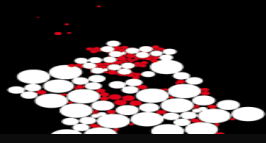# MASTER THESIS

THE INFLUENCE OF INCREASED BUSINESS RESPONSIBILITIES OF A DUTCH PRIVATE ORGANISATION ON THEIR RELATIONSHIP WITH DUTCH (LOCAL) GOVERNMENT INSTITUTIONS

AN EXPLORATIVE CASE STUDY

MASTER OF SCIENCE THESIS
E. ROMIJN
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THE INFLUENCE OF INCREASED BUSINESS RESPONSIBILITIES ON THE RELATIONSHIP BETWEEN A DUTCH PRIVATE ORGANISATION AND DUTCH (LOCAL) GOVERNMENT INSTITUTIONS

ENSCHEDE, 2010
UNIVERSITY OF TWENTE

Mahatma Gandhi once said, "You must be the change you wish to see in the world." It is up to us to make the difference. 'The difference between poverty and development, between destroying the earth and sustaining it'. To make the difference we must be clear and decisive. Clear about the future we want. And decisive to make it happen.
(J.P. Balkenende, Prime Minister of the Kingdom of the Netherlands, 2002)

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Abstract

Over the years increasing pressures of business on society has raised concerns among people around the world. Therefore today various different stakeholders of private organisations expect and often even demand more responsible behaviour of business. For businesses this changing attitude of their stakeholders is an important reason to involve in CSR. This development of private organisations increasing their business responsibilities in the sphere of people, planet and profit can already be seen for many decades, even centuries. Nevertheless within the last years there have been new movements in the sphere of CSR worldwide. This phenomenon, stated by Mathis (2008) as the modern concept of CSR, resulted according to him and scholars in other perspectives and definitions; probably most important in another attitude of both private an public sector.

Scholars argued that this modern concept of CSR, as Mathis (2008) calls it, has a significant influence on the business-government relationship. Whereas private organisations increase their responsibilities, with regards CSR in the sphere of people, planet and profit, it is argued that the traditional roles and responsibilities of public and private parties change. Due to the increased responsibilities taken by businesses, a new relational system is created that links government, business and society resulting in joint initiatives within networks and partnerships. Within this new system governments, also meaning the Dutch government, are aiming at using a soft, relational approach in which they act as participants, stimulators, facilitators and partners of business. This change in relationship between business and government is also advocated by the Raad voor het Landelijk Gebied (2006) and Albareda et. al., (2008). Both researches state that due to CSR and the increased responsibilities of business the public-private relationship increasingly shifts from a hierarchical relationship towards a relationship of cooperation, partnerships, dialogue and interaction.

This study contributes to the results of the mainly theory driven research, by means of providing an answer to the research question: *Does an increase in business responsibilities of a Dutch private organisation results in a shift in the relationship they are having with Dutch (local) government institutions?* To answer this research question, an explorative case study on Tempo-Team Group BV, the second largest temporary employment organisation of the Netherlands, has been performed. By means of conducting a document study and interviews within Tempo-Team and interviews with people working in (local) government institutions an empirical study is carried out.

The results gathered in this study provide evidence for the main conclusion that on a macro-level the increased business responsibilities of private organisations do result in a shift in the general western business-government relationship. However, looking to this business-government relationship on a micro-level, increased business responsibilities of a Dutch private (service) organisation alone, does currently not result in a significant shift in the relationship e.g., partnerships, dialogue and interaction, use of policy instruments and cooperation, the organisation has with Dutch (local) government institutions. Mostly this relationship is still purely based on the traditional business-government relationship.

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1.   Introduction

1.1   Introduction

The relationship between government and business is rapidly changing. This master thesis addresses this relationship by focussing on the topic of Corporate Social Responsibility (hereafter CSR). CSR indicates in short the positive impacts of business on its stakeholders (Turker, 2008). It is often thought that CSR is a topic, which only became important the last decades, but discussions about this topic were already taking place centuries ago (Mathis, 2008). Over the years increasing pressures of business on society raised concerns among people around the world. Therefore today various stakeholders of national and international companies expect and often even demand more responsible behaviour of particularly private organisations. Hence attention for the Triple P bottom line, People, Planet and Profit is becoming more important worldwide.

For businesses this changing attitude of the stakeholders is an important stimulator to involve in CSR activities and expand their responsibilities in different fields; sustainability, community involvement and social return on investment. According to Vilanove et. al. (2009) a fundamental driver for companies to initiate, develop and embed CSR lies in the fact that it relates, although indirect, to competitiveness (image and reputation). For Tempo-Team a service company operating in Belgium, Luxembourg and the Netherlands and specialized in solutions in the field of flexible work and human resources, CSR has become an important topic in today's business. Although Tempo-Team currently faces additional pressures, due to the financial and economic crisis, but CSR is seen as an important opportunity and manner to move forwards and take the edge on competitors in different ways.

