

**International Journal of Applied HRM**

Volume 1 Issue 3

A light gray world map is centered in the background of the page, showing the outlines of continents and major islands.

**The 'Greening' of Personnel/Human Resource Management  
An Assessment**

**Claire Revill**

Dearne Valley Business School

ISSN 1742-2604

## Abstract

This paper will examine and discuss the emerging concept of the 'greening' of Personnel and Human Resource Management (HRM) by breaking down into four sections. The first section will provide definitions for Personnel Management and HRM, before establishing Key HRM Attributes that can be applied to the concepts of Environmental Management and Environmental Business Management. The second section goes on to set the scene, by showing how management and business can protect the environment. The third section expands on the previous ones by considering the relationship and integration of Personnel/HRM in Environmental Management policies and practices. This is presented as Environmental Human Resource Management (EHRM). The fourth and final section concludes by applying the Key HRM Attributes to create Key EHRM attributes, these are necessary so that the Personnel/HR Function can meet the development and implementation of Environmental Management initiatives.

## Defining Personnel Management

There are many definitions available in the US and UK to describe what Personnel Management is. Torrington and Hall, (1995) define personnel management as:

*"... a series of activities which: first enable working people and their business which use their skills to agree about the objectives and nature of their working relationship and, secondly, ensures that the agreement is fulfilled."*

This definition emphasises that Personnel Management is made up of a series of activities, however it does not go into depth as to their nature. Thus Sisson's (1989) definition has been used to illustrate the activities of Personnel Management:

*"The term personnel management is used here to describe the policies, processes and procedures involved in the management of people in work organisations... [this collection of papers] is primarily concerned with personnel management as a system of employment regulation: the ways in which people in work organisations are selected, appraised, trained, paid, disciplined, and so on... [it] is concerned with the regulation for which managers are primarily, if not exclusively responsible."*

Therefore, the above definition indicates that Personnel Management follows a technical-piecemeal approach that concentrates on the day-to-day operations of the business, for example working conditions and pay. The piecemeal approach includes efficient procedures for discipline; belief in equitable and reward systems; dismissal; redundancy; the administration of the roles and jobs individuals carry out; and clear and operable rules in place, which implies that the organisation/individual relationship is very technical. This approach emphasises the cost-maximisation culture within the Personnel Management philosophy, where the individual is the cost and this has to be controlled.

## Defining Human Resource Management

Personnel Management can thus be compared with HRM which is strategic driven and focuses more on managerial and business related issues such as the mission statement, goals and objectives, (Guest, 1987 and etc; Beer et al, 1984). The HRM philosophy also treats individuals as resources (human) rather than an expense, for example, expenditure on training is an investment rather than a cost. This idea poses

a threat to the Personnel Management 'technical-piecemeal' approach outlined above. In addition the concept of HRM emphasises the need for a strong culture, which is highlighted in the mission and value statements and which is reinforced by communication, training and performance management techniques, (Armstrong, 1996).

There are many definitions available both from the US and UK to describe what is HRM. For the purposes of this paper we will use Guest's (1990) definition, who defines HRM in terms of four policy goals: strategic integration, high commitment, high quality, and flexibility/adaptability. He argues that only when a comprehensive strategy contains these four policy goals, which are fully integrated into business strategy and fully applied by line managers at all levels, will high productivity and related outcomes be achieved by management. He further adds that for such a strategy to be achieved then supportive leadership from the top is required, which is reflected by the organisation's culture and backed by a precise strategy to utilise human resources.

## Human Resource Management Models Explained

A wide variety and abundance of HRM Models can be used to explain what is in essence HRM. A comparative analysis of HRM Models will also be undertaken. Therefore, *Table 1* has been designed around *five key components* of HRM and these are further broken down into *twenty-five sub-sections*. *Table 1* compares seven HRM Models using these criteria. The Models have been chosen to represent the developments of HRM through the 1980s to the 1990s.

The *first* HRM Model to be comparatively analysed is *The Human Resource Cycle* (Matching Model) by Fombrun, Tichy and Devanna (1984), (*Table 1*). This model was one of the early ones and thus introduced the idea of strategic human resource management, which means that HRM policies and organisational structure should be arranged in a way that is compatible with organisational strategy. The Human Resource Cycle recognises the linkages between selection, performance, appraisal and reward.

*Secondly*, the *Harvard Model* (Beer et al, 1984) has been used in the comparative analysis, (*Table 1*). This model recognises different stakeholder interests and their impact on employee behaviour and performance. There is also greater emphasis on factors relating to the long-term consequences of individual, organisational and societal well-being, Thus 'stakeholder interests' and 'situational factors' help shape human resource strategic choices.

*Thirdly*, Guest's (1987) *Stereotypes of Personnel Management and HRM*, is analysed, (*Table 1*). For the purpose of this piece of work the author only concentrated on the stereotypes of HRM. *Table 1* highlights the importance of a unitarist framework based on shared values and goals where management and employee relationships are based on the leadership style of coach/enabler, which facilitates a highly committed, skilled and flexible staff. Guest (1989) also devised A Theory of HRM, see below for a comparison.

He also attempts to give HRM the status of a 'theory' by developing the Harvard Model (Beer et al, 1984). This was achieved by establishing a prescriptive model based on his four policy goals discussed above. *A Theory of HRM* (Guest, 1989) is the *fourth* HRM Model to be compared in *Table 1*, which illustrates the importance of the management-employee relationship through supportive leadership from the top and investing in high quality and committed human resources. Guest believed the

driving force behind HRM is *'the pursuit of competitive advantage in the market-place through provision of high-quality goods and services, through competitive pricing linked to high productivity and through the capacity swiftly to innovate and manage change in responses to changes in the market-place or to breakthroughs in research and development'*, (1989a).

The *fifth* HRM Model to be compared in *Table 1* is Legge (1989). It is important to be clear that this is not a true HRM Model and only my interpretations. The reason being is that the comparative analysis is based on a definition by Legge (1989) which observes the shared issues of typical HRM definitions. *Table 1* thus illustrates that HRM policies should be consistent and integrated into business planning/policies through an appropriate culture based on change leadership, integrated line managers, valued and flexible employees, in order to move towards excellence and competitive advantage.

The *sixth* HRM Model in *Table 1*, which provides a comparison is Hendry and Pettigrew's (1990) *Warwick Model* based on an analytical perspective. The Model identifies fully with the external context of HR strategy and the impact of the role of the Personnel Function in HR strategy content. It comparatively identifies the importance of a two-way relationship based on supervisory leadership, key human assets and the recognition of the Personnel Function. In addition the HR strategy is regarded as central to and coherent with the emergent organisational strategy. This Model also recognises the emergence and importance of learning and the systems structure.

Finally, the *seventh* HRM Model that has been compared in *Table 1* is Storey's (1992) *Dimensions of Personnel Management and Industrial Relations (PIR) and HRM*. The author is only concerned with the HRM perspective. Therefore, *Table 1* identifies a unitarist approach based on shared values and mission statements where the business-customer relationships are based on a change leadership style and increased employee communication channels that are reinforced by a nurturing and systems structure. The unitarist and shared values approach of this model can also be supported by Guest's (1987) Stereotypes of PM and HRM. In addition the workforce comprises of employees undertaking integrated core tasks based on teamwork that fosters a working environment committed to learning companies. The learning and systems approach of this model can be supported by Hendry and Pettigrew's (1990) *Warwick Model* discussed previously.

The comparative analysis of the *seven HRM Models* has identified the following *twelve key attributes of HRM*, see *Table 2* below.

Table 2 Key Attributes of HRM

	Attributes
<b>Beliefs and Assumptions</b>	
	Central Vision and Shared Values
	Strong Culture
<b>Strategic Direction</b>	
	People
	Strategic Driven
	Pursuit of Excellence and Competitive Advantage
<b>Management Direction</b>	
	Systems Structure
	Supervisory- and Change- Leadership
	Two-way Relationship and Personal Control
<b>Core Functions'</b>	
	Commitment and Teamwork
	Recruitment and Selection
	Appraisal and Reward
	Training, Development and Learning

Source: Claire Reville (2000)

The *twelve HRM key attributes* have been split into *four headings*, which have been borrowed from *Table 1*. The reason for this is to illustrate how these *attributes* can be associated with the operating mechanisms within organisations. They all have equal importance and inter-relate with each other. However, it should be recognised that the pursuit of excellence and competitive advantage can not be achieved without the successful combination of the other eleven HRM attributes being in place.

This paper is not, however, concerned with charting the rise and developments of HRM as this will not add significantly to the study. Neither will it discuss the differences between Personnel Management and HRM because these are neither relevant, nor will they add significantly to the study. However, *Table 2* has illustrated *twelve key HRM attributes* that can easily be applied to the concepts of EHRM.

