reduce costs by 20-30%, we had to look at headcount."

The bank engaged Boston Consulting Group (BCG). The plan was to recruit internal NatWest staff who would be trained up by consultants from BCG to help implement the cost cutting exercises. Quick to spot the opportunity, Morley put his name forward. "I spent a couple of years doing that, typically being parachuted into one branch at a time and at the end of three months we reduced costs by 25%". It was an important experience because whilst Morley wasn't very popular in branches as the agent of change, it got him thinking about the role of line managers. "I started to look at organisations through a different lens than before," says Morley.

Morley went on to manage the team and, started work on the creation of service centres taking the back office away from the branches. "It was the first time any banks had done that."



However, the interest in changing behaviours continued and coupled with the analytical experience gained from working with BCG, Morley felt he could bring the two skills together for a generalist HR role: “I was appointed as Head of HR for NatWest Mortgage Services’ salesforce. At the time it employed around 2,000 people and the salesforce gave regulated advice.”

Working with sales and marketing was a significant cultural change: “The people were just light years apart from those that I had worked with before. I began to work with the National Sales Director on reward schemes. At the time mortgage advisors were encouraged to sell a mortgage with no determination on whether it was a good sale or not.” Morley recognised that it was time to introduce a reward scheme that recognised the sales that had some ‘sticking power’. It was an innovative move and one that paid off as quality of sales improved and better performing mortgage advisors were retained.

It was at this time that NatWest was taken over by RBS, so it was a time of huge change and Morley spent a great deal of his time supporting the merger and working in strategic re-organisation. This included some of the harder aspects of HR, including making previous colleagues redundant.

In 2000 Morley moved to Pearl Assurance Limited (Pearl) which was part of the wider Australian owned AMP Assurance. The business was buying up other life assurance companies at the time and Morley worked alongside the CFO creating a shared finance service. Reporting to the HR Director, Morley also worked closely with the Chief Actuary and Executive Legal Counsel. The role operated at the most senior levels in AMP with a very demanding client base of 700 finance and legal professionals.

The change management programme that Morley headed up removed 30% headcount but it was implementing the behavioural change that was harder. “When other teams came into join the business, they continued to identify themselves as being from their old company. They would say for example, “We are the London Life team.” It was learning how to overcome this that was the real challenge. After three years, Pearl started to close the life book and Morley felt that with this there was not enough to get his teeth into. It was time to move on.

The mid-years

Morley had been an Assessor for the Midland Excellence Awards when he was at Pearl and it took him to Long Lartin, a Category A men’s prison, located in the village of South Littleton in Worcestershire. It was an experience that never left him: “We were shown around and I can admit to being scared. They took us to the shake-down room where we saw items that had been confiscated including razor blades in toothbrushes. It gave me an insight into the prison service and a huge respect for the role of prison officers.”

A role came up at the Home Office working for the Prison Service (HMPS) and Morley was intrigued to learn more about prisons. “I started as the Head of Resource Management and was charged with a sizeable team there with responsibility for workforce and succession planning for just over 40,000 employees.



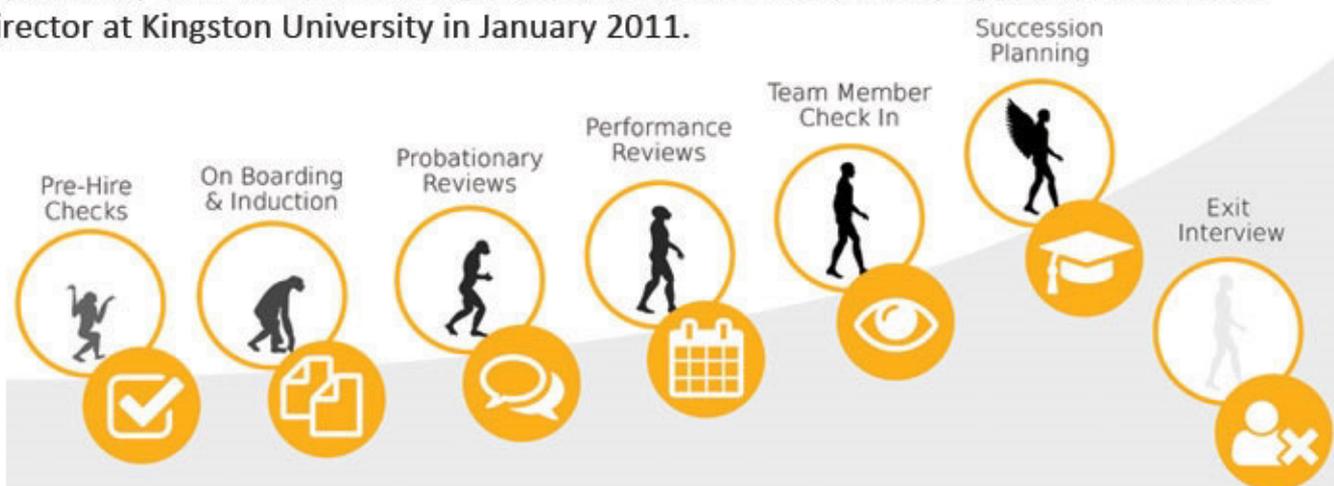
Whilst in this role I was fortunate to be sponsored to study for my Masters in Strategic HRM, which broadened my perspective on the impact HR can have in a business. I was then asked to head up a project team tasked with a review of the 1500 roles in HR. At the time every prison had its own model. We decided to pull out the operational side of HR from the prisons, introduce business partners and set up a shared service centre in Newport."

