

Responsible Human Resource Management

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Stage Publishing

Responsible Human Resource Management

Sustainable, Ethical and Inclusive

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Preface - Or The Who, What and Why of the Book

We are aware that this book is a bit different to other textbooks that you may have read or skimmed through, so we want to provide this preface to orient you to what to expect and explain why it is as it is, as well as to introduce ourselves and why we think this is an important book. Let us begin with introductions. We (the Editors) are:

Katy – busy mum, experienced and captivating* lecturer, researcher of working lives, walker of shorelines, poet, eater of cake, supporter of human rights causes, writer of articles and books. *Source: latest ‘peer observation of teaching’ feedback.

Michelle – award winning teacher and academic adviser, sappy poodle parent (shout out to Lara Poodle), vegetarian (but not a health conscious one), crocheter of beautiful things (mostly) and Zelda gamer. I also suffer from ‘imposter syndrome’ – I come from humble origins, didn’t go to university at 18 (I was 24 when I started my first degree) and occasionally this causes me to worry that I’ll be ‘found out’ despite all of my academic credentials!

Collectively we are two outspoken women marshalling a diverse, talented and imaginative team of academics, HR practitioners and researchers. Our shared aim is to create a book about Human Resource Management (HRM) fit for the morally complex times in which we exist. We entered this project with open minds, ready to disrupt what has gone before, because we are passionate about promoting new, more ethical ways of examining and enacting HRM. This means your engagement with this book may involve a degree of discomfort as you remove yourself from your comfort zones, challenge your assumptions and beliefs and consider different ways of seeing the world.

Through the process of writing this book we have struggled with the larger questions of ‘what are universities for?’ (Collini, 2012) and ‘what should textbooks seek to achieve?’. Asking ourselves these questions has been liberating. It has made us consider what is taken for granted and observe – then deconstruct – the usual formulae and tone of other books. We were keen to produce a book that people will find enjoyable to read (and for ourselves and our contributors to take pleasure in writing). We loved Kociatkiewicz and Kostera’s (2024) impassioned call to ‘write differently’, so we do not apologise for writing in an accessible and engaging style. We have been on the rough end of reading lofty and complex texts, that are unintelligible without constant use of a dictionary or online search engine, so our approach is about connecting with you, the reader, through our conversational dialogue.

We hope to encourage you to be curious. We don't claim to have all the answers, and we encourage your active learning by posing reflective questions and by prompting you to undertake your own research. We provide a variety of voices and perspectives and hope to spark moments of insight as we share and bring clarity to complex ideas. We offer examples of real organisations with the aim of creating a bridge between an interesting read, academia and real-life Responsible HRM practice. In short, we have sought to bring a fresh and approachable writing style that excites and engages you, inviting you to the table of conversation about important contemporary ethical issues facing HR practitioners.

It is important to flag that we are also restrained by certain conventions and realities, so wanted to be transparent about these from the get-go. For example: we have diffused the content into 12 roughly equal-length chapters, not because this is how the ideas immediately presented themselves to us but because these will fit within the weeks of the average university's semester/trimester. The book's content also features topics that professional bodies require you to study, so we have ensured that all the key topics are covered. We hope that this gives you confidence that, as well as inciting change, we also have an eye on ensuring that you pass your coursework/exams – AND become a responsible HR practitioner and/or line manager in the future.

Katy & Michelle

Dedication

There are countless people who have contributed to this book, in myriad ways. We owe a great deal of thanks to our co-authors. Some joined us at the start of the journey and helped to shape our vision for the book, others stepped up at the last minute, to bring expertise, and writing craft, to help us complete the story. You'll find out more about them from the author biographies that follow. A particular vote of thanks goes to the chapter lead authors – it's not easy wrangling busy academics, but this was done with great skill and dedication and the results of your efforts shine through. We'd also like to thank our amazing reviewers, both anonymous and those from whom we called in 'favours' in our efforts to produce the best text possible. Those we can name are Katherine Gardiner, Hugh Scullion, Dot Aris, Mandy Booker and Beverley Hall.

Our biggest teachers, without question, have been our students. We have been incredibly privileged to guide some extraordinary people through their learning journeys. They have brought us much joy and we hope the conversations we have shared, and the lessons about learning they have taught us, are clear for readers of this book. Thank you.