Although the author has adopted the HRM philosophy, this paper will still acknowledge the role of the Personnel Function. The reasons for this are as follows. Firstly, many organisations do not distinguish between Personnel Management and HRM. For example, organisations can be strategically driven but operate a Personnel Function. Secondly, due to the emerging nature of EHRM there is lack of evidence to suggest whether the HR Function or the Personnel Function integrates with the EM Functions. Thirdly, EHRM authors do not distinguish between Personnel Management and HRM, they use them to mean the same thing, (see for example the work of, Wehrmeyer, (1996)). It is hoped that this study will shed some light on this underdeveloped area.

## Defining a 'Green' Business

Before explaining the 'greening' of Personnel Management (PM) and HRM, and thus the role of PM and HRM in Environmental Management, it is necessary to establish what constitutes a 'green' business. Chryssides and Kaler (1993), state that the adjective 'green' can contain and mean a variety of things. For example, being 'green' can mean the responsible disposal of industrial waste, saving endangered species, recycling, reducing or avoiding 'noise pollution', conserving energy, using alternative sources of energy (solar, wind or wave power), minimising the 'greenhouse effect' and damage to the ozone layer. This list illustrates the extensiveness of 'green'

issues and thus makes it very difficult to define what 'green' actually means, (Chryssides and Kaler, 1993). Therefore, the aim of 'being green' may be a commendable and praiseworthy one for an organisation to aspire to, but the visible comprehensive list of 'green' issues brings with it strengths and weaknesses. For example, they further state that it is often not clear what issues should be included under the term 'green' or 'environmental'.

Thus to clarify the position of the extensive list of 'green' issues, they distinguish five common characteristics that may be found in 'green' issues, these are:

- responsible use of non-renewable resources;
- search for sustainable growth and development;
- minimisation of pollution;
- avoiding the irreversible destruction of elements of the environment (ozone layer, greenhouse effect);
- conservation and preservation of beauty and the preservation of animal and plant life.

## Defining Environmental Management

How do we incorporate 'green' issues into management and business? North (1992, 1997) defines the environment as:

*“the sum of physical resources that sustain life and are the basis for satisfying human needs”.*

In addition, he states that employers, managers, employees and their families should all share a consideration for the environment. He expands on the meaning of 'environment' by defining that Environmental Business Management is:

*“... the integration of environmental protection into all managerial functions with the aim of reaching an optimum between economic and ecological performance of a company”.*

Therefore, it is only when environmental protection policies are integrated into all management systems that sustainable development can be achieved. North (1997) further states that environmental business management can only be significant if it is built on an open dialogue between all parties. In contrast, Wehrmeyer (1996) defines Environmental Management as:

*“the co-ordinated and organised approach to issues relating to the natural environment, from a business perspective with the aim of reducing those impacts deemed harmful to the natural environment”.*

The above definition of Environmental Management discusses the identification and documentation of environmental effects in order to eliminate these from the natural environment. Therefore, the ultimate goal for organisations to work towards is sustainable development.

There are many definitions of what sustainable development means in practice (David Pearce (1989)). For the purpose of this study we will use two contrasting definitions of sustainable development. Firstly, the Brundtland Commission, (1987) defined sustainable development as:

*"development that meets the needs of the present without compromising the ability of future generations to meet their own needs".*

The above definition discussed 'needs' but this can be regarded as an ambiguous word not least because of how can this be measured both now and in the future? For example, one person's needs are not the same as another. Additionally, this definition does not describe how sustainable development can be achieved. The second definition (Parkin, 1999) has been chosen to provide a clearer definition of sustainable development. She developed a definition built on the whole idea of process, equity and justice, in order to ease the confusion surrounding the complexities of sustainable development. She justifies her reason for this by stating that this is not because this is morally essential but because it is common sense. She states that sustainable development is:

*"a process which enables all people to realise their potential and to improve their quality of life in ways which protect and enhance the earth's life support systems".*

Therefore, Parkin's definition argues that sustainable development is all about people. She further suggests that it is not about controlling the environment, but examining what we do in order that it matches the capacity of the environment to support life rather than threaten it. The following definition illustrates the significant role that business can play towards preserving the planet by adopting sustainable development strategies. Schmidheiny (1992) produced a report for the Business Council for Sustainable Development that declared:

*"Business will play a vital role in the future health of this planet. As business leaders we are committed to sustainable development, to meeting the needs of the present without compromising the welfare of future generations".*

The above definition reinforces and supports North's (1992, 1997) and Wehrmeyer's (1996) view of the role of business in protecting the environment and adopting suitable environmental policies and practices, while still maintaining economic growth.

Parkin (1999) questions what components are necessary for sustainable development? The response she developed was in the form of identifying *five forms of sustainable capitalism* that are necessary: *natural, human, social and manufactured capital*. However, she put the fifth, namely financial, in brackets. She justifies her reason for this by stating that money has no real intrinsic value, while acknowledging that it does have a role in helping human beings to own and value, and exchange all the other four capitals. She further questions what is the best place to begin to guarantee that we are managing the five forms of capital in a manner that benefits sustainability? Her answer is that the *starting point* is *human capital* because knowledge, energy and creativity of an individual needs to be harnessed. Without this, people will go on reducing the other types of capital unknowingly. Therefore, Parkin's (1999) analysis of sustainable development and the importance of people, provides this paper's *first link* with HRM. To reiterate, the previous section identified that 'People' was one of *the twelve HRM key attributes* and thus this is the *first link*. That link reinforces the role of Personnel/HR in Environmental Management and Sustainability. This link will be discussed in more detail in the next section, which considers the 'greening' of Personnel/HR. In contrast, the *International Chamber of Commerce (ICC)'s Business Charter for Sustainable Development* lists sixteen principles which organisations can follow in order to achieve *sustainable development*.

## Defining the 'Green Wall' Problem

Previously, discussion has centred upon the meaning of 'being green' and what the aims of Environmental Management, Environmental Business Management and Sustainable Development are to business and organisations. It is, therefore, crucial to explain what constitutes the 'Green Wall' in organisations. The transition towards integrating environmental business management and ultimately sustainable development is very complex and involves internal and external changes.

North's (1992, 1997) definition discussed above, suggests that environmental protection should be integrated into all management functions, however it does not suggest methods of achieving this, neither does it take into account the difficulty organisations have in adjusting their structures and processes. This view can be supported by Ayers and Greene (1998) who state that organisations have been unsuccessful in developing the necessary structures and processes to sufficiently consider these social and business pressures, which has resulted in a split between environmental management and business management, and this has become known as the creation of a 'Green Wall'. Shelton (1996) describes the 'Green Wall' as a group of activities within the Environmental, Health and Safety (EHS) Function being isolated by an internal barrier, from the rest of the organisation. Crosbie and Knight (1995) supports both the above statements by stating that it is unusual for environmental strategy to be integrated into, and to advise all aspects of the organisations' commercial strategy. For example, they illustrate this by stating that companies still regularly split their environmental objectives from their business objectives. Thus, they argue that there is a need for an integral 'business environmental strategy'.

Therefore, ways to overcome the 'Green Wall' and fully integrate the EHS team with the key business functions of the organisation needs to be established. Ayers and Greene (1998) suggests that the structure of the organisation should ensure that all functions play a role in environmental management. For example, roles and responsibilities should be devised in order that the EHS team is not the only group responsible for environmental management.

## The Position of Environmental HRM

What does HRM have in common with Environmental Management? Crosbie and Knight (1995) argue that there is evidence to show that there is a lack of interest among HR professionals. On the other hand, Wehrmeyer (1996) states that the Personnel Function, has been greatly and unjustifiably under-rated in the Environmental Management arena, which, as a consequence, has resulted in the perception that environmental values in companies has been lacking. Milliman and Clair, (1994), argue that many organisations still implement environmental management programmes without integrating HRM practices. Thus, Milliman and Clair (1996) began to explore the role of HRM in environmental management practices by discussing best practice environmental examples in US organisations. In contrast, Barrett et al (1995) undertook a two-year research project on the implementation of corporate social responsibility policies in three UK organisations. The study was jointly undertaken by The School for Policy Studies and New Consumer Charitable Trust. Barrett et al's study produced three environmental case studies. These case studies illustrate the integration of environmental- management and policy with HRM.