CSR is often referred to as a business-driven concept, which is mainly applicable to private organisations. However the importance and influence of governments within the field of CSR cannot be denied. The relation business-government has developed itself in the last decades and this has had an influence on the role of both parties within society. Governmental policy makers have raised their expectations and demands with regards to business CSR efforts.
This led to more involvement from companies in social and environmental issues. The changing environment and the resulting evolving relation between business and government and their responsibilities, leads in this research more specifically to the question what influence of CSR is on the relationship between business (Tempo-Team) and governments (Dutch government): *Does an increase in business responsibilities of a Dutch private organisation results in a shift in the relationship they are having with Dutch (local) government institutions?*

1.2 Scientific and social relevance of this research

When conducting a research it is important the research has value. In the field of CSR it is not only important that a research has scientific value, but furthermore social relevancy. The research addresses an actual world topic important to question upon from society's point of view and in particular from Tempo-Team's point of view. It furthermore attempts to answer a question, which is scientifically relevant.

Scientific relevance:
Although there has been conducted a lot of research on the concept of CSR during the last decades, the specific topic I explore in this research hardly received scientifical attention. Most research has been conducted on topics with regards to why do organisations involve in CSR, how to measure CSR performance, how CSR is relating with competitiveness and to what extent companies are accountable for inadequate social responsible behaviour. There is little research to be found on the relationship between CSR and the private-public relationship and the influence of CSR on this matter.

For the conduct of this research the study of Mathis (2008) is an important additional source. Mathis' (2008) recent study is seen as prominent literature on the influence of CSR, focussing on the relationship between production organisations and government. In this context Mathis specifically explored the impact of proactive stakeholder management on the interaction between (production) companies and public authorities. There is, however, a main difference between his study and this explorative case study. The emphasis in this research lies on the influence of CSR on the interrelationship between business and government. In such their interaction, cooperation, partnerships and policy instruments (hierarchy) are subject of research. Important here is that the empirical research of this study will mainly be focused on a micro-level. Where Mathis's study was focused more on the macro-layers of the business-government relationship and on the impact of proactive stakeholder management of CSR driven organisations on their overall interaction with stakeholders and especially public authorities, this study mainly focuses on the influence of CSR on micro-level, e.g. between a private service organisation (Tempo-Team) and (local) government institutions.

The micro-level focus within this research has implications for the research method and model and also requires the use of looking closer at some CSR initiatives. Another difference can furthermore be seen in the context in which this research is completed. Where Mathis (2008) conducted a study in the context of the production sector, this study focuses purely upon the service sector. The difference between these organisations has clear effects on the application of CSR. In the production sector the environmental aspects of CSR prevail. However, in the service sector, with a relatively low footprint this sphere of planet is less interesting and therefore the social side of CSR 'people will prevail in this research. Tempo-Team, currently being the second largest temporary work agency in the Netherlands, has people working direct in their organisation, but it's corebusiness and relating services form the provision of labour to all kinds of organisations.

Societal relevance:

An increasing group of stakeholders is expanding its expectations towards private organisation. Stakeholders, especially in the developed countries, expect voluntary involvement of organisations in improving their society. Organisations experience these expectations of stakeholders not only as a burden, but also as an opportunity to make a difference, to innovate and to improve reputation and their relationship with stakeholders. Thus, on the one hand an increasing demand from society on businesses to expand their responsibilities on CSR (external influence can be observed), on the other there is also an increased motivation within companies to involve in CSR (internal influence). With businesses picking up these responsibilities in solving societal and environmental problems, the impact of this concept is growing for society worldwide (planet and people).

Tempo-Team is no exception to the rule; also this organisation argues that it has during the last years increasingly looked at their possibilities to take society and environment into account. As a service-provider in solutions of flexible work and human resources their expectations and ambitions are changing. Different stakeholders, not the least the government, increase their demands on private organisations. In this changing environment there is the need for Tempo-Team to answer some important questions in the field of CSR. These questions concern the expectations raised by (local) government institutions, the influence of CSR on the organisation itself and the role the organisation within society and the influence of CSR involvement (their increased responsibilities) on their relationship with (local) government institutions. Does CSR involvement today make a difference for the relationship of Tempo-Team with (local) government institutions?

1.3   Research question and method

Corporate Social Responsibility tries to shed light on the role business should play in society (Carroll, 1999; Goodpaster, 1983). When involving in, and implementing CSR, private organisations accept and take on societal responsibility. With Tempo-Team's involvement in CSR this service-organisation is broadening its responsibilities. The above described scientific and social relevance of this research led to some important questions: How has the relation business-Dutch-government been developed in the last decades? What exactly is the influence of CSR on the relationship between Tempo-Team and Dutch (local) government institutions? Is there a change in their relationship due to Tempo-Team's involvement in CSR and if so, in which way has their relationship changed? With these questions receiving the primarily focus in this research, the central question to be studied in this research is: *Does an increase in business responsibilities of a Dutch private organisation results in a shift in the relationship they are having with Dutch (local) government institutions?*

Sub-questions:

1:    What is CSR?
2:    How has the relationship between business and of governments developed in the last decades and what does the literature state about the influence of CSR on this relationship?
3:    Did the business responsibilities of Tempo-Team increase during the last years? And if so;
4:    Do the increased business responsibilities of Tempo-Team influence the relationship this organisation has with (local) governmental institutions?

Research method

Different methods are used for gaining the information and data needed to perform this study. An extensive scientific literature study has been performed. Examples of this literature form the articles of Mathis, Hopkins, Carroll, Frynas and Lepoutre. Furthermore, scientific literature on the topic of business-government relations and the development of this relation is incorporated in this research (Moon, Buckland or Hoogerwerg and Herwijer).