Finally, all authors thank their publishers, and that's for good reason – this book would literally not be in your hands/on your screen without them. Thank you to Ruth Stitt and Amy Minshull for helping us to make our vision a reality and secure the commission for the book and Hanine Kadi and Charlotte Hegley for their practical support during the writing process.

Katy's Dedication

I would like to thank my husband Lee and daughter Alex, and wider family and friends, for their patience as I directed so much of my time and energy into compiling this book over a two-year period. I hope you will be able to share my pride in what it achieves. Thanks also to the amazing Michelle Blackburn for agreeing to be my wing-woman on this journey. I cannot think it would have been possible without you – it certainly wouldn't have been so enjoyable. Here's to our booky-wook!

Michelle's Dedication

I wish to dedicate this book to my husband Martin for his patience, proof-reading and poodle wrangling – thank you for giving me the space to 'crack-on'. Katy Marsh-Davies, what can I say except your energy and dedication astound me, as did your belief that I

could do it! We survived... wow! Thank you to my sister, Sam Stephenson, for your excellent baking that sustained me during my writing! I'd also like to thank my mum, Di Stephenson. You were overlooked when it came to a place at grammar school (because back in the 1950s a boy was automatically given a better educational opportunity than a girl with the same borderline grade). You went on to have a tough time raising your girls, working all hours to put food on the table. We lost our home more than once, but you always made sure we had a roof over our heads. You worked in a supermarket and became a supervisor, but also (unusually) a trade union representative, because you wanted to ensure equality of support for those around you. This book is about fairness, line management, unions and representation. You role model them all and I am incredibly proud to be your daughter. Thank you for being an inspiration.

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Editor and Author Biographies

Katy Marsh-Davies: Katy is Graduate Research Director and Senior Lecturer in HRM for Hull University Business School. She has taught HRM, as well as organisational behaviour and leadership, at various institutions over the past 18 years. Katy's research interests fall under the umbrella of identity and meaningful work. She is currently the British Academy of Management's conference track Chair for Identity. During the COVID-19 pandemic Katy researched teachers' experiences of remote working; this led to her first book project, *Teachers and Teaching Post-COVID*. Katy is an advocate for human rights and gender equality. She plays an active role in her institution's Women Empowerment Group and has held a committee role with her local Amnesty International group. Orcid Number: 0000-0002-3437-8891

Michelle Blackburn: Michelle was a Principal Lecturer at Sheffield Hallam University and led on Teaching and Learning in the Department of Management. She is a Fellow of the Chartered Institute of Personnel and Development, a Senior Fellow of the Higher Education Academy and was also a Graduate Member of the British Psychological Society. Michelle had a 20-year career as an HR consultant before becoming an academic. Michelle taught undergraduate, postgraduate and apprenticeship students in the UK. She has also taught in Botswana, Eswatini, Hong Kong, India, Malawi and Zimbabwe. These experiences provided Michelle with an enduring passion for equality, diversity and inclusion, and the international student experience. Michelle has achieved university and external recognition for her work and has won awards for her inspirational teaching, student support and learning design. Michelle's research interests and writing are varied. She has undertaken research and published on subjects as diverse as reflective learning, talent management, career development and aspects of adult learning. She has also co-written a range of book chapters on aspects of Human Resource Development, SMART learning, internationalisation in the curriculum and most recently a chapter on authentic learning in an educator's handbook focused on Organisation Studies and Human Resource Management. Currently Michelle is writing about HR and volunteering. Young people and learners still feature in her activities. She reads with looked after children in a primary school and is also using her HR skills in the recruitment of magistrates. Michelle is also a member of the Equality, Diversity and Inclusion Action Group at an English Football League club and is building an ever-increasing collection of charity t-shirts as she gets involved in events across Sheffield. Orcid Number: 0009-0002-0094-8013

Olatunji Adekoya: Olatunji is an academic at Sheffield Business School, Sheffield Hallam University, UK. While his doctoral study focused on responsible management, Olatunji has a diverse research portfolio that encompasses management studies and Human Resource Management, focusing on topics such as work-life balance, employee wellbeing, workplace flexibility, technologies in the workplace, gender and workplace issues, Green HRM, and employment relations. Olatunji has published several articles in esteemed journals and has also contributed to the editing of various books. Notably, he is a Senior Fellow of Advance HE, a Certified Management and Business Educator (CMBE), and holds other prestigious fellowships and membership statuses. Orcid Number: 0000-0003-4785-4129