## The Role of Personnel Management/HRM in Environmental Management

Barrett et al (1995) states that organisational environmental policies present HR managers with new and complex challenges. In addition, they argue that much needs to be done to integrate environmental policy and HRM. For example, they suggest that senior managers should include HR managers in the development of a strategy for organisational learning and change. Crosbie and Knight (1995) expand this further by stating that they believe it is important for HR professionals to become involved in all human presences of Environmental Management in order to strengthen the potential of the organisation's functions to solve the environmental issues organisations may face. One element of Barrett et al's study is the management of human resources and how HRM can be integrated into the corporate environmental policy process, thus this supports Crosbie and Knight's above statement, who clarify their argument by stating that apart from the day-to-day environmental management systems, such as, audits, emissions monitors, then the move from environmental protection to sustainable development is immediately associated with issues of 'people management'. They suggest that there are six HRM practices which should be included in Environmental Management, namely: recruitment and selection; discipline and control; motivation and reward; performance appraisal; communication, involvement and ownership; and change management. Sadgrove (1992) states:

*"In environmental management, the personnel department has an important role to play, in ensuring that key appointments are made, and in developing environmental employment policies. Moreover, personnel will need to guide line managers in ensuring that environmental policies are implemented with full staff co-operation".*

Thereby, Crosbie and Knight (1995) and Sadgrove (1992) have established the scene by providing the link between HRM practices and Environmental Management. However, does this mean there is a role for Personnel Management and HRM in the Environmental Management arena? Wehrmeyer (1996) questions employees' values in relation to the environment and states that these are not fully exploited to maximise the success of environmental initiatives, even though these can have positive effects for management. He further states that the positive effects of increased employee involvement and recognition of personal values include, increased motivation, lower staff turnover, improved job satisfaction, closer identification with corporate goals and culture, and the improved status arising from working for a company that cares for the environment, adding that the majority of environmental improvements have been made purely on economical grounds rather than on ethical and societal decisions.

## The Interaction of Personnel/HRM and Environmental Management

Wehrmeyer (1996) uses Personnel Management and HRM as being synonymous, whilst recognising HRM as being more modern and commenting that the differences between the two are not critical to his discussions. He states that the main role of HRM in Environmental Management is to support the success of environmental activities. His *Environmental HRM Functions Model* suggests *three main categories* of HRM functions in which the interaction with Environmental Management can take place. They are: *supply competent staff; management of staff; and promote*

*organisational dynamics*. See Table 3 to illustrate his *Environmental HRM Functions Model*.

Table 3 Environmental HRM Functions

<b>EHRM Function</b>	<b>Activity</b>
Supply Competent Staff	Job Description Requirement Induction Dismissal
Management of Staff	Training provision Health and Safety at Work Staff Appraisal Industrial Relations Motivate and Reward Grievance and Discipline
Promote Organisational Dynamics	Monitor Culture and Attitudes Promote Environmental Ethic Support Change Management Improve Lateral Thinking Improve Communication Interpersonal and Team Skills

Source: Wehrmeyer, W. (Ed) (1996), *Greening People: Human Resources and Environmental Management*, First edition, Sheffield, England: Greenleaf Publishing: 13

The *supply of competent staff* will be discussed in more detail in the *importance of recruitment and selection* section. In addition, the *management of staff* will be discussed in more detail in the *establishment of environmental training* and the *establishment of environmental performance appraisals* sections. Wehrmeyer (1996) stresses that the HRM function of *promoting organisational dynamics*, forms part of the whole management strategy, rather than uniquely environmental. He further adds that the idea is to utilise and make use of the ingenuity, awareness and motivation of employees to improve corporate performance. Therefore the *third function*, is that of a facilitator and an enabler, and which makes use of its two previous functions, which was the supply and support of competent staff and to enable individuals to play a greater role in organisational success. In order to do this recruitment and job descriptions are very critical yet the most under-rated HRM activity assisting environmental success in companies. He concludes by saying that the role of HRM in environmental management is a critical one, supporting this statement by arguing five points.

1. The importance of people in environmental success (generally).
2. The foundation of environmental values inside companies.
3. That technology in itself is often less applicable to success than how employees interact with it.
4. That the often complex nature of environmental issues requires special analytical and communication skills.

5. That much of environmental management corresponds to all existing business activities, and thus it requires special negotiating and interpersonal skills to assist others in their implementation.

The following authors and their studies are used to both support and reinforce Wehrmeyer's (1996) findings, that the often complex nature of environmental issues requires special analytical and communication skills.

## Developing an Appropriate Organisational Structure

Milliman and Clair (1996) state that organisations are facing increasing pressures for environmentally sensitive products and operations. However, they note that unfortunately many organisations are failing because HRM practices are being left unaltered during the implementation stage of environmental programmes, (see *Position of EHRM section* discussed above). They go on to suggest ways to overcome this problem by describing methods used by leading US corporations who have developed Environmental HRM practices. However, before developing Environmental HRM initiatives, I believe that it is paramount for an organisation to develop an appropriate organisational structure. This organisational structure should be designed with environmental protection in mind. Once the organisation has an 'environmental' organisational structure in place and the Personnel/HR Function recognises that there is a role for them in environmental protection then Environmental HRM practices can be developed. *Table 4*, below, summarises what is required by organisations in order to *develop an appropriate organisational structure* for integrating green policies and strategies, and establishing green programmes and initiatives.

Table 4 Developing An Appropriate Organisational Structure

	<b>Operating Mechanisms</b>	<b>What this means</b>	<b>Requirements</b>
Organisation Structure	Systems Approach	Organisational systems must be organised to achieve environmental goals	Significant internal and external changes; Development of new relationships with environmental stakeholders
	Institutionalise	Making environmental initiatives part of the organisation's core systems, culture and values	Altering the organisation's training, appraisal and reward systems to ensure that the organisation's environmental vision and values are implemented
Strategic Direction	Cross-functionally driven	Environmental issues should be integrated into all aspects of the organisation	The environmental policy must be driven by senior management;  Environmental issues must be integrated into the organisation's business strategy, management functions, corporate culture and identity, products and services

Source Adapted From: Milliman and Clair (1994, 1996); Beaumont et al (1993); Welford (1994); and Stead et al (1994) Source: Claire Revill (2000)

To develop green programmes Milliman and Clair (1996) suggest that a *systems approach* is critical to programme success and thus all organisational systems must be organised to achieve environmental goals. To reiterate, we have discussed that organisations have experienced difficulties in integrating environmental management and business management, this has become known as the creation of a 'Green Wall' by Ayers and Greene, (1998) and Shelton, (1996). Previously, Ayers and Greene (1998) suggested that the structure of the organisation should ensure that all functions play a role in environmental management. They state that roles and responsibilities should be devised in order that the EHS team is not the only group responsible for environmental management. I would suggest that Personnel/HR Professionals and Functions can assist in environmental protection, and this paper will discuss how this can be achieved.

Milliman and Clair (1996) further state that environmental programmes often require notable internal and external organisational changes. For example, these changes include, the alteration of core internal organisational systems, the creation of 'green' operations and products, (Dechant and Altman, 1994), and the development of new relationships with various environmental stakeholders, (Milliman and Clair, 1994). Welford (1994) supports the above view by stating that a systems-based approach is based on an integrated system, which assists management and employees to clearly see their place in the organisation and the interdependence of all aspects of the organisation. In contrast, Cahan and Schweiger (1993/4), state that an organisation must also adapt its HRM practices, in line with the systems approach. Previously, *Table 2* identified that the *systems structure* was a *key HRM* attribute and thus the above statements support our *second link* with *HRM*.

In addition to the systems approach, Milliman and Clair (1996) argue that an organisation needs to institutionalise, which entails, environmental initiatives become part of the organisation's core systems, culture and values. Beaumont et al (1993) supports the suggested adoption of a systems approach and institutionalising, and state that the environment needs to be acknowledged by organisations as a strategic issue, which means that the environmental policy must be cross-functionally driven by senior management. They further argue that environmental issues should be integrated into all aspects of an organisation. For example, its corporate business strategy; its management functions; its corporate culture and identity; and its products and services, all go into designing a Framework for Managing Our Environment, in which they use these to sketch a classical picture of the organisation and its interrelationship with the physical environment. The Framework shows six Management Functions and their inter-relationship with the physical environment. Therefore, *Table 2* identified that strategic driven was a key attribute of HRM and thus Beaumont et al's, (1993) analysis above can support this, and thus this provides our third link with HRM.

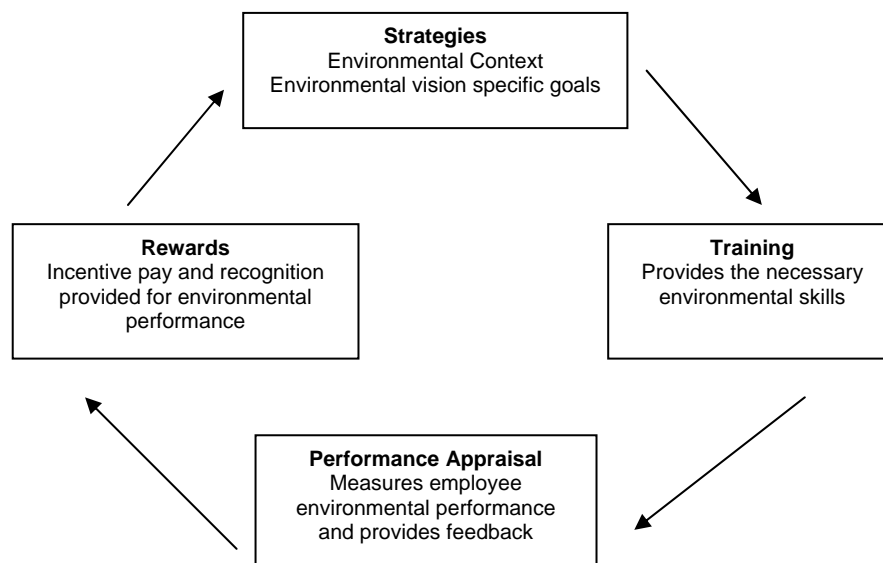
In addition, Stead et al (1994), state that environmental initiatives require the effective institutionalisation of the organisation's training, appraisal, and reward systems, for example, they should be altered to ensure that the organisation's environmental vision and values are actually implemented. The institutionalising of the organisation's training, performance appraisal and reward systems will be discussed later on in this paper.