Scientific literature alone is however, insufficient in defining the relationship between business and government and eventually the influence of CSR on the business-government relationship. Therefore governmental documents, statements of officials, policies and regulation are used as additional source of information (SER, Senter Novem, Tweede Kamer, Dutch government). An example forms the recent standards set by the Dutch government for sustainable procurement as part of their tenders' procedures. These standards reflect the vision of the Dutch government on CSR and their role within CSR. An important informational source furthermore is the document Governments Vision on Corporate Social Responsibility 2008-2011, as it describes the total vision and mission of the government in the field of CSR. In order to answer the questions posed in this study, mainly qualitative research methods have been used. This research focuses on doing a micro-level research, which aims at exploring if and how CSR affects the business-government relationship. The micro-level research requires gathering in-depth information from different perspectives to be able to answer the research question. Therefore a qualitative research method is most suitable for carrying out this research. By using a qualitative research method, in depth information has been gathered from different perspectives to really understand if and which influence CSR has on a local business-government scale. Is there indeed a change in business-government relationship created on a micro-level due to CSR?

In this research Tempo-Team is subject to case study. In this organisation the macro-movements as written down in the literature on the business-government relationship and the influence of CSR, will be explored and in some sense 'tested' on a micro-level. In this case study different social projects on CSR will be analyzed and be reviewed. These projects vary, but all have their connection in the way that they are related to CSR and the responsibility this organisation takes on the social and/or environmental sphere of the concept. Currently examples of Tempo-Team's CSR activities form projects such as Emma at Work, Mo Money, VSO (Voluntary Service Overseas) GoedWerk and are partner of War Child.

Furthermore, information is gathered by means of interviews with both employees of Tempo-Team and employees of local government institutions, currently have a relationship with this private organisation. Have these interviewees experienced changing interrelationships on a local level as a result of CSR? Besides reviewing some main CSR projects and the interviews with employees of Tempo-Team and local government institutions, interviews have been performed with 'experts' on CSR within the Dutch government and MVO Nederland, to get a more general understanding about the Dutch CSR context and the Dutch business-government relationship.

Therefore within the case study performed, qualitative interviews are used as the main research method for gathering information. The interviews include interviews with:

- Employees of Tempo-Team. Especially the employees who are concerned with improving the 'social side' of the organisation and the employees having a (direct) relation with the Dutch government.
- Employees of municipalities Tempo-Team is working with.
- Representatives of the Dutch government concerned with CSR of which the Ministry of Economic Affairs and the Ministry of Employment and Social Affairs.
- Experts in the field of CSR (MVO Nederland)

Why taking these different and quite wide range of respondents? For the empirical study in this research, which focuses on the central research question: *Does an increase in the responsibilities of a Dutch private organisation result in a shift in the relationship they have with (local) government institutions,* information gathered from the interviews with employees of Tempo-Team *and* employees of local government institutions will be most valuable. Hereby information will be gathered, leading to an answer to the central research question from both private and public perspective. Furthermore, to get a better general insight in CSR and the resulting changes in the (Dutch) business-government relationship, this research performed interviews with government officials of Ministries and MVO Nederland.

2. CSR and the growing importance of this concept within society

In this chapter I will start by providing a general description of CSR in order to answer my first research question: *What is CSR?* What does this concept actually mean? Where does it come from? And how did it develop? To get a full understanding of what CSR means, some questions need to be addressed. One of the first questions to answer is how is CSR defined? Hereby not only definitions of scholars should be considered, but furthermore definitions of Dutch and international governmental institutions should be analyzed. It is important to take. What does CSR mean according to them and what are their perspectives with regard to this concept? Furthermore, we need to get an understanding of what the principles are of CSR and why and how it entered our society. How has CSR developed itself worldwide and what are the trends? It is important to first create a broad understanding of the concept and secondly to specify it to the context of this research. In order to provide a better understanding of the specific context of this research, the CSR development in the Netherlands is explained and explored in the final paragraph of this chapter.

2.1 The concept of Corporate Social Responsibility

How is the concept of CSR defined and interpreted? Both scientific research and corporate initiatives have yielded a variety of interpretations on CSR. As described by Votaw (1972:25): "CSR means something, but not always the same thing to everybody". So what does CSR mean and how do scholars define this concept? According to Bowen (1952: 6) an early contributor to CSR, CSR means: "The obligations of businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of objectives and values of our society". Frederick concluded in 1961 that CSR is: "The use of society's resources; economic and human, in such a way that the whole society derives maximum benefits beyond the corporate entities and their owners". The first definitions on CSR were an attempt to link society and businesses, defining society in the broadest terms. There was no specific relation to the ecology, environment or community (Salehi and Azary, 2009). For the first time, McGuire (1963) and Davis (1973) distinguished the different responsibilities of business. They distinguished the social responsibilities of business from its economic, technical and legal obligations. Davis (1960: 70) described that: "CSR is businessmen's decisions and actions taken for reasons at least partially beyond the firm's direct economic or technical interest".

Interesting is the fact that in all the above stated definitions the stakeholder approach is not included. Johnson (1971) was the first who hinted this idea in his definition of CSR. He was the first to emphasise the need for taking into account other stakeholders besides striving for larger profits for stockholders. His definition states: "A social responsible firm is one whose managerial staff balances a multiplicity of interests, instead of striving only for larger profits for its stockholders. A responsible enterprise also takes into account employees, suppliers, dealers, local communities, and the nation" (Johnson, 1971:50).

