

## **Human Resource Management and Sustainability**

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### **Abstract:**

These days, a new approach is emerging in the field of Human Resource Management (HRM). Where strategic HRM has been the main approach for the last decades, nowadays more and more scholars are connecting sustainability to HRM (Ehnert, 2009, 2014, Kramar, 2014). There are many different conceptualizations for sustainable HRM, but most scholars agree on defining it as an extension of strategic HRM (Ehnert, 2009; Kramar, 2014). Thereby they agree that sustainable HRM has a broader focus on the organization's performances than only accounting for the financial success of the organization.

The development of the HRM Cockpit started with a literature review in several different domains such as strategic HRM, sustainable HRM, HR scorecards and strategy mapping. The tool is based upon the idea of scorecards and measuring progress in realizing an HRM strategy. As a cockpit, it provides HR managers with the necessary tools and procedures to (1) orient the organization in the direction of sustainability, and to (2) monitor whether the organization is still heading towards the desired final destination and ambition. In the seminar, we will describe how the model was developed, present the final model and explain how practitioners can use it. We will conclude by pointing the strengths and limitations of the model and offer suggestions for future research about the HRM Cockpit.