The whole project saved £150 million over a five-year period and reduced HR's headcount by half. "There was a nervousness from the prison governors who had to rely on the remote services. We had to sell to them the idea of what they would be getting and how the service could improve." Morley also introduced a new Enterprise Resource Planning system which was a part of the project. "Working for HMPS was a solid job that I enjoyed but the role was to change as the Home Office decided to merge the Prison Service with the Probation Service and the result was the National Offenders Service."

Morley explains that the two current services weren't joined up with the work done with an offender in a prison not always carried through when they were released to probation. The aim of the new service was to overcome this by establishing 'offender managers' who would track and manage an offender's whole journey through the system. Morley became the Head of HR for the new National Offender Management HQ. The job was to get the group together and implement a significant HR and OD change programme in support of the establishment of the new NOMS. By now Morley was working just below the level of Senior Civil Service (SCS).

In June 2007, Morley decided he should move to take the next step on his career. He was appointed to the SCS as Head of HR Strategy & Change for the Pension Service, part of the Department of Work and Pensions: "About five minutes after I joined, the government decided to merge the Pensions Service with the Disability and Carers Service. A new board was formed and I got my teeth into a culture change." Morley was able to draw on his earlier work in behavioural change and put it centre stage. "We wanted to create a more constructive culture, where people identified with and were proud to work for the new service, so all of the Board got involved in holding sessions with local teams to ask them about what made them proud to work at the Service but also what frustrated them". That gave Morley some great insights and ideas about what they needed to do.

"After about three years I took a bit of perspective on my career and realised that I had been the number two for a while and wanted the challenge of taking on a number one position," says Morley who followed through on his ambition and was duly appointed as the HR Director at Kingston University in January 2011.





Challenges at Kingston University

“It was another sector I hadn’t worked in before. The change agenda resonated with me in terms of my experience and led me to the role at Kingston University. We’re working on building the University’s reputation to ensure it is as strong as it deserves to be.”

One of Morley’s main challenges is developing and implementing a new, cohesive People Strategy for Kingston University’s 2000 employees that is aligned to the University’s corporate and academic priorities.

Morley has already implemented a revised academic role and career structure for the academics, improving the focus on core academic domains and has additionally introduced a new performance and development appraisal scheme and a redesigned executive and senior staff reward scheme. “Interestingly we have moved away from Performance Related Pay, it just wasn’t right for Kingston University.”

An element of the job that has continued to captivate him is the culture. “We have artists, engineers and scientists at the University. There is a broad Kingston culture but you don’t have to scratch too far to see they all have their own cultures and ways of working. It’s a fascinating and stimulating place to work.”

Top tips for HR, Higher Education candidates

Morley advises candidates hoping to enter the sector to do their research: “The sector, and most universities within it, are going through a significant amount of change; do your research to understand what this is, how it affects the institution to which you are applying and how your experience can contribute to that.”

He adds that even applications for entry level roles need to show some understanding of the main issues facing the sector, what the University’s mission and priorities are as well as those of the HR function.

“Whilst the sector can be complex and have its own terminology and jargon, the essence of many of these roles can boil down to skills and competencies that you probably already have, for example, good customer service and IT skills,” says Morley.

Tapping into existing contacts is a good way of landing that first job, he advises: “Use your networks; more and more people have made the move over to Higher Education – speak to them about how they translated their experience into the requirements of the role, and ask them about any vacancies they might be aware of!”

Candidates should also be aware of the wide range of academic disciplines in the sector, ranging from art to science and what this will mean in terms of working alongside a diverse mix of highly qualified professionals.

Above all, Morley urges candidates to just: “Go for it; it’s a great sector to work in and, if you enjoy working in a challenging and complex environment, it offers some fantastic opportunities and challenges – it’s one of the things that attracted me and keeps me interested in the sector.”