After this first stakeholder definition of CSR the stakeholder theory was further developed and redefined by Freeman (1984) and Bowie (1991) and the stakeholder approach became more and more important in the field of CSR.

Next to these definitions provided by scholars international and national governmental institutions provided many definitions of CSR. The European Union states that CSR is: "A concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with stakeholders on a voluntary base". The Dutch Social Economic Council (SER) gives a somewhat shorter definition of CSR. In their report 'The profit of values' they state: "CSR is the concern for the social impact of the company's operations" (SER, 2000). The Dutch government has adopted this definition, as stated by this advisory board of the Dutch government, in their CSR policies. According to the MVO Platform (MVO=CSR) a definition of CSR needs not only include the social dimension but furthermore the ecological and the economical, and needs to emphasise the importance of stakeholder dialogue. Furthermore, their definition differs from the other concepts on CSR by including the responsibility of business throughout the entire chain. In this chain approach the MVO Platform states: 'CSR is a result-driven process in which a company takes responsibility throughout the entire chain of its activities for the impact these activities have on society, ecology and the economics, provides accountability for that responsibility, and enters into dialogue with stakeholders'.

What becomes clear from all these definitions is that CSR is a broad concept that encompasses business responsibilities towards society and often includes the environmental and social principles, beyond the economic principles. A universal definition however, has not yet been adopted and there are still different thoughts about the concept of CSR. Evidence of this is found in the three CSR models created by the Committee for Economic Development (1971), Carroll (1999) and Swartz and Carroll (2003). These models clearly idicate that, although they use the same terminology, CSR can have different meanings and approaches. This also seems a subject governments are struggling with: 'The precise definition of CSR is still subject of discussion, even in government circles' (Dutch government, 2007).

Why are there so many definitions and different thought on CSR? To understand this, we need to know the history and the different perspectives with regard to this concept. How did CSR originated and what is its history? Although it is often thought that CSR is a concept introduced in the last decades, the history of this concept is long. Companies have been engaging in social and environmental projects and policies already for many decades, even centuries (Mathis, 2008). As early as in the 18th century companies started looking beyond their self-interest. Dynamic worldwide movements, such as the globalization and the demise of the welfare state have increased the development of CSR, resulting in a changing attitude and relating action on this concept. An example of these changes can be found in the plans made in 1971 by many countries, to contribute 1% of their GDP to socio-economic development worldwide. These plans failed. None of the countries reached tempo mission, with only Sweden and the Netherlands getting near this goal (Hopkins, 2003).

Where as governments were confronted with increasing difficulties to meet their national and international obligations, business worldwide gained more power. When comparing the Gross National Product to the revenues of big multinationals, one can concluded that half of the world's largest economic units are multinationals. Comparing the annual turnover of Royal Dutch Shell over 2008 (458.3 billion dollar), against the GDP of Denmark (342.6 billion), it becomes clear why big companies are requested to expend their responsibilities and involve in social and environmental issues. As Cramer (2003) states: "Society today, insist on the contribution of business to social prosperity in the long term". While business its power is growing it is expected that business will also expand its responsibilities towards society. These changes resulted in the fact that the need for CSR over the last decades has been clearly recognized and is demanded more than ever.

CSR was already present centuries ago when the organisation of Robert Owen (1799) limited the working days in his company from 14 to 10.5 hours and introduced health and pension insurance schemes. CSR is to be seen as an ongoing process (Mathis, 2008). What, however, distinguishes the CSR movement today from previous activities, is that companies begun to position CSR policies at the top of their business agenda. Corporate social responsibility these days reaches the strategic plan of companies as organisations started to realise that CSR is not a passing fad. Bronchain (2003) concludes that where CSR activities are at the edge of a company's activities, so are they at this very moment more and more at the heart'.

2.2   CSR worldwide

"Although the prime responsibility of a company is generating profits, companies can at the same time contribute to social and environmental objectives, through integrating corporate social responsibility as a strategic investment into their core business strategy, their management instruments and their operations" (European Commission, 2001).

Decades ago governments and international organisations such as the United Nations and the European Union, were often the responsible actors dealing with national and international social and environmental problems. However with the United States leading, ethics and social responsibility practices have been copied by business across the Atlantic (Bennett, 1998). In this new context it is expected that at least the bigger organisations (multinationals) will act as good corporate citizens not only in their own direct environment, but also in the global sphere (Carroll, 2004). The past decade showed that the CSR agenda became increasingly important to business, in particular in its relation to recruitment, investors, bottom line reporting, profit creation and issues concerning the identity of the individual company. These expectations resulted in the launch of many very diverse CSR initiatives worldwide. CSR initiatives include the endorsement of global business principles, responsiveness to stakeholder demands, philanthropy, financial donations and partnerships with governments and Non Governmental Organisations (NGO's). In order to indicate the impact of CSR worldwide I will describe some important trends and initiatives that have occurred globally. One of the most 'famous' global initiatives is the Global Reporting Initiative, formed by the CERES and UNEP in 1997 and the UN Global Compact in 1999.