Toyin Aderiye: Toyin is an academic in the area of Business and Management with interests in organisational culture, leadership, wellbeing, motivation, people and service in organisations and workplaces. She values multidisciplinary research as it creates richer results through the various lenses, and has the potential for wider influence and reach. A strong believer in applied research, she is mostly interested in the dual concepts of people and place. Orcid Number: 0000-0002-4341-5412

Paul Allan: Paul has worked professionally within industry for over 25 years where he held several senior HR management positions in private, public and charity organisations. In recent years Paul has worked more strategically advising and guiding senior management on how to maximise business performance. Paul has five Business and Management Degrees which include e-Business and Management, Business and Finance Management, International Business Management, Human Resource Management and a Professional Doctorate in Business and Management. Paul is also fully Chartered with the Chartered Institute of Personnel and Development (CIPD) and holds Chartered Fellowship, which was awarded after working at a Senior HR Management level for over ten years. Orcid Number: 0009-0003-2179-0339

Jonathan Allott: Jonathan has taught in universities since 2011; much of this time was in Germany and Spain as well as the UK. His research interests are varied and he has studied how individuals navigate their careers focusing on both intercultural entrepreneurship and the impact of long-term, non-standard work arrangements on career and professional identity. He lectures across the Organisational Behaviour and Human Resource Management portfolio and has an abiding passion for business ethics. He enjoys teaching undergraduates, post-graduates and professional development programmes. Orcid Number: 0009-0005-9026-2673

Anindita Banerjee: Anindita is a Lecturer in the Work, Organisation and Management subject group at Liverpool University Management School. Her research interests include understanding issues and challenges around organisation of work arising from power, control and social dimensions of technology and information systems. She is keen on

understanding organisation of work from perspectives of gender and race. Her research has been informed by her interest in Archival Research Methods using a postcolonial lens. She is also interested in research around generative AI and its impact on Management Education. She has taught on HRM modules and enjoys teaching aspects of Global HRM particularly. Orcid Number: 0009-0002-2199-588X

Tony Bennett: Tony is currently a senior research fellow at the institute for research into work and employment at the University of Central Lancashire (UCLan). His current research interests include employee relations in the NHS, conflict management, the role of line managers in effective HRM and the impact of domestic abuse in the workplace. Orcid Number: 0000-0001-7082-2585

Lynne Marie Booth: Lynne is an academic in the area of Business and Management with interests in Human Resource Management, organisation design, organisation development, change, reflective practice, coaching and mentoring. She is a strong believer in the symbiotic relationship between theory and practice. Lynne is also the Chair of the Universities Forum for Human Resource Development (UFHRD) Learning and Education Committee which is an international member network for universities, for practitioner-researchers and for learning-orientated organisations. She delivers Talking Teaching events where practitioners of HRD can share experiences and support. Lynne is also the Lead for the CIPD South Yorkshire and District mentoring scheme. Orcid Number: 0009-0008-5109-7873

Anne Brady: Anne is an academic in the area of Business Management with interests in Green HRM, organisational culture and strategy and international Human Resource Management. Anne has taught in China and in the UK and also has over 15 years industrial experience, previously working in retail management and as a regional training practitioner. This practical background and experience has encouraged her passion to support learners to be effective managers and leaders. Orcid Number: 0009-0002-3325-8289

Karen Bright: Karen's varied business career has been concurrent with an academic career for over 30 years and she has been an adjunct Lecturer at a number of UK universities during this time. Having seen so many examples of irresponsible HRM in practice, Karen has found it inspiring to work with colleagues at the University of Hull to develop and deliver Responsible HRM modules to the next generation of business people. While Karen's core areas of interest are Organisational Behaviour and HRM, her specialist area, based on her PhD research, is cross-cultural negotiations involving UK and Gulf Cooperation Council (GCC) nationals. Orcid Number: 0009-0001-1889-0860