## Developing Green Programmes

The implementation of *Environmental HRM (EHRM)* involves *four steps*: the *first step* for *EHRM* is the *establishment* of the organisation's *environmental vision* and its related *goals*. Thus, effective EHRM programmes are created to facilitate employee

achievement of the environmental vision, through the following: (1) *training* (the *second step*), this provides employees with the required environmental skills and knowledge; (2) *performance appraisals* (the *third step*), which makes employees answerable to environmental performance standards; and (3) rewards (the *fourth step*), which provide incentives to achieve environmental objectives, (see *Figure 1*). *The Environmental HRM Model* will be used to illustrate the institutionalising of environmental initiatives in *three key HRM systems*: training, performance appraisal and rewards.

Figure 1 Overview Model of Environmental HRM Functions (Milliman and Clair, 1996: 51)



Source: Wehrmeyer, W., (Ed) (1996), *Greening People: Human Resources and Environmental Management*, First edition, Sheffield, England: Greenleaf Publishing: 57

## The Importance of Commitment to an Environmental Vision

Welford, (1994) stated that commitment in an organisation is fundamental to developing a systematic approach and this commitment is achieved through the involvement of its employees. How then can the organisation achieve senior management- and employee- commitment towards the environment? First of all, it is important to define what corporate environmental commitment is. Keogh and Polonsky, (1998) provide an answer, they define corporate environmental commitment as:

*"The process by which the corporation and its individual members embrace a concern for the natural environment in such a way that it becomes an integral component of the corporation's core values. This must go beyond minimum legislative prescriptions and involve all levels of the corporate structure. It requires that the corporation seek, through the attitudes and behaviours of its individual members, constantly and progressively to minimise the detrimental environmental impacts of all its activities while ensuring that the necessary monitoring and funding are in place to enable all objectives, including environmental objectives, to be achieved".*

The definition above has clearly established what is expected from organisations in the pursuit of corporate environmental commitment. Firstly, it has discussed that an organisation and its employees should integrate environmental protection into the organisation's core values. Secondly, this must go beyond minimum legislative requirements and involve all levels of the organisational structure. Thirdly, attitudes and behaviours of individual members must be determined in relation to their views on the environment. It is vital that all employees are involved in the process of gaining corporate environmental commitment. Therefore, Table 5, below has been designed to illustrate the purposes and requirements for each process that organisations need to follow, which are essential and necessary in order to obtain senior management- and employee- commitment towards the environment.

Table 5 The Process of Corporate Environmental Commitment

Processes	Purposes	Requirements
<b>Environmental Vision</b>	The environmental vision determines the organisational objective	For it to be effective, it needs to be translated by executives into specific goals and actual practices;  A pivotal support system needs to be in place for environmental initiatives.
<b>Environmental Objectives</b>	The organisational objective then relates environmental initiatives to the organisation's business strategy	These will only be translated into performance if they are merged, financed, prioritised and transmitted in a similar way to other types of objectives.
<b>Environmental Policy</b>	Relates the environment to corporate aims and objectives;  Should be realistic, consistent, and clear with corporate strategy;  The environmental policy should act as a statement of intent.	Significant shifts in organisational cultures and practices;  Most important aspect is the management of the process;  For it to be effective, initiatives can not be isolated from corporate organisational development and learning strategies;  Communicate through the creation of a joint environmental policy;  Commitment should come from the top and made aware to employees;  Employee commitment and co-operation are an indispensable element of a successful environmental policy.
<b>Environmental Programmes</b>	See table 6, for purposes of environmental training programmes.	To be successful they require management development of executives and commitment to an environmental vision.

Source adapted from: Hunt and Auster (1990); Elkington et al (1991); Gantner (1992); Charter (1992) Hutterly (1993); Barret et al (1995); Lober (1996); Hutchinson and Hutchinson (1997); Keogh and Polonsky (1998); IEM Special Report on Environmental Communications (1999)  
Claire Revill (2000)

Previously, *Table 2* identified that a *central vision and shared values* was one of *twelve key attributes of HRM* and thus Hunt and Auster, (1990); Elkington et al, (1991); Charter, (1992); Hutterly, (1993); and Keogh and Polonsky, (1998), have identified the importance of a centrally shared environmental vision, thus this provides our *fourth link* with HRM. Additionally, *Table 2* also identified that *commitment and teamwork* was a *key attribute of HRM* and thus Hunt and Auster, (1990); Elkington et al, (1991); and North (1992) have identified the importance of obtaining management- and employee- commitment towards the environment, thus this provides our *fifth link* with HRM.

The IEM Special Report on Environmental Communications (1999) states that motivating employees involves considerably more than merely telling them about the environmental issues they face, for example, it is essential that communications are not solely driven by management, instead the organisation should ensure that the message is transmitted right through the organisation. The Report further states that in order for the Board to show management support and commitment to environmental protection, they need to gain the commitment and support of all its employees, therefore they need to communicate this through the creation of a joint environmental policy. Hutchinson and Hutchinson (1997) support the IEM Special Report by stating that employee commitment and co-operation is an indispensable element of a successful environmental policy. To reiterate, *Table 2* identified that a *two-way relationship* is a *key HRM attribute* and thus this provides our *sixth link* with HRM.

In addition, Barrett et al (1995) argue from their study that the establishment of an environmental policy results in significant shifts in organisational cultures and practices. They suggest that the most important aspect of environmental policies is the management of the process, and note a major part of this is the management of human resources, suggesting that HRM should be integrated into the organisational environmental policy process, not least because Personnel/HR Professionals should become involved in gaining and obtaining environmental employee commitment and co-operation, because this area is amongst one of their specialisms. Therefore, for an environmental policy to be effective, the initiatives cannot be isolated from corporate organisational development and learning strategies, in which both are based.

## The Importance of People

Environmental 'excellence' will only happen when there is genuine commitment and action by all members of the organisation, (Beaumont et al, 1993; Welford and Gouldson, 1993). Thus to summarise in the context of managing our environment, Beaumont et al (1993) state that the relationship between business strategy and the organisation, its human resources and its culture are all important, the reason being is that people immediately decide the success or not of any strategy. North (1992) argues that it is not enough to be committed to the environment, the company also needs to respond competently to the environmental challenge. He further argues that The Green Growth company is characterised by well-trained and skilled employees at all levels of the organisation. A *core figure* in the move towards excellence is the '*product champion*', (Barrett et al, 1996), who is a 'believer', who is committed to the need for, and direction of change and this person will take responsibility to ensure that this action is taken, (Frey, 1991). The '*product champion*' should be translated into '*policy champion*' in order to develop environmental policy initiatives, (Barrett et al, 1996). *Table 2* identified that *supervisory- and change- leadership* is a *key HRM attribute* and this has provided our *seventh link* with HRM.

Although *commitment* and *motivation* of individuals are critical for policy development, their *power position* and the *culture* of the organisation will either facilitate or constrain their action, (Barrett et al, 1996). *Table 2* identified that a *strong culture* was a *key HRM* attribute and thus this provides our *eighth link* with *HRM*.

## The Importance of Recruitment and Selection

Previously, we have discussed the importance of people, for example, their attitudes, skills, knowledge and experiences in successfully designing and implementing environmental policies. The organisation's culture and its people will immediately influence how the organisation manages the environment, (Beaumont et al, 1993). Thus, to reiterate, in order to achieve environmental 'excellence' the organisation requires genuine commitment and action by all employees. Therefore, this leads us to pose the question: how do organisations attract the appropriate candidate with the necessary skills, knowledge and experiences? Crosbie and Knight (1995) suggest that HR managers will become more successful in selecting the candidate with relevant knowledge and environmental management experience as and when HR managers gain a better understanding of the issues with which the people they are recruiting will have to deal. They further argue that HR managers should become more involved in the organisation's strategic decision-making about the environment. Therefore, the demand for people who mix relevant knowledge with environmental management experience is probably going to increase more rapidly than supply. As a consequence organisations will continue to lose out on the recruitment of potentially valuable employees.