This Global Reporting Initiatives and the UN Global Compact encourages business worldwide to adopt sustainable and socially responsible policies and to report on them (Chen and Bouvain, 2009). The UN Global Compact was in its first five years of existence already signed by more than 3000 brands (Berger et al. 2007). Furthermore, the number of companies reporting in accordance with the GRI guidelines increased from twenty in 1999 to over 1000 companies in 2006. Besides these overall well-known global initiatives, also more and more standard reporting methods are developed. Examples of these are the Triple Bottom Line (TBL) of John Elkington (Accountability's AA1000), the Social Accountability standard (SA8000), the ISO 14000 environmental management standard and the ISO 26000 standard, which was introduced in 2008 and provide guidelines for Social Responsibility (SR). The recognition of CSR worldwide resulted not only in the occurrence of globally recognized compacts, papers and guidelines; it also resulted in new worldwide expectations of business.

One of the latest mandates of CSR is the expectation that private organisations actively involve in global development problems. The Department for International Development (DfiD) gives a clear example of the constantly increasing expectations of business. They stated that: 'By following socially responsible practice, the growth generated by the private sector will be more inclusive, equitable and poverty reducing' (Jenkins, 2005: 525). According to this non-governmental organisation the sole concern of firms with regard to their social impact, as stated in the definition of the SER, has become insufficient. Firms need to look further and are asked to play a role in public interventions such as the United Nations Millennium Goals (MDGs). The United Nations gives a clear example of 'the latest mandate of CSR'. With their initiative in 2005 the United Nations proposed that multinational firms should contribute 0.7% of their annual pre-tax earnings to combating HIV/Aids in Africa (Frynas, 2008); Setting a clear statement of how they see business its new role. With the launch of these initiatives the expectations and the 'pressure' placed on business worldwide have undoubtedly grown.

These growing expectations have had their impact worldwide. It resulted in a lot of CSR practices and actions. Nike transformed its business process after the discovery that their products were produced by means of child labour and Sowal-Mart got into problems due to their low waging policies. Furthermore, it resulted in DuPont steadily leaving the market of traditional chemicals, to become world's largest producer of soy protein, P&G and Unilever conducting research together on how to develop and sell products attainable for the poor people in our world and Shell and Exxon spending more than 100 million US Dollar on community investments. USAID engaged in multiple partnerships with private firms such as Microsoft and IKEA to support and fund initiatives ranging from building new homes in Armenia to renewable energy schemes in the Philippines (USAID, 2003, Frynas, 2008).

Currently CSR initiatives are present all over the globe, developed by governments, NGO's or private organisations. However, when looking at the different continents, countries and organisations in our world, differences can be seen in the degree and the way organisations involve in CSR and the degree and way society demands involvement in CSR.

As indicated by several studies, the degree of CSR involvement, approaches and reporting varies considerable across countries and organisations. One of the reasons is that involving in CSR is still voluntary and the agreements are often non-compulsory. Maignan and Ralston (2002) state that there is another reason causing the different view's on business its role CSR involvement in society found across Europe and Anglo-Saxon countries. In Europe the state has traditionally been the institution responsible for social welfare (Clough, 1960), whilst in the United States businesses have always played a significant role in the development of cities and communities. Carroll (2004) agrees with Maignan and Ralston (2002) and states that the social contact between business and host countries varies by country and therefore legal systems and expectations vary accordingly. Carroll (2004) states that business responsibilities can be different in each country and even in each region. Carroll (2004) explains this in his Global Pyramid of CSR. This Pyramid provides a conceptual framework for indicating the multitude of expectations and (social) responsibilities where (international) business has to deal with. By applying this model, it becomes clear that the expectations of the host country are very important for a company who wants to involve in CSR, as law, profit expectancy, ethical and philanthropic expectations vary widely by county.

2.3   CSR in the Netherlands

For many decades enterprises in the Netherlands have played a major role in the development of social policies. Together with government and trade unions the private sector determined for a major part the evolution of social arrangements and the realizations of projects (Hopkins, 2003). However, gradually an even broader perspective on private organisations with regards to their involvement in local, national and international social and environmental problems has grown. It can be stated that CSR in the Netherlands is gradually shifting from a defensive strategy to an offensive approach on the side of business, with CSR being implemented in the core business of (private) organisations (MVO Nederland, 2008).

A lot of Dutch multinationals have proven that organisations do not have to wait until government imposes rules or laws. They took CSR initiatives without any regulatory or governmental involvement. These companies acted proactively and determined for themselves which social and environmental measures they were willing and able to take. By doing so these Dutch multinationals have reached the tremendous achievements in the field of sustainability. Multinationals as TNT, Akzo Nobel and Unilever recognized that there is a growing demand for 'sustainable business'; companies, which are positioned high on the Dow Jones Sustainability World Index.

With the rising awareness on the importance of CSR and the growing recognition that the private sector has to engage proactively, different CSR trends showed up. The market share of sustainable products is rising; more companies are paying attention to the reduction of their carbon oxide emission and social issues, and are more and more in favor by forming partnerships. Interesting is that when looking at the Triple P bottom line, a lot of Dutch organisations are in particularly focused on CSR activities related to employee issues and therefore often pays more attention to the social side of CSR (EIM, 2007).