Márjory Da Costa Abreu: Marjory is an Associate Professor in Ethical Artificial Intelligence at Sheffield Hallam University. She has a degree in computer science and a PhD in electronic engineering. Her research focuses on Artificial Intelligence applied in

several areas such as information security applications, surveillance, predator identification and fake news on social networks. She actively acts on the SBC information security committee (Brazilian Computer Society) and is an associate editor of the *IET Biometrics* journal. She has more than 60 published scientific papers and has supervised more than 20 research students to completion. Orcid Number: 0000-0001-7461-7570

Jo Daley: Jo has had a successful career in higher education, with a strong focus on people development, leadership, wellbeing and performance. In her current role as Co-Director of the Centre for Enterprise at Manchester Metropolitan University, she leads a Professional Services Team that is dedicated to facilitating and enhancing external engagement with business. Her approach to leadership, based on prioritising workplace wellbeing, highlights her commitment to creating environments where individuals can thrive both personally and professionally. By fostering a culture of trust and open communication, she has not only supported the people she leads but also contributed to tangible, impactful outcomes. Orcid Number: 0009-0002-6918-8315

Michèle Dennison: Michèle is an experienced HR management, learning and organisational development practitioner, strategic leader and consultant. She has a successful track record of leading and developing HR strategy and teams, and delivering effective people management and development interventions across the range of people and culture disciplines. She has worked in the public, private and third sectors in the UK and globally. Her aim is to put the 'human' into HR, developing people-centric approaches that create workplaces where people feel they belong and can truly thrive. Orcid Number: 0009-0004-7985-7185

Francesca Ferris: Fran is an Associate Lecturer in the Directorate of Organisational Behaviour and Human Resource Management at Sheffield Hallam University. She has worked across purpose-driven organisations in both the non-profit and for-profit sectors, focusing on aligning culture with organisational goals, managing change, and fostering innovation. Fran is dedicated to helping organisations adapt to change while remaining true to their values, drawing on her experience to bridge the gap between theory and practice. Orcid Number: 0009-0000-0437-5406

Sarah Fidment: As Professor of Leadership and Management, Sarah is an expert on leadership development having designed, developed and delivered over 50+ leadership development interventions for national and international audiences. Sarah's influence has extended to government policy development as a peer reviewer and published author on behalf of the Independent Commission for Aid Impact, enhancing the external reputation of HE and HRD practice, is a board member of the *International Journal for HRD Practice, Policy & Research* and was awarded Professorship in 2022 in recognition of her outstanding contribution to leadership and management professional practice. Orcid Number: 0009-0005-0438-0260

Bridget Freer: Bridget is an academic specialising in Human Resource Management, leading CIPD-accredited provision at her institution. Her research primarily explores learning and development, with additional interests in employee engagement, leadership, and equity, diversity and inclusion (EDI). Before entering academia, Bridget gained extensive hands-on experience in HR and L&D roles within public and private sector organisations. This practical background fuels her passion for authentic learning, where theory is seamlessly applied to real-world challenges. Bridget is dedicated to shaping reflective and responsible practitioners, equipping learners with the skills and insights needed to become effective people managers and leaders in their fields. Orcid Number: 0000-0002-7848-7627

Ryan Handley: Ryan is an academic specialising in Organisational Behaviour, Human Resource Management and Business Management. Prior to his academic career, he held impactful leadership positions, allowing him to develop a strong ability to translate theoretical concepts into effective, real-world applications. This dual perspective informs his dedication to advancing ethical business practices and devising forward-thinking strategies for workforce leadership. His research spans a range of critical areas including the wellbeing of older adults, the dynamics of workforce ageing, student aspirations and expectations, and talent management strategies within the context of small and medium-sized enterprises. Orcid Number: 0009-0000-2934-5502

Tina Harness: Tina is the Head of Research, Innovation and Knowledge Exchange in Sheffield Business School, Sheffield Hallam University, and has worked in Higher Education for over 26 years. She discovered a passion for Human Resource Management while undertaking her first degree, and subsequently completed a Doctorate in Strategic Human Resource Management. She has taught across a broad range of management and organisational behaviour modules. Over the last decade Tina has also managed large teams of academics, where she strongly advocates for openness, honesty and establishing trust in creating a positive workplace culture. Orcid Number: 0009-0002-5610-4450