However, before HR managers can become involved in 'Green' recruiting they need to be given the necessary skills to be able to successfully manage this crucial task, which provides an opportunity for HR managers to communicate with the EHS team. Where organisations might previously look at their EHS Function they may find a group of activities isolated by an internal barrier, (which Shelton (1996) calls the 'Green Wall'), from the other functions in the organisation. Ayers and Greene (1998) have suggested that to overcome obstacles created by the 'Green Wall', the EHS team should obtain visibility and credibility within the organisation and educate employees of the significance of proactive environmental management. Thus the time has come for the EHS team to educate the Personnel/HR team of the importance of environmental protection, and in addition, the Personnel/HR team should offer their 'people management' skills and become involved in the creation of an 'environmental aware' organisation.

Once the Personnel/HR Function has overcome the difficulties outlined above, then their expertise can be used in recruiting and selecting 'environmentally aware' candidates and retaining existing employees. However, for this to be achieved a number of crucial changes need to take place. The following checklist has been produced to highlight these vital changes.

## Checklist for 'Greening' the Recruitment Process

### Job Description and Person Specification

- These should be designed with environmental, social, personal, and technical requirements in mind.
- For example, environmental protection duties should be included, along with the allocation of environmental reporting roles and health and safety tasks.

### Interview Stage



- Environmental-related questions could be asked when interviewing candidates or evaluating them at assessment centres.

### **Induction Stage**

- This should ensure that new recruits understand their environmental responsibilities, familiar with Health and Safety arrangements, appreciate the corporate environmental culture, given the company's environmental policy and practices, and given relevant contact persons within the organisation.

*Source Adapted From: Crosbie And Knight (1995); Wehrmeyer (1996); and North (1997)  
Claire Revill (2000)*

Previously, Table 2 identified that recruitment and selection is a key HRM attribute and provides the ninth link with HRM. In addition, this attribute can be linked with the first key HRM attribute (People).

## **The Establishment of Environmental Training**

Once an environmental vision is designed, it needs translating into environmental training objectives, which will consider the implementation of the vision to its employees. Cook and Seith (1992), state that training seems to be a very crucial element in the success of environmental initiatives. Therefore, this may be the reason why US companies have undertaken more environmental training programmes than any other HRM practice, (Stead et al, 1994). However, in comparison a UK survey in 1991 by David Bellamy Associates entitled, 'Industry Goes Green', highlighted that out of 176 companies, only twenty percent of respondents had undertaken staff training on green issues. North (1997) states that there are three independent and distinct components to environmental training and education, these are as follows:

1. There is a requirement for knowledge of the environment, of actions taken and of the outcomes of these actions in relation to the quality of the environment.
2. Concerned with the attitude towards environmental issues, which determines appropriate environmental behaviour.
3. The acquiring of appropriate skills: general environmental skills as well as special skills.

North (1997) goes on to state that a core challenge for Personnel Managers is providing environmental education that will result in a change of attitude and behaviour among managers and employees. Therefore, the above points suggest that environmental training and education are vital, in order to provide knowledge, change attitudes and behaviours and acquire new skills. However, in order for this to be achieved environmental training and education programmes need to be appropriately designed. Organisations need to consider a number of very important elements when designing environmental training programmes, thus *Table 6*, has been devised to illustrate these.

Table 6 Designing Environmental Training Programmes

Elements	Environmental Training Programmes
<b>Purposes</b>	<p>The environmental training programme objective must be established and compatible with the organisation's environmental goals and strategy;</p> <p>Environmental training packages must be designed to raise employees' awareness of the company's environmental policy;</p> <p>The training programme's purpose is to meet the needs of the various job functions and levels within the organisation, while supporting each other's awareness and decision-making needs;</p> <p>Environmental training must first of all concentrate on awareness of the significance of environmental issues to the organisation, then on legislation and regulation.</p>
<b>Special Requirements</b>	<p>To implant an environmental consciousness into an organisation, staff training and development must take place at all levels, because everyone must understand not only the significance of environmental performance, but also their organisation's environmental commitment;</p> <p>To implement genuine commitment for managing our environment, this requires notable spending on staff development and training, in order for organisations to change the attitudes and ways in which people work.</p>
<b>Design of Training</b>	<p>For awareness training to be effective, the design of any programme should include some form of action planning by participants, which will enable them to take the message back to their place of work;</p> <p>The design of awareness training must take into account four different levels (global : the natural environment; economy : the business environment; company : the management environment and individual : the work environment) at which the problem takes place and which impact on each other. There is also a fifth level – the future : sustainable company and business;</p> <p>The design needs to be adapted to the different levels of the organisation;</p> <p>However, the two ends of the scale (global and future) must always be present.</p>
<b>Approaches</b>	<p>Awareness training; Job-related and technical training; Cascade training; Projects; Self-managed learning/education; Action learning networks.</p>
<b>Delivery of Training</b>	<p>Lunchtime video, Overhead projector presentation, questionnaires, group discussions, handouts.</p>

Source adapted from: Cook and Seith (1992); Charter (1992); Beaumont et al (1993); and Crosbie and Knight (1995). Source: Claire Revill (2000)

The ICC's *Business Charter for Sustainable Development, principle four*, states that employees should be educated, trained and motivated in order to carry out their activities in an environmentally responsible manner. Previously, *Table 2* identified that *training, development and learning* were a key HRM attribute and thus provides our *tenth link* with HRM.

## The Establishment of Environmental Performance Appraisals

The *third step* in the implementation of EHRM is the adoption of *environmental performance appraisals*, which will be explored to illustrate the institutionalising of environmental management programmes, using best practice examples from US organisations. Companies have an excellent opportunity to reinforce and make clear their environmental policy and targets to employees through their performance review and appraisal systems, (Crosbie and Knight, 1995). However, one of the greatest challenges with environmental management programmes is how long they can last, (Milliman and Clair, 1996). Therefore, to ensure that a programme is sustained, organisations should hold employees accountable for their environmental duties in performance appraisals, (Hunt and Auster, 1990). Gantner (1992) states that without accountability managers are either unaware of or less concerned about compliance issues, which are crucial to an organisation's operation and livelihood.

Crosbie and Knight (1995) argue that they have had difficulty in discovering organisations who include environment improvement goals in individual targets, which they use as review measures for managers and other employees. Conversely, however, Milliman and Clair (1996), argue that so far most environmental appraisal systems seem to be mainly aimed at plant managers, division managers and executives. For example, Kodak has established a self-appraisal programme that allows plant managers to judge their environmental performance against company standards and thereby identify any performance gap, (Dagon and Kleppe, 1994). In addition, Wolfe and Howes (1993), state that the environmental results of plant managers' performance appraisals should be communicated to employees in order to show a relationship between their unit's outcomes and their own environmental endeavours. Whereas, Crosbie and Knight (1995) state that HR managers have much to offer in terms of operating performance review systems and thus environmental improvement goals and environmental policy implementation has much to gain from this undertaking.

Milliman and Clair (1996), warn organisations by stating that a significant issue in performance appraisals is how to acquire accurate and objective data on environmental performance of managers. In response to this, many organisations have established environmental management information systems (EMIS), (Wells et al, 1993), and environmental audits (Carpenter, 1994). Schwalm, (1993/4), states that the aim of an EMIS is to effectively monitor the large number of pollution, energy and regulatory requirements an organisation encounters. Milliman and Clair (1996), states that when an EMIS has been developed, it is important that it is not just used for reporting purposes, but should also be integrated to managers' performance appraisals. Wehrmeyer's (1996) Environmental HRM Functions Model illustrated that staff appraisals should include environmental issues as well as environmental incidents, take-up of environmental responsibilities and the success of communicating environmental concerns and policy. Previously, *Table 2* identified that appraisal was a key HRM attribute which provides the *eleventh link* with HRM.

## The Establishment of Environmental Reward Strategies

The *fourth* and *final step* of the implementation of EHRM (Milliman and Clair, 1996) is the establishment of *reward strategies* to provide employees with a further incentive to be ecological proactive, (Wells et al, 1993) and this should be firmly linked to the achievement of performance appraisal goals, (Milliman and Clair, 1996). Crosbie and Knight (1995) state that some companies have successfully rewarded extraordinary environmental performance, practices and ideas by including environmental criteria into salary reviews. However, before environmental reward strategies can be developed a number of crucial components need to be considered. These are illustrated in *Table 7*, below.