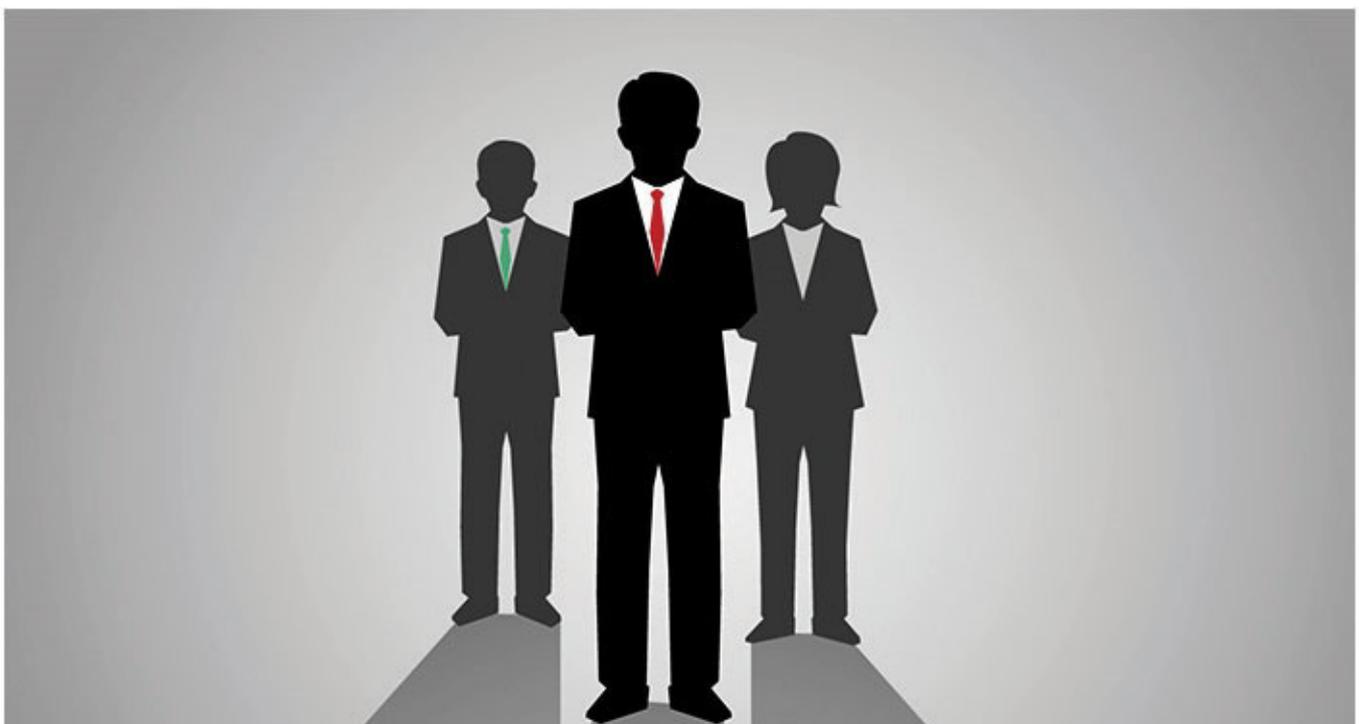
The next chapter

Morley has become the Chair of the M25 HR Directors Group. He is also a member of the national Universities Human Resources (UHR) Executive Committee, which is responsible for formulating policy, planning activities and giving strategic direction to the association. The UHR works with associated bodies such as Universities UK, UCEA and GuildHE to offer co-ordinated responses to consultations by bodies such as the Funding Councils and government, and to share information and best practice. Most recently he has also been invited to join HEFCE's strategic advisory committee for leadership, governance and management (LGMSAC).

"I'm really interested in contributing to the wider HR community and that is where I want to focus my efforts as well as Kingston University." Now that he has landed in the number one spot, Morley is happy to consolidate a little and is relishing contributing more to the University's success. He also wants to spend time with his three daughters, two by his first marriage, one of whom is starting University themselves, and his youngest who is just two and a pre-schooler. The running also helps him keep perspective and, is a passion that his wife, a Chartered Accountant, also shares; they first met at their local running club.

As to Morley's guilty pleasure, it's early 80's music. "Most of the time I can hide this in headphones as I run listening to bands like Specials, Jam & New Order. But somehow I once managed to get my wife and eldest daughter to go along to a Madness concert in Hyde Park, which I think they secretly enjoyed!"

Morley's sunny disposition to life has helped him get to where he is today but he will admit that he has relished all the change programmes that he has been such a big part of and he could not have carried on down that path if he hadn't had somewhat of a steely determination to do the right thing for the business and its people. Hard decisions had to be made, many times over but Morley was able to do the hard stuff and stick around for the difficult bits long after the changes had occurred. It's this resilience and readiness to take on new challenges that has seen him rise up the ranks of HR and to where he sits happily today.





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