Sally Jackson: Sally is Emeritus Professor at Sheffield Hallam University where she was Pro Vice-Chancellor for EDI, welfare and wellbeing. Her academic interests lie in responsible HR management and organisational development where authenticity and integrity are embedded. Her doctoral thesis, 'An exploration of coaching women towards authenticity in the workplace: A heuristic study with women in academia' embodies this approach and marries her interests in coaching and mentoring with leadership development, specifically development for women. A consultant, coach and public speaker, Sally is a guest speaker, role model and mentor for Aurora, Advance HE's development programme for women. Orcid Number: 0009-0005-9998-041X

Emmanuel Kwasi Mawuena: Emmanuel is a Senior Lecturer in Human Resource Management and Organisational Behaviour. Emmanuel is also a member of the Academy of

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Francimaria Rayanne Dos Santos Nascimento: Francimaria holds a PhD in Computer Science from the Federal University of Pernambuco in Brazil. Her research focuses on developing ethical AI solutions, particularly mitigating gender bias in AI models. As an AI Engineer based in the United Kingdom, she is passionate about integrating responsible Human Resource Management (HRM) with cutting-edge AI algorithms to foster fair, inclusive and data-driven workplace practices. Her research interests include AI integration in business environments, ethical AI and bias mitigation. Francimaria has recently published on topics such as bias mitigation in Natural Language Processing (NLP) models and fairness in machine learning, contributing to the ethical AI field. Orcid Number: 0000-0002-7683-0196

Lyle Stephen Odendaal: Lyle is an early career researcher specialising in business, management, human resources, and diversity and inclusion. Lyle's research focuses on the intersection of organisational behaviour, workplace dynamics and inclusive practices, with a particular interest in how diversity impacts organisational diversity and inclusion and employee career progression. Lyle has presented his research to private sector organisations, investigating key challenges in Human Resource Management and diversity initiatives. Through a blend of qualitative methodologies, Lyle aims to produce practical recommendations that help organisations foster inclusive cultures and optimise their management practices for long-term success. Orcid Number: 0009-0000-2436-1749

Moses Onyoin: Moses is an organisational researcher with current research interests in the governance of inter-organisational collaborations, temporary organisations, project based organising and contemporary employment practices in diverse policy sectors. His work takes an organisational-sociological perspective anchored in understanding how actors and institutions interact to influence outcomes within and outside organisations. His work has been published in organisational behaviour and public sector management outlets. Orcid Number: 0000-0003-3350-9519

Anne Paterson: Anne is an HR professional who has worked in a variety of HR related roles, including HR advisory, learning and development and employee wellbeing roles. Anne worked as a Senior Lecturer in HRM at Sheffield Hallam University between 2010 and 2024 and taught on subjects relating to HR management, leadership and management and student employability. Her research interest comprises employee wellbeing, with a focus on domestic abuse and employment. Anne has done consultancy work, training

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Peter Prowse: Peter is an Emeritus Professor and researcher on low pay. His publications have included co-editing the book *The Living Wage: Advancing a Global Movement* (2022) and co-authoring a Special Issue in *Employee Relations*, 'Low pay and the living wage: An international perspective' (2017). He was a researcher (with colleagues) on low pay in care homes and submitted evidence to the Low Pay Commission, and worked with trade unions evaluating living wage campaigns. Peter consults on performance appraisal in corporations and has published evidence on the effectiveness of performance appraisal and reward. Peter also comments on industrial disputes in local and national media. Orcid Number: 0000-0002-0103-1365

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Claire Taylor: Claire is the Head of Department of Human Resource Management at Nottingham Trent University. Her research interests and recent publications have focused

on employment relations, social media use, identity, emerging surveillance and sousveillance practices, organisational (mis)behaviour, and the impact these have on freedom of expression, employee voice, management approaches and power dynamics at work. Her book on social media, *Work and Organisations: Narratives of Identity, Power and Control* has recently been published. Orcid Number: 0000-0001-8332-4243