Recent partnerships however, also show an increasing interest in the planet side of CSR. Albert Heijn has formed a partnership with the Worldwide Fund for Nature (WWF) to increase the amount of sustainable fish on their shelves. Furthermore, in co-operation between trade unions (FNV Bondgenoten) and the Dutch branch of IKEA, the first green collective labour agreement was recently signed. This labour agreement include attractive loans for employees willing to buy an environmental friendly car, and compensation for employees who equip their gas oil vehicle with a soot filter. Another interesting initiative was the partnership between the Dutch government and some substantial financial organisations in July 2004. Within this partnership the Dutch ministries of Finance, Foreign Affairs and Economic Affairs united in a cooperative agreement with ABN AMRO, ING, Fortis, Rabobank and the Netherlands Development Finance Company, to combine their expertise to stimulate the financial sector in developing countries, emerging markets and transition economies. The government and the banks will each bear half of the costs of the initiative.

The CSR picture of the Netherlands is however, incomplete without sketching the role the Dutch government plays in this matter. What is their vision and what is their mission regarding CSR? The Dutch government policy on CSR is still based on the advisory report 'The profit of values' (SER. 2000). In their policy report of 2007 the government confirmed to continue the use of the CSR definition proposed by the SER in 2000. According to the Dutch government this is the simplest CSR definition with the broadest scope. For at least the upcoming years the government will remain to the following CSR definition: "The concern for the social impact of the company's operations" (SER, 2000). Furthermore it specifies:

- Deliberately focusing the business activities to create value in the three dimensions of people, planet and profit and therefore contributing to longer-term prosperity and welfare in society;
- Maintaining relations with the various stakeholders on the basis of transparency and dialogue, answering justified question that are raised in society.

Although the Dutch government has stated a clear CSR definition and did specify it in more detail, the government is aware of the fact that CSR is a concept on which people and organisations differ. Government officials have stated in their interviews and policy documents that CSR is a broad concept, which can have different meanings. As a result the Dutch government states that: "above all CSR means customization" (Dutch government, 2007). Each company needs to apply CSR in its own way as for each organisation the concept of CSR can have a different meaning and impact. Therefore, government states that organisations need to determine what CSR means to them and how they can help society in a way suitable for their business. It is important that the organisation stays close to their core business, when involving in CSR. CSR can thus be defined as activities in the sphere of people, planet and profit that are linked to the core business of a company, whereas activities not directly related to the core business of the company can be defined as Corporate Social Involvement (CSI).

2.4   Conclusion

What is CSR? CSR cannot be defined in a single way, it has no universal definition and as stated by the SER, CSR is a catch-all term (SER, 2000, 2008). Due to the many definitions employed for this concept, it must be acknowledge that, it is a very complex concept, already existing for many decades, even centuries. Thinking and acting in the field of CSR has changed dramatically during the last decades. This modern concept of CSR as Mathis (2008) calls it, resulted in different perspectives and definitions where the stakeholder approach gained more and more importance. Due to this new attitude towards CSR, we see different initiatives and developments in CSR worldwide and in the Netherlands. Certainly CSR is gaining more and more recognition as business in and outside the Netherlands are increasingly involved in social and environmental issues. Furthermore, CSR must not be seen as a passing fad, it is a concept of the modern times in which businesses are exceeding the power of states and therefore need to act by expanding responsibilities.

Based on the CSR literature and Carroll's pyramid (2004) of global corporate responsibility it can be concluded that different contexts (countries, regions, sectors) and situations result in the fact that CSR can mean different things. I agree with Carroll (2004) that CSR is varying widely by country and even region. As stated by the Dutch government, besides all differences in definition, perspectives, and approaches, CSR means customisation. I agree with this approach and therefore I would like to state that CSR also varies by organisation. The involvement of a production organisation in CSR can and will (probably) be different from that of a service organisation. This is also the reason why I wish to adjust my answer on the question, what is CSR, differing for context. In order to customize my answer the context in which this research is conducted has to be taken into account. This context includes the moreover central role that stakeholders, especially the government play's, in the service-organisation Tempo-Team (growing expectations) and the increasing interest Tempo-Team has in involving in CSR. In order to define CSR in this context both the definition of the Dutch government and Tempo-Team's view and approach in CSR are taken into account. This results in the following CSR definition employed in this research: '*Increasing business responsibility and herewith the activities in all three dimensions of people, planet and profit, while maintaining transparency and dialogue with all stakeholders*'.

3. The development of the business–government relationship and the influence of CSR from a theoretical perspective

This chapter will review the relationship between business and government and in the Netherlands and answer the question: *How did the relation between business and governments developed in the last decades and what does the literature state about the influence of CSR on this relationship?* To get a full understanding of the (Dutch) business–government relationship and the developments in this relationship, this chapter will start with a general description of this relationship and its developments in the last decades, based on different literature. Furthermore, an overview will be given on literature with regards to the influence of CSR on business, government and their relationship. Does CSR influence the business–government relationship according to the literature, and if so, in which way does it influence this relationship?

3.1 The development of the (Dutch) business–government relationship in the last decades

What exactly is the relation between business and government in the Netherlands and how has this relationship developed itself in the last decades? First of all, the relationship between business and government has always been a complex relationship. Business and government both have different roles and tasks to fulfill, which result in both parties having a variety of goals, expectations and interests. Furthermore, the roles government and businesses take within society and their relationship with each other is closely connected with the developments taking place within our local and national society, but moreover also in our international society. Therefore, the primary roles government and business take and the relationship between these parties, must be seen as roles and a relationship gradual, but continuous shifting caused by different developments in society.