Table 7 Developing Environmental Reward Strategies

Components	Environmental Reward Strategies
<b>Purposes</b>	<p>Environment-related incentive schemes must not solely be output related, they need to be established which takes into account materials and energy savings;</p> <p>Reward systems should be firmly linked to the achievement of performance appraisal goals.</p>
<b>Special Requirements</b>	<p>Organisations are delaying the development of performance-based environmental incentives because most organisations have relatively new environmental appraisal systems;</p> <p>Thus, environmental appraisal systems need to be well established;</p> <p>The success of recognition rewards relies on the importance of company-wide identification.</p>
<b>Problems</b>	<p>Remuneration and incentive schemes may be harmful to the environment, either insinuated or specific if incentive schemes are only output related, and if they do not take into account the resources utilised to produce this output;</p> <p>Monetary-based and recognition-based rewards have mainly been implemented for managers, rather than employees;</p> <p>Some companies have failed to reward exceptional environmental performance to the loss of the organisation and its environmental strategy.</p>
<b>Benefits</b>	<p>Providing financial rewards for environmental performance is one of the core ways to create employee involvement and commitment to environmental programmes;</p> <p>A core success of recognition rewards is making them available at different levels within the organisation.</p>
<b>Procedures</b>	<p>Monetary-based and Recognition-based rewards have been developed to measure environmental performance.</p>

Source adapted from: Cramer and Roes (1993); Stead et al (1994); Milliman and Clair (1994, 1996); Crosbie and Knight (1995) and North (1997) Source: Claire Revill (2000)

In contrast to the scarcity of financial rewards, recognition rewards for environmental performance have been established in many organisations, including Monsanto, Dow Chemical, and ICI Americas Inc, (Whitenight, 1992). The success of recognition rewards relies on the importance of company-wide identification. For example, such attention increases employees awareness of environmental achievements (Bhushan, 1994). There are many ways in which organisations can communicate their environmental excellence within the organisation. For example, managers at Coors present awards at important meetings to employees who have participated in successful environmental programmes, (Woods, 1993).

In addition, another core success of recognition rewards is making them available at different levels within the organisation. For example, Xerox has awarded a number of environmental teams company-wide team excellence awards, in recognition for developing environmentally-sound packaging, re-use of materials and packaging, and the marketing of recycled paper for Xerox copiers, (Bhushan, 1994). Xerox has also further developed an 'Earth Award' that recognises achievements in innovations of waste reduction, re-use and recycling. Previously, *Table 2* identified that *reward* was a joint *key HRM attribute*, which provides our *joint eleventh link* with *HRM*.

## Implications for HRM

Crosbie and Knight (1995) believes that HR managers will have to face up to the challenge of providing their organisation with the necessary human competencies, in order to achieve sustainable development. They argue further that if this challenge is not achieved then HR managers risk being given a purely administrative role when sustainability becomes the only option. In order to answer the problem of achieving sustainability, we will first of all, consider a number of important implications for HRM and secondly, discuss the successes of implementing environmentally responsible initiatives.

Schmidheiny (1992), argues that adopting environmentally responsible practices will probably involve major change in organisational values, practices and procedures, breaking embedded habits and practices and adopting new ways of thinking which will consider what is done, why and how, whereas, Barrett et al's (1996), study considered the characteristics of this type of change and introduces some implications for HRM. *Table 8*, below has been designed to illustrate *five types of change* and their *implications for HRM*, along with how HRM can be *involved* in the sustainability/environmental change process.

Table 8 HRM Implications in the move towards environmental responsibility

Type of Change	Implications for HRM	HRM Involvement
<b>Environmental responsibility</b>	Reviewing all elements of the company's internal and external activities;  The process is very complex.	The process of identifying what and how activities impact on the environment requires the time, knowledge and expertise of human resources;  The organisation's culture needs to be changed to support a future of sustainable development.
<b>Expertise and knowledge</b>	The best way to obtain and develop environmental expertise;  Managers and employees will need to acquire different skills, knowledge and attitudes so that they can achieve environmental responsibility.	Environmental training.
<b>Commitment from the top</b>	Without support from the top many policy initiatives would not materialise.	Developing knowledge and expertise to manage the complexity and uncertainty in moving to an environmental-sustainable practice;  Requires resource allocation, time and money.
<b>Ownership</b>	Managing and developing the expansion of knowledge and expertise;  If understanding, knowledge and expertise are restricted to a single person, then the whole policy process is at risk if this person leaves.	Ownership needs to move from an exclusive and committed few to the whole organisation;  Developing competencies to manage environmental issues;  Staff development to be included in policy formulation and implementation.
<b>Education, training and learning</b>	Investing in organisational 'learners' as opposed to plant infrastructure.	Organisational learning is an ongoing process.

Source adapted from: Charter (1992); Crosbie and Knight (1995) and Barrett et al (1996). Source: Claire Revill (2000)

The move towards environmental responsibility requires that an organisation's culture needs to be changed in order to develop a future that is supportive of sustainable development. *Table 8* above shows how Personnel/HR Professionals should become centrally involved in the policy development and implementation process of achieving this goal for their organisation.

## The Success of Integrating HRM in Environmental Management

An understanding of the cultural, organisational and social issues relating to the successful management of our environment is expanding in importance and needs to be incorporated into HRM. As managers can only accomplish environmental performance in business terms, the success of environmental performance relies on the attitudes, skills, knowledge and experiences of the people involved in the designing and implementation of environmental policies, (Beaumont et al, 1993).

## Conclusion

To conclude, this paper has so far been broken down into three sections. The first section concentrated on providing a basic understanding of Personnel Management and HRM before moving on to provide a comparative analysis of HRM Models (see *Table 1*). From this comparative analysis *twelve key HRM attributes* were identified. The second section concentrated on providing and clarifying the meaning of a 'green' business and defining Environmental Management, Environmental Business Management, Sustainable Development and the 'Green Wall' problem. In contrast, the third section concentrated on analysing the position, role, relationship and integration of Personnel/HRM in Environmental Management activities, policies and practices. The integration of Personnel/HRM in Environmental Management has become known as Environmental Human Resource Management (EHRM). For the purpose of this piece of work, the HRM philosophy has been adopted for the following reasons. Firstly, *Table 2* has shown *twelve key HRM attributes* that can easily be applied to the concepts of EHRM. Secondly, evidence suggests that HRM has been adopted and is a more modern title. Even though the author has adopted the HRM philosophy, she would like to point out that her Study will still be referring to the role of the Personnel Function. The reason for this could well be that, EHRM authors do not distinguish between Personnel Management and HRM.

The conclusion will apply the *twelve key HRM attributes* discussed in the second section in order to suggest how Personnel Management and/or HRM can become involved in the development-, implementation- and integration- of Environmental Management initiatives, such as, activities, policies and practices. To reiterate, the *twelve key HRM attributes* all have equal importance to each other and inter-relate with each other. In order to aid the transfer of HRM attributes to EHRM concepts a comparative analysis between HRM and EHRM has been produced. Thus, *Table 9* has been designed to illustrate the *key HRM attributes* and their *link* with *key EHRM attributes*. The key EHRM attributes will be applied and tested in the Study, which will provide an analysis of the host organisations Personnel/HRM role, functions and Departments in relation to the role and functions of the Environmental Management Department.

Table 9 Comparative Analysis of HRM and EHRM

	Key HRM Attributes	Key EHRM Attributes
<b>Beliefs and Assumptions</b>		
	Central Vision and Shared Values	Centrally Shared Environmental Vision
	Strong Culture	Environmental Culture
<b>Strategic Driven</b>		
	People	People
	Strategic Driven	Cross-functionally Driven
	Pursuit of Excellence and Competitive Advantage	Pursuit of Environmental Excellence and Sustainable Practices
<b>Management Direction</b>		
	Systems Structure	Systems Structure and Institutionalise
	Supervisory- and Change-Leadership	Policy Champion and Change Leadership
	Two-way Relationship and Personal Control	Two-way Relationship and Open Dialogue
<b>Management Direction</b>		
	Commitment and Teamwork	Environmental Commitment and Teamwork
	Recruitment and Selection	Environmental Recruitment and Selection
	Appraisal and Reward	Environmental Appraisal and Reward
	Training, Development and Learning	Environmental Training, Development and Learning

Source: Claire Revill (2000)

The *first key HRM attribute* is *People*. Hendry and Pettigrew's (1990) Warwick Model identifies key human assets. This can be supported by Parkin (1999) who states that sustainable development is all about people, who also states that people are important in guaranteeing sustainability and thus the starting point is human capital because knowledge, energy and creativity needs to be harnessed. Additionally, Wehrmeyer (1996) and Beaumont et al (1993) both argue that *people* are crucial in determining the success or not of developing and implementing an environmental strategy and integrating this into all business functions, human resources and culture.

The *second key HRM attribute* is, the *systems structure*, which focuses on integrating all management functions and policies. Milliman and Clair (1996) suggest that a systems approach is crucial to the success of green programmes, for example, green programmes often require notable internal and external organisational changes. However, Ayers and Greene (1998) and Shelton (1996) noted that organisations have had difficulties in integrating environmental management and business management, this became known as the creation of a 'Green Wall'.

The *third key HRM attribute* is, strategic driven which focuses more on managerial and business related issues, such as the mission statement, goals and objectives, (Guest, 1987, and etc) and (Beer et al, 1984). Both the *second* and *third key HRM attributes* can be supported by Beaumont et al (1993), who argues that environmental issues and policy should be strategically and *cross-functionally driven* by top management and thus integrated into all aspects of the organisation.

The *fourth key HRM attribute* is, emphasising the need for a *central vision and shared values*. Guest's (1987) Stereotypes of Personnel Management and HRM highlights the importance of shared- values and goals.