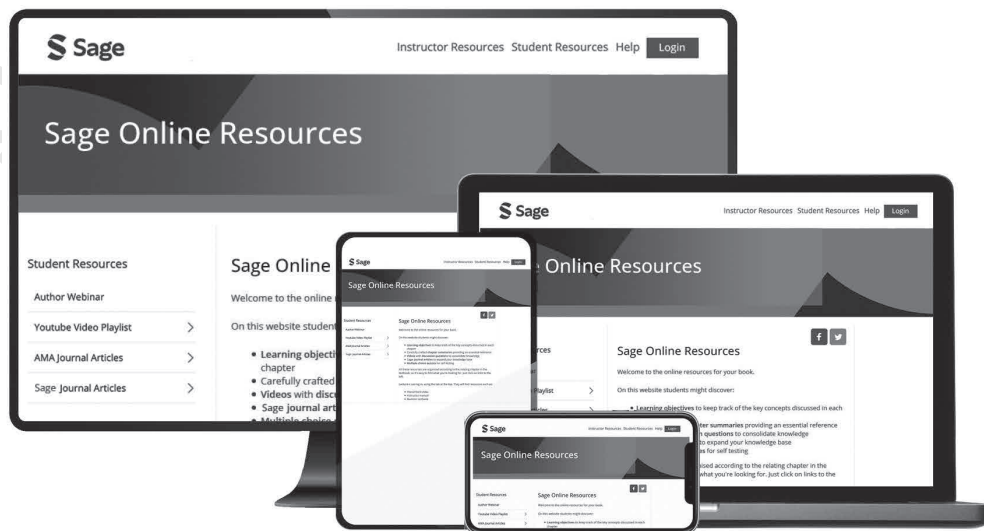
Harriet Thiery: Harriet is a Lecturer in Organisational Behaviour and HRM at Hull University Business School. She teaches corporate social responsibility, business ethics and sustainability. She brings her interest and expertise in ethical decision-making within business to this edited volume. Her research has focused on localism, collaborative relationships between local government and civil society and resident-led social action. Her recent work has been centred upon preventative approaches to local policymaking that seek to transform the relationships between citizens, services and communities. Orcid Number: 0000-0001-9108-5721

Cindy Wang-Cowham: Cindy is an academic in the area of Human Resource Management with special interests in expatriate management and international Human Resource Management. She is an Academic Member of CIPD and a Higher Education Academic Fellow. She has over seven years of industrial experience and previously worked as an HR practitioner in China and in the UK. She has previously co-authored a book chapter and published articles in journals including *Human Resource Development International* and *The Learning Organization*. Her principal research interests are in managing organisational/HR knowledge, managing expatriates and global talent management and development. Orcid Number: 0000-0002-6661-772X

Gemma Wibberley: Gemma is an experienced researcher, having worked in both the private and public sectors. At the time of writing she was a Research Fellow in iROWE (Institute for Research into Organisations, Work and Employment) at the University of Central Lancashire (UCLan). Her research has focused on employee wellbeing and contemporary experiences of work. Her research includes projects on workplace conflict, employee engagement, domestic abuse in the workplace and returning to work after caring responsibilities. Orcid Number: 0000-0002-7827-8227

Karina Zheleznyak: Karina is an academic whose primary research interests lie in the fields of migrant labour and talent management. She is particularly interested in researching how organisations manage migrant labour and the ethics of their decision-making. She is passionate about sharing her research with her students and getting them to think about their own practice and decision making. Other research interests include exploring the experiences of international students as migrant workers in the UK both during and after completion of their studies. Orcid Number: 0009-0006-4697-1461

Online Resources



Head online to <https://study.sagepub.com/marsh-davies-blackburn> to access a range of online resources that will aid study and support teaching. *Responsible Human Resource Management* is accompanied by the following resources for lecturers:

- A comprehensive **teaching guide** with step-by-step guidance, ideas for tutorials and seminars, and case study teaching notes.
- **PowerPoint slides**, which can be adapted and edited to suit your own teaching needs.

Set up or use your instructor login to access these lecturer resources.

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Introduction

Structure of the Book

This book covers the entire employee journey from pre-employment, through employment, to post-employment. It also considers the future of work and the role of an HR practitioner in influencing change. It discusses these major topics under the four broad themes introduced below.

Principles

At the heart of this book is an ethical, sustainable and inclusive approach to HRM. This is why, following an introduction to Responsible HRM, the book features two chapters that address these fundamental principles. These values underpin all aspects of HRM from the strategic level, through policy and process development, to operations and administration. They also significantly influence and shape the role of line managers within an organisation. The chapters are:

Chapter 1 - Introducing Responsible HRM

This chapter introduces key concepts and the case for Responsible HRM. It captures the historical context of HRM and the requirement for HRM practice to evolve into Responsible HRM. It provides an overview of the structures that exist in HRM before exploring the impact that the context has upon Responsible HRM practice. The chapter concludes with an extended case study on hybrid working in the post-COVID era.

Chapter 2 - Sustainable and Ethical HRM

This chapter explores morality and ethics, the management of stakeholders, sustainability goals, responsible management and leadership, and introduces a framework consisting of the 3 Rs: Responsible, Rhetoric and Relative, for examining HR practice. A case study explores Green HRM approaches in more detail.

Chapter 3 - Inclusive HRM

This chapter begins by exploring the principles of justice, equality and equity before moving on to discuss individual and national difference. Discrimination, diversity management and inclusive practice and the challenges they represent to fairness in the

workplace are discussed at length. The chapter concludes with a case study exploring neurodiversity.

Foundations

This section introduces you to the critical foundations that support employees in the workplace. You will actively explore these topics using your learning from the earlier chapters on principles. The foundations chapters are:

Chapter 4 - Employment Relations

In this chapter you will broaden your understanding of the stakeholders in an organisation – the employees and their representatives such as trade unions, organisational leaders and investors, and governments. Major themes include employee voice, conflict and resolution, employee involvement and participation. It brings to life today's workplace through an extended case study exploring social media control and (mis)behaviour at work.

Chapter 5 - Workplace Wellbeing

Starting with a historical introduction to the notion of employee wellbeing, this chapter moves onto exploring the legal and social contexts for workplace wellbeing. It discusses a range of topics related to mental health and physical wellbeing, including the business case for wellbeing and how to achieve wellbeing in the workplace. It concludes with a discussion related to the impact that domestic abuse has on both individual employees and the workplace.

Practices

This section asks you to think about the employee journey, from an employee joining an organisation to thinking about how they are rewarded, their performance managed, their learning supported and the role their talent plays in the organisation before, ultimately, they exit the organisation. The chapters are:

Chapter 6 - Recruiting and Selecting People

This chapter begins by considering the catalysts that prompt an organisation to recruit and the factors that an organisation needs to consider if it is to successfully attract the right number and quality of applicants. It explores employer branding, including green branding, before moving onto selection tools and processes. It considers the role of technology in recruitment and selection and the induction process. The chapter concludes with an extended case study on the alternative form of 'employment' presented by the gig economy.

Chapter 7 - Performance and Reward

The performance management section of this chapter explores the strategic objectives, models and approaches to managing employee performance within organisations. It explores the connection between performance and reward before moving on to discuss the role and effectiveness of differing reward strategies. The chapter concludes with an extended case study exploring the UK drive to offer a real 'living wage'.

Chapter 8 - Individual and Organisational Learning

This chapter focuses on employee development and begins by exploring the organisational imperatives that drive learning and development strategy. It offers insights into how to design effective learning that accommodates the individual and secures organisational learning. It explores how to evaluate learning before drawing all of these themes together in a case study about developing employees to achieve sustainability goals.

Chapter 9 - Talent Deployment and Management

This chapter begins with an exploration of the resourcing challenge presented to an organisation and the tools it can utilise to make effective deployment and development decisions such as workforce, human resource and succession planning. It then moves on to a discussion of the origins, present and future of talent management. It brings the employee journey to a close with a discussion related to how employees exit the workforce, for example through dismissal and retirement. It concludes with an extended discussion related to older talent in the IT sector.

Looking Beyond

This section asks the reader to look beyond in three ways. The first is to look beyond national borders and consider International Human Resource Management. The second looks beyond current HR practice by exploring the future of HR. The third asks the reader to consider how they take their learning from the book (and life more widely) and use it to influence positive change in people practice. The chapters are:

Chapter 10 - International Human Resource Management

This chapter begins with an exploration of global trade and global regulation and how they provide a context for International HRM. It moves on to a discussion of Strategic and Operational International HRM including examples of international resourcing, learning and development, performance management and reward. It also explores global mobility and cross-cultural HRM before introducing an extended case study related to employee voice in developing countries.