Although the private sector has always been a cornerstone of the Dutch economy, the Dutch government always had a significant influence on the Dutch national economy. Through regulations and requirements to almost every aspect of economic activity the Dutch government has always played a considerable role. Laws and regulation have been pursued with regards to aspects as safety, environment, employment and finance. Especially after the Second World War the Dutch government increased the administrative burden for business by implementing new laws and regulation for increasing transparency. The private sector, which played a major role in the creation of social policy, became increasingly coordinated in a top-down manner. During this period central agreements were dominating the playing field (Hopkins, 2003). Law and regulation were increasingly incorporated in the creation of solutions for nationwide problems. Furthermore, central agreements were important instruments in carrying out policies. The government had generally taken its role as controller and supervisor by creating and maintaining legislation, whereby it had the ultimate responsibility for social security, employment, housing and infrastructure. Business main role, on the other hand was the creation of profits and economic wealth.

During these times the state and the market functioned mainly opposing, by different and competing logics. As stated by Bredgaard (2004), from the government perspective there was a tendency to see the private sector as inferior or subordinate to public actors, whereas business had a tendency to see government as an 'external disturbance' and to a great extent irrelevant for the economic functions of there enterprises. Although worldwide movements as globalization, global warming, the welfare state crises and privatizations resulted in the fact that many studies identified a shift in the business–government relationship (Moon, 2002).

As stated in Dutch government documents (SER 2001, 2008, Dutch-government 2007) it were primarily economic global changes leading to a new context for government and business. These (global) developments resulted in the fact that during the eighties in the Netherlands there were raised discussions about government's role and tasks, within society. Back then the problems of a 'big government'; with all its diversity in roles, responsibilities and tasks became visible (Hoogveen & Hemeijer, 2007). A period of many privatizations followed and the Dutch government became more driven by market mechanism and business practices. The Dutch government aimed at reducing the administrative burden for business and from the 1980s onwards gradually tried to reduce its role in the national economy, leaving out the interventions that where needed in 2008 and 2009 because of the global economic turndown, in order to stimulate creativity and innovation.

Due to the overall developments globally, but also nationally, it can be stated that the traditional roles of government and business has gradually changed the last decades. As stated by Crane and Matten (2004) the most important shift forms the erosion of the political power of states worldwide, often due to the increased power of other actors such as business or NGO's. In their study, Crane and Matten (2004) explain how the role of the state is gradually changing its Westphalian setting (traditional setting). Within this Westphalian setting the state was dominant, as a regulator with imperative regulation versus a dependent role of business. However, currently the dominant role of government is changing towards a dominant role for business, in which the state is increasingly depending on the support of private organisations (Crane and Matten, 2004). This new context is called the post–Westphalian setting. As concluded by Buckland at el. (2006) governance in Western countries is in this new context more and more based on a set of increasing complex, interdependent and interrelated relationships with stakeholders. In this setting Wijffels (1999) states that there is an increasing necessity for governments to provide more space to solve problems decentralized on local or regional level. Governmental documents as well as scientific literature state that within the last decades a more open and flexible method of public coordination was implemented.

Furthermore, also the emergence of new types of regulation (self- and co-regulation) in the late 1980's and early 1990's can, according to Mathis (2008), be interpreted as an important sign of change in the business–government relationship. As also stated by Nijhof et al. (2004): "There is a visible trend from direct regulation towards co-regulation".

3.2 The influence of CSR on (Dutch) private organisations

The increasing power of business resulted in a greater responsibility for business (Van Kralingen et. al., 1999).

For many decades companies in the Netherlands are aiming beyond the business goal of earning profit. Though what is new, is the demand of society for responsible behavior as well as the intensity of the efforts made by Dutch private organisations for more social and ethical responsibility (Nijhof, de Bruijn & Honders, 2007). As stated by Cramer (2003), society is no longer prepared to blindly trust organisations: "Today the culture of show me first and then I might believe you, replaces trust". Therefore, today businesses are increasingly required to take their social and environmental role more serious.

Within the context of growing attention of CSR and companies being increasingly held accountable for issues as fair trade, environmental degradation and even the socioeconomic situation in their region (Nijhof et al., 2004), CSR gradually becomes one of the main issues on the agenda of Dutch private organisations. This is especially the case within larger companies. As stated by the European Commission (2001) multinationals are the main drivers of CSR. Nevertheless, gradually also a growing number of Small and Medium Enterprises start to realize that they cannot longer ignore the demand for CSR. They realize that involving in CSR can be beneficial for their organisation, and in some cases, can even be necessary for success. Involvement in CSR can result in increased motivation of employees, in a better reputation, financial performance and is an excellent instrument to enhance the legitimacy of the firm among its stakeholders (Vilanova et al., 2008, Maignan & Ralston, 2002, Nijhof et al. 2004). Therefore, it is not only argued that CSR has a strong influence on the operational level of organisations, but also on the strategic level. It requires private organisations to rethink their position; a position in which they are not only responsible for their own organisation, but in addition they are increasingly responsible for society (people and planet) as a whole.