The *fifth key HRM attribute* is, *commitment and teamwork*. Commitment towards environmental protection should come from the top and made aware to all employees. Thus linking us to the *sixth key HRM attribute*, which is a *two-way relationship*. Hendry and Pettigrew's (1990) Warwick Model identifies the importance of a two-way relationship based on supervisory leadership and key human assets. This is supported by the IEM's Special Report on Communications (1999) and Hutchinson's (1997) statements which state that communications should not be solely driven by management and thus a joint environmental policy should be created with employees.

The seventh key HRM attribute is supervisory- and change- leadership, thus this links us with the sixth key HRM attribute (two-way relationship) and the first key HRM attribute (people) discussed above. To support the seventh key HRM attribute, Barrett et al (1996) suggests that a 'policy champion' is required, in order to develop environmental policy initiatives and take the lead in implementing change management strategies. In addition, Beaumont et al (1993) states that the organisation's culture and its people will instantly influence how the organisation manages the environment.

Thus, the *seventh key HRM attribute* links us with the *eighth key HRM attribute* which is a *strong culture*. The concept of HRM emphasises the need for a *strong culture* based on the mission and value statements, which are reinforced by communication, training and performance management techniques, (Armstrong, 1996). Other authors argue that environmental initiatives often require significant external and internal organisational cultural changes, for example, establishing an environmental vision, values and goals.

The *ninth key HRM attribute* is *recruitment and selection*. Previously, we have discussed the importance of people's attitudes, skills, knowledge and experiences in successfully designing and implementing environmental policies, (Beaumont et al, 1993). Thus, this attribute can be *linked* with the *first key HRM attribute (People)*. In addition, Beaumont et al (1993) has also stated that people and the organisation's culture immediately determines how the organisation manages the environment. Therefore, an organisation needs to attract an appropriate candidate that has the necessary skills, knowledge and experiences. Thus Crosbie and Knight, (1995); Wehrmeyer, (1996); and North, (1997) all support the *ninth attribute* by stating that Personnel/HR Professionals should use their expertise in recruiting and selecting 'environmentally aware' candidates and retaining existing employees. However, a number of crucial changes to the Personnel/HR Function needs to take place, such as, designing job descriptions and person specifications with environmental, social, personal and technical requirements in mind, include environment-related questions at the interview stage and brief successful candidates of the importance of environmental protection at the induction stage, (Crosbie and Knight, (1995); Wehrmeyer, (1996); North, (1997)).

The *tenth key HRM attribute* is, *training, development and learning*. Previously, Armstrong (1996) has recognised that training is important in creating a strong culture based on values and mission statements. Thus, the *tenth key HRM attribute* can be supported and reinforced by Cook and Seith (1992) who state that training is a very crucial element in the success of environmental initiatives and North (1997) who state that training is definitely a core factor in developing human resources for the environment. In addition, Milliman and Clair, (1996); Beaumont et al, (1993); Barrett et al, (1996); and North, (1992, 1997), all argue the vital importance of *training, development and learning* which must take place at all levels within the

organisation in order to embed an environmental consciousness and organisational environmental commitment.

There are *two parts* to the *eleventh key HRM attribute*, the *first* is *appraisals* and the *second* is *reward*. Previously, Armstrong (1996) has recognised that performance management techniques are important in creating a strong culture based on values and mission statements. First of all we will consider *appraisals*. Thus, Hunt and Auster, (1990); Crosbie and Knight's, (1995) and Wehrmeyer's, (1996) statements support the *first part of the eleventh key HRM attribute* by stating that environmental protection targets, environmental improvement goals, and environmental duties should be included in performance appraisals. In contrast, we will now consider *reward*. Thus, Crosbie and Knight's, (1995) and Milliman and Clair's, (1994, 1996) statements support the *second part of the eleventh key HRM attribute* by stating that reward systems should include environmental criteria. Reward systems should also be linked to the achievement of performance appraisal goals and thus reinforces the *joint eleventh key HRM attribute*.

The *twelfth key HRM attribute* is the pursuit of *competitive advantage*, which Guest (1989a) believes is the driving force behind HRM and not least because competitive advantage is achieved through the provision of high-quality goods/services, competitive pricing, high productivity and the capacity to swiftly innovate and manage change. Even though organisations need to pursue competitive advantage strategies in order to survive, this should not be detrimental to the environment. Thus, organisations should maintain a drive to become Environmental 'Excellence' Organisations. The core purpose of *Environmental 'Excellence' Organisations* is the integration of environmental protection into all management functions with the aim of reducing harmful environmental impacts, while still reaching an optimum between economic and ecological performance. Additionally, Environmental 'Excellence' Organisations should follow the principles of sustainability. Sustainable development is all about people, which *links* us to our *first key HRM attribute*. The *twelve key EHRM attributes* identified in *Table 8* are all crucial in achieving the core purpose of Environmental 'Excellence' Organisations and therefore should be present.

The *twelve key EHRM attributes* identified in this conclusion will be *applied* and tested out in a *Qualitative Study* by using an *organisational case study* research methodology.

It is hoped that this paper has begun to shed light on the complex nature of EHRM. I look forward to receiving any comments raised in this paper. If there are any interested parties out there wanting to take part in the Study please contact the editor.

## Bibliography and References

Armstrong, M., (1996), *A Handbook of Personnel Management Practice*, Sixth Edition, London, England: Kogan Page.

Ayers, K. W., and Greene, T. T., (1998), "Bulldozing The Green Wall: a Team-Based Approach to Integrating The Environmental, Health and Safety Function", in Moxon, J and Strachan, P. A., (Ed) (1998), *Managing Green Teams: Environmental Change in Organisations and Networks*, First Edition, Sheffield, England: Greenleaf Publishing.

Barrett, S. M., and Murphy, D. F., (1995), "The Implications of The Corporate Environmental Policy Process for Human Resource Management", *Greener Management International Journal*, April, No 10.

Barrett, S. M., and Murphy, D. F., (1996), "Managing Corporate Environmental Policy: a Process of Complex Change", in Wehrmeyer, E., (Ed), (1996), *Greening People – Human Resource and Environmental Management*, First Edition, Sheffield, England: Greenleaf Publishing.

Beaumont, J. R., et al, (1993), *Managing the Environment: Business Opportunity and Responsibility*, First Edition, Oxford, England: Butterworth-Heinemann.

Beer et al, (1984) in Torrington, D., and Hall, L., (1995), *Personnel Management: HRM in Action*, Third Edition, Hemel Hempstead, England: Prentice Hall.

Bhushan, (1994), in Milliman J., and Clair, J., (1996), "Best Environmental HRM Practices in the USA", in Wehrmeyer, W., (Ed), (1996), *Greening People – Human Resources and Environmental Management*, First Edition, Sheffield, England: Greenleaf Publishing.

Bruntland Commission, (1987), Quoted in Crosbie, L., and Knight, K., (1995), *Strategy For Sustainable Business: Environmental Opportunity and Strategic Choice*, First Edition, Maidenhead, England: Mcgraw-Hill.

Cahan and Schweiger (1993/4), in Milliman, J., and Clair, J., (1996), "Best Environmental HRM Practices in the USA", in Wehrmeyer, W., (Ed), (1996), *Greening People – Human Resources and Environmental Management*, First Edition, Sheffield, England: Greenleaf Publishing.

Carpenter, (1994), in Milliman, J., and Clair, J., (1996), "Best Environmental HRM Practices in the USA", in Wehrmeyer, W., (Ed) (1996), *Greening People – Human Resources and Environmental Management*, First Edition, Sheffield, England: Greenleaf Publishing.

Charter, M., (1992), *Greener Marketing: a Responsible Approach to Business*, First Edition, Sheffield, England: Greenleaf Publishing.

Chryssides, G. D., and Kaler, J. H., (1993), *An Introduction to Business Ethics*, First Edition, London, England: Chapman and Hall.

Cook and Seith, (1992), in Milliman, J., and Clair, J., (1996), "Best Environmental HRM Practices in the USA", in Wehrmeyer, W., (Ed), (1996), *Greening People – Human Resources and Environmental Management*, First Edition, Sheffield, England: Greenleaf Publishing.

Cramer and Roes, (1993), in Milliman, J., and Clair, J., (1996), "Best Environmental HRM Practices in the USA", in Wehrmeyer, W., (Ed), (1996), *Greening People – Human Resources and Environmental Management*, First Edition, Sheffield, England: Greenleaf Publishing.

Crosbie, L., and Knight, K., (1995), *Strategy for Sustainable Business: Environmental Opportunity and Strategic Choice*, First Edition, Maidenhead, England: Mcgraw-Hill.

Dagon and Kleppe, (1994), in Milliman, J., and Clair, J., (1996), "Best Environmental HRM Practices in the USA", in Wehrmeyer, W., (Ed), (1996), *Greening People – Human Resources and Environmental Management*, First Edition, Sheffield, England: Greenleaf Publishing.