Chapter 11 - The Future of Responsible HRM

Focusing on emerging trends in the workplace, society and technology (including Artificial Intelligence) this chapter asks readers to consider the future of HR practice and the people profession. It concludes with an extended case study looking at the use of Artificial Intelligence in people practice.

Chapter 12 - HR Practitioners as Influencers of Change

This chapter equips the reader with the knowledge and skills they will need to become effective influencers of change. It begins with a discussion around what can inspire change and asks the reader to think about the change in people practice they would like to see. It then offers the reader a range of tools and insights they can use to influence change in HR practice both within organisations and beyond organisational boundaries. Rather than an extended case study, this chapter presents the reader with a selection of visionaries who have influenced change in HR practice.

Ethical Dilemmas

To provide a window into the world of HR practitioners and line managers, Chapters 2–12 will each conclude with two ethical dilemmas for the reader to consider. The ethical dilemmas offer the reader an opportunity to apply the theory they are learning to organisations of different size operating across a range of industries/sectors. The ethical dilemmas are entirely fictional and have been inspired by discussions with experienced HR professionals. The material shared is not connected to any specific organisation nor individual. Indeed, these dilemmas come up in many organisations, time and time again, and that is why they have been included.

The tips below were generated through discussions with HR practitioners. They are not exhaustive but provide a solid foundation upon which to build a response to the ethical dilemma. They are also a good foundation for future work, whether as an HR practitioner or as a line manager who is 'doing' HR.

Behaviour Tips

- Imagine having to justify your actions in a formal court, to senior leadership, your best friend, or a member of your family (or the family of the person you are dealing with) – could you explain your actions as 'reasonable'?
- Treat the individual as you would like to be treated.

- Do not act in temper, frustration or in public. Have discussions when everyone is calm and in a private place, to enable an open and honest discussion.
- Ask for advice and support if you are not sure what action to take – there may be experts within (or retained by) the organisation that can help. There are also external resources you can refer to, for example in the UK, ACAS (a UK government funded organisation) provides free impartial advice to employers and employees on employment law and best practice.
- Be mindful of confidentiality and appropriate disclosure. Consider data protection legislation.
- Listen – really listen – and follow up with good probing questions so that you can identify the root cause of the issue or behaviour. For example, poor employee performance might not be about being ‘lazy’ but could be about lack of training or line manager guidance.
- Be fair and consistent – it is easy to make exceptions for people you like or those who have power over you.
- Sense-check your solution against the 3 Rs (which are explained in more detail in Chapter 2) – is your solution Responsible? Is it Relative (does it fit with the organisational context, your employee population etc.)? Finally, would someone looking at it from the outside see it as Rhetorical (just a good story well told) rather than a genuine desire to come up with a Responsible HRM solution?

Process Tips

- Start the discussion early – do not leave it for too long, as it may be that the employee(s) will think their behaviour/action is acceptable as it has never been mentioned before.
- Consider informal actions first, so with employee grievances (complaints about the organisation) or disciplinaries (related to employee performance/behaviour), begin by exploring the issues informally before moving on to a formal disciplinary or grievance.
- Investigate and do not assume that the facts that you have been given by a senior member of staff are more believable than those that are provided by employees further down the organisational hierarchy.
- Write down everything that is discussed (include a description of voice tone and any physical interactions, if it aids understanding). Capture agreed actions and share appropriately (considering any relevant data protection legislation).
- Check that what you are proposing is compliant with organisational policies and procedures AND the employee’s contract of employment. Remember that HR policy applies to everyone in the organisation including those in HR and Senior

Leaders. Having said that, you may need to be mindful that application of policy will sometimes need to be flexible, as policy cannot anticipate all circumstances (as the COVID-19 pandemic taught us).

- Don't over commit or overextend your reach. Only commit to what you can confidently deliver.

Triggering Content

Throughout this book we discuss important issues relevant to the contemporary context for HRM such as domestic abuse, child exploitation, suicide, drug use, the climate emergency, and harassment and discrimination on the grounds of difference. We feel that it is important to highlight that some of the topics covered may be emotionally distressing for some readers. We encourage taking time to reflect on the content and to discuss it with fellow learners, colleagues or tutors/mentors where appropriate. Avoid engaging with too much emotionally demanding content in one sitting and familiarise yourself with sources of support before reading material that may be triggering or stressful for you.