

## The Business Benefits of CSR- Case Study: Goodman Masson

How developing a CSR programme has led to increased morale within the organisation

### The company

Goodman Masson, a company 90 employees, is a professional recruitment firm, with clients from financial institutions to management consultants, from SMEs to the FTSE 100.

Joining Heart of the City in 2008, the Goodman Masson team were mentored by [Dragon Award](#) winners Buzzacott and have developed their CSR policy around 3 core areas; employees, community and environment. Since embarking on their CSR journey, Goodman Masson has seen a massive increase in employee morale, and has recently joined Heart of the City as a Contributor, kindly sharing its CSR experiences with businesses that are new to CSR.

### The drivers

As a recruitment firm, Goodman Masson's employees operate within a highly pressured environment. Further still, the recession during 2008/9 led to a decrease in business. This left many employees feeling nervous about their jobs and created a challenge for senior management. How does Goodman Masson increase employee morale while remaining focused on winning business and keeping costs to a minimum? Along with a further 67 businesses who joined Heart of the City in 2008, Corporate Social Responsibility seemed to provide an answer.

### Taking action

When Goodman Masson joined Heart of the City in 2008, like most companies they had a few ad hoc CSR activities in place e.g. small fundraising initiatives organised by individual employees, however their ambitions stretched much further.

The CEO, Guy Hayward who joined Goodman Masson in October 2008, was a key driving force behind Goodman Masson's CSR programme, Guy was motivated by the desire to create 'a great place to work'. The retention and recruitment of staff was a priority for Guy, he was adamant that a motivated and engaged workforce would be key to the success and future development of the company.

Backed by 3 board members, Goodman Masson's CSR programme was always destined for success. Why? Because it had visible senior level support. Whilst CSR was initially run by the HR Assistant, it was soon passed to a Divisional Manager, Tracy Dooley.

*"When it became the responsibility of one of the senior managers, the other managers sat up and realised that the business was taking CSR seriously. Even initially resistant managers came round to the idea of CSR. It stopped being an add-on or a luxury, CSR was seen as something that could improve morale, enhance performance and make a real impact on the bottom line".*

*"To win round the sceptics my first job was ensuring that the firm's CSR objectives fitted with Goodman Masson's existing business strategy".*

## Utilising skills

Like many small to medium sized businesses, Goodman Masson did not have the luxury of a CSR team or a dedicated CSR budget. As a result, they had to focus on how they could deliver the most effective results with the resources available.

Having launched a time off policy for employee volunteering (1 day per year) and conducted a staff CSR survey ([available from Heart of the City](#)), Goodman Masson were delighted that 35 - 40% of staff were keen to use their recruitment skills in a voluntary capacity.

Goodman Masson has laid on a series of sessions at the [Karibu Centre](#) in Lambeth, which following a staff survey was chosen as their charity. Goodman Masson employees got involved via:

- Skill sharing: 12 volunteers wrote and facilitated a series of employability workshops for 15-19 year olds. The workshops covered CV writing, strengths & achievement exercises, writing a covering letter and interview preparation including a mock interview.
- Team activities: 10 Volunteers took part in a painting day and decorating day.
- Using their expertise to host a work experience student. They got in contact with [the Brokerage](#) who selected David as part of the City of London Business Trainee Programme (CBT) which links city companies and talented individuals in the deprived boroughs surrounding the city. David undertook an eight week internship, working on 7 different projects that gave him an insight into world of work and recruitment. Employees from the sales, public sector and marketing team all organised projects for him to work on. Two young graduates also took him under their wing and acted as mentors, helping to strengthen their management and team working skills.

## The business benefits

Guy Hayward, decided that the only way people would really feel engaged would be to create an employee forum. As a result the 'Goodman Masson Experience' team was created, consisting of a cross section of staff from all levels and service lines. The team meet on a monthly basis to discuss ideas and initiatives on: reward and recognition, open communication, health and well being, sense of fun and team interaction, training and development, Goodman Masson in the community and green GM.

Goodman Masson has included two key ingredients critical for developing successful CSR programmes: visible senior level support and employee input. As a result, Goodman Masson's CSR programme has delivered measurable business benefits.

In just 12 months the results from an annual staff satisfaction survey have improved considerably, with 96% of staff now stating that they love the experience of working here. The number of employees who indicated that they were satisfied with the working environment has increased from 60% to 90%.

According to Tracy Dooley; a Divisional Manager at Goodman Masson, CSR has had a significant impact on the sustainability of the firm.

*'Goodman Masson' feels like a totally different company morale-wise than it did a year ago. The CSR initiatives we have put in place, particularly the staff engagement initiatives and our Employee Volunteering programme has been a major contributing factor to this. Paul Goodman, our founder, has mentioned how motivated and engaged everyone seems. Paul is confident that CSR has made the difference. We are hoping to enter the Sunday Times Top 100 this year and feel we are in a much stronger position to get a 'ranked' place than we were 12 months ago".*