David Bellamy Associates, (1991), in Charter, M., (1992), *Greener Marketing: a Responsible Approach to Business*, First Edition, Sheffield, England: Greenleaf Publishing.

Dechant and Altman, (1994), in Milliman, J., and Clair, J., (1996), "Best Environmental HRM Practices in the USA", in Wehrmeyer, W., (Ed), (1996), *Greening People – Human Resources and Environmental Management*, First Edition, Sheffield, England: Greenleaf Publishing.

Elkington et al, (1991) in Charter, M., (1992), *Greener Marketing: a Responsible Approach to Business*, First Edition, Sheffield, England: Greenleaf Publishing.

Fombrun, Tichy and Devanna, (1984), in Armstrong, M., (1996), *A Handbook of Personnel Management Practice*, Sixth Edition, London, England: Kogan Page.

Frey, (1991), in Barrett, S. M., and Murphy, D. F., (1996), "Managing Corporate Environmental Policy: A Process of Complex Change", in Wehrmeyer, W., (Ed), (1996), *Greening People – Human Resources and Environmental Management*, First Edition, Sheffield, England: Greenleaf Publishing.

Gantner, (1992), in Milliman, J., and Clair, J., (1996), "Best Environmental HRM Practices in the USA", in Wehrmeyer, W., (Ed), (1996), *Greening People – Human Resources and Environmental Management*, First Edition, Sheffield, England: Greenleaf Publishing.

Guest, (1989), in Blyton, P., and Turnbull, P., (1993), *Reassessing Human Resource Management*, First Edition, London, England: Sage Publications.

Guest, (1989a), Quoted in Armstrong, M., (1996), *A Handbook of Personnel Management Practice*, Sixth Edition, London, England: Kogan Page.

Guest, (1990), in Blyton, P., and Turnbull, P., (1993), *Reassessing Human Resource Management*, First Edition, London, England: Sage Publications.

Hendry and Pettigrew, (1990), in Torrington, D., and Hall, L., (1995), *Personnel Management: HRM in Action*, Third Edition, Hemel Hempstead, England: Prentice Hall.

Hunt and Auster, (1990), in Milliman, J., and Clair, J., (1996), "Best Environmental HRM Practices in the USA", in Wehrmeyer, W., (Ed), (1996), *Greening People –*

Human Resources and Environmental Management, First Edition, Sheffield, England: Greenleaf Publishing.

Hutchinson, A., and Hutchinson, F., (1997), Environmental Business Management: Sustainable Development in The New Millennium, First Edition, Maidenhead, England: Mcgraw-Hill.

Hutterly, (1993), in Milliman, J., and Clair, J., (1996), "Best Environmental HRM Practices in the USA", in Wehrmeyer, W., (Ed), (1996), Greening People – Human Resources and Environmental Management, First Edition, Sheffield, England: Greenleaf Publishing.

International Chamber of Commerce, (ICC), Business Charter for Sustainable Development, in Crosbie, L., and Knight, K., (1995), Strategy for Sustainable Business: Environmental Opportunity and Strategic Choice, First Edition, Maidenhead, England: Mcgraw-Hill.

Keogh, P. D., and Polonsky, M. J., (1998), "Corporate Commitment to The Natural Environment: Issues in a Team Approach", in Moxon, J., and Strachan, P., (Ed) (1998), Managing Green Teams: Environmental Change in Organisations and Networks, First Edition, Sheffield, England: Greenleaf Publishing.

Legge, (1989), Quoted in Armstrong, M., (1996), A Handbook of Personnel Management Practice, Sixth Edition, London, England: Kogan Page.

Lober, D. J., (1996), "Evaluating the Environmental Performance of Corporations", Journal of Managerial Issues, Volume VIII, Number 2, Summer.

Milliman, J., and Clair, J., (1994), in Milliman, J., and Clair, J., (1996), "Best Environmental HRM Practices in the USA", in Wehrmeyer, W., (Ed), (1996), Greening People – Human Resources and Environmental Management, First Edition, Sheffield, England: Greenleaf Publishing.

Milliman, J., and Clair, J., (1996), "Best Environmental HRM Practices in the USA", in Wehrmeyer, W., (Ed), (1996), Greening People – Human Resources and Environmental Management, First Edition, Sheffield, England: Greenleaf Publishing.

North, K., (1992), Environment – an Introduction, First Edition, International Labour Organisations: Switzerland.

North, K., (1997), Environmental Business Management – an Introduction, Second Edition (Revised), International Labour Office: Geneva.

Parkin, S., (1999), "Sustainable Development – the Human Factor", in Report of the 1999 Annual Conference: Environmental Management – using IT to Build More Sustainable Organisations, Institute of Environmental Management and Assessment Journal, December 1999.

Pearce, D., (1989), in Crosbie, L., and Knight, K., (1995), Strategy for Sustainable Business: Environmental Opportunity and Strategic Choice, First Edition, Maidenhead, England: Mcgraw-Hill.

Sadgrove, (1992), in Wehrmeyer W., (Ed), (1996), Greening People – Human Resources and Environmental Management, First Edition, Sheffield, England: Greenleaf Publishing.

Schmidheiny, (1992: 86), in Barrett, S. M., and Murphy, D. F., (1996) "Managing Corporate Environmental Policy: a Process of Complex Change", in Wehrmeyer, W., (Ed), (1996), *Greening People – Human Resources and Environmental Management*, First Edition, Sheffield, England: Greenleaf Publishing.

Schmidheiny, (1992), Quoted in Hutchinson, A., and Hutchinson, F., (1997), *Environmental Business Management: Sustainable Development in the New Millennium*, First Edition, Maidenhead, England: Mcgraw-Hill.

Schwalm, (1993/4), in Milliman, J., and Clair, J., (1996), "Best Environmental HRM Practices in the USA", in Wehrmeyer, W., (Ed), (1996), *Greening People – Human Resources and Environmental Management*, First Edition, Sheffield, England: Greenleaf Publishing.

Shelton, R. D., (1996), "Cutting Through the Green Wall", *Across the Board*, June.

Sisson, (1989), Quoted in Legge, K., (1995), *Human Resource Management – Rhetorics and Realities*, First Edition, Basingstoke, England: Macmillan Press.

Stead et al, (1994), in Milliman, J., and Clair, J., (1996), "Best Environmental HRM Practices in the USA", in Wehrmeyer, W., (Ed), (1996), *Greening People – Human Resources and Environmental Management*, First Edition, Sheffield, England: Greenleaf Publishing.

Storey, (1987), Quoted in Storey, J., (1992), *Developments in the Management of Human Resources: an Analytical Review*, First Edition, Blackwell Business: Oxford.

Storey, J., (1992), *Developments in the Management of Human Resources: an Analytical Review*, First Edition, Oxford, England: Blackwell Business.

Storey, J., (1992), in Beardwell, I., and Holden, I., (1994), *Human Resource Management – a Contemporary Perspective*, First Edition, London, England: Pitman Publishing.

Storey, (1995), Quoted in Armstrong, M., (1996), *A Handbook of Personnel Management Practice*, Sixth Edition, London, England: Kogan Page.

The Institute of Environmental Management (IEM), (1999), *Special Report on Environmental Communications: Are You Getting the Message Across?*, IEM Journal, Volume 6, Issue 1, February.

Torrington, D., and Hall, L., (1995), *Personnel Management: HRM in Action*, Third Edition, Hemel Hempstead, England: Prentice Hall.

Wehrmeyer, W., (Ed), (1996), *Greening People – Human Resources and Environmental Management*, First Edition, Sheffield, England: Greenleaf Publishing.

Welford, R., (1994), *Cases in Environmental Management and Business Strategy*, First Edition, London, England: Pitman Publishing.

Welford, R., and Gouldson, A., (1993), *Environmental Management and Business Strategy*, First Edition, London, England: Pitman Publishing.

Wells et al, (1993), in Milliman, J., and Clair, J., (1996), "Best Environmental HRM Practices in the USA", in Wehrmeyer, W., (Ed), (1996), Greening People – Human Resources and Environmental Management, First Edition, Sheffield, England: Greenleaf Publishing.

Whitenight, (1992), in Milliman, J., and Clair, J., (1996), "Best Environmental HRM Practices in the USA", in Wehrmeyer, W., (Ed), (1996), Greening People – Human Resources and Environmental Management, First Edition, Sheffield, England: Greenleaf Publishing.

Wolfe and Howes (1993), in Milliman, J., and Clair, J., (1996), "Best Environmental HRM Practices in the USA", in Wehrmeyer, W., (Ed), (1996), Greening People – Human Resources and Environmental Management, First Edition, Sheffield, England: Greenleaf Publishing.

Woods, (1993), in Milliman, J., and Clair, J., (1996), "Best Environmental HRM Practices in the USA", in Wehrmeyer, W., (Ed), (1996), Greening People – Human Resources and Environmental Management, First Edition, Sheffield, England: Greenleaf Publishing.