In this context it is argued that stakeholder relations have become crucial. The involvement of business in CSR changes stakeholders view on the role business has in society. The view of business in this context shifts from a (mainly) shareholder approach, towards a broader stakeholder approach (Marrewijk, 2003). As also advocated by Loudon (1987) the former president-director of Akzo Nobel: 'Dialogue adjustment and collaboration with stakeholders is not a luxury anymore, but a necessity'. The rising expectations of private organisations makes that doing business today is more complex than ever. Many organisations today are carrying out activities beyond their mission statement of increasing shareholder value. In the field of 'planet', private organisations are increasingly working on sustainability by decreasing energy consumption, sustainable procurement and by increasing internal and external awareness. Within the Netherlands though, CSR has, besides the increased involvement of private organisations in environmental issues, also resulted in an increase in involvement in social issues (people).

According to different literature, Dutch organisations are increasingly creating special ethical codes and launch activities not only to improve the quality of life for their own employees, but also increasingly for their local community. Although it is clear that CSR is not a clear-cut set of activities that a company should follow, there are some clear trends visible in this field. The demand for CSR became an important reason for business to involve in partnerships with NGO's, and although CSR is still mainly focused on taking responsibilities for the activities of your own company, CSR programs recently have resulted in private organisations paying more attention to their (supply) chain responsibilities (MVO Nederland, 2009).

Especially Dutch organisations having suppliers in developing countries as China, India, Zambia, Peru, Brazil and Thailand are increasingly required to pay attention to principles as fair trade, human rights and environmental protection. 'Today it is assumed that business is the mantle of social programmes, that only in rare cases would have previously been considered' (Hopkins, 2003). As also advocated by Mathis (2008) and Raymer (2003) (social) expectations of private organisations have definitely increased within the last years. In Mathis's study (2008) the results show that 71.4% of the respondents of private organisations state that they have put higher expectations on their organisation within the last years. Therefore, the key for many private organisations today is how to deal with these new expectations and how to successfully combine the three P's of people, planet and profit. This has made it increasingly important for organisations to know what stakeholders expect of them, with the biggest challenge being how to meet these new expectations. This requires the private sector to change their attitude, to learn how to deal with new responsibilities and to develop new skills.

3.3   The influence of CSR on (Dutch) government institutions

'We should encourage business to commit them to accountability. Not because they have to. But because they want to; inspired by sustainable development. We share the responsibility for the future. Therefore, I favour partnerships and involvement of civil society. They can support actions by governments' (Balkenende, 2002)

Already since early 1990's the debate, on the role of governments in the field of CSR, has been present (Moon and Sochaki 1996, Fox et al. 2002). It was during this time that the first international CSR governmental policies and initiatives emerged, developed by institutions as the UN, the OECD and the European Union. In the years after 1990, CSR increased its influence and increasingly reached the national, regional and local governments of (mainly) Western countries. More governments, especially of the western countries, took initiatives in the field of CSR by implementing CSR practices in their own business operations, but also felt the need to take the role of promoter and driver of CSR (Moon, 2004) and adopting public sector roles in strengthening CSR (Fox et al. 2002). Zadek (2001), one of the pioneers in identifying government roles, describes the incorporation of governments within CSR as a new stage in the development of this concept. He defines this new stage as the third CSR generation in which the new role of governments in promoting CSR is a central issue (Zadek, 2001).

Also the Dutch government was influenced by CSR. In reaction to the growing importance of this concept globally and nationally, the government has increasingly involved itself in the development of CSR. National initiatives and extensive policy document on CSR were recently created. Nevertheless, CSR has not only influenced the Dutch government by their engagement in CSR and their new tasks as driver and promoter, but has also pushed the Dutch government to apply new roles and approaches. Within this new role, most scholars conclude that CSR public policies must use soft forms of government intervention to shape voluntary behavior of companies (Fox et al., 2002, Lepoutre et al. 2004, Albareda et al. 2008, European Commission, 2002). Especially policies regarding the environmental behaviour of business in the Netherlands, have changed drastically over the last decades.

When looking at the Dutch context, we can conclude during the 1970s, the Dutch government responded to many concerns in society by formulating specific policy and (strict) material specific regulation (Nijhof et al. 2004). Policies were created to protect social society, to promote integrity, to respect human rights and to protect the environment. However, especially within the context of CSR the Dutch government realized that the effectiveness of these policies became inadequate. According to Nijhof et al, 2004), CSR results in an increasing need for the use of the creativity of all actors involved, beyond the level stimulated by a command and control approach. The Dutch government also recognized this, as they state that in the field of CSR their regulatory role is changing as, in essence, CSR transcends the law (Dutch government, 2007). CSR is stated to welcome a governmental role, which is not based on command and control regulatory or legislative policies (Lepoutre, Dentchev & Heene, 2006, Cramer, 2003). 'CSR requires a government that leads by setting a frame of reference in which the private sector must operate. However, as it is a deliberate decision of the government to let organisations unbounded in the field of CSR, law and regulation cannot set this frame of reference. Therefore in the field of CSR, the government must use other mechanism to stimulate and coordinate CSR in the private sector (Cramer, 2003).

Therefore, instead of making (strict) law and regulations, the government is in the field of CSR pushed towards a new institutional role of providing more facilitation and stimulation. This has resulted in the fact that the Dutch government no longer has the intention to force organisation and is trying to diminish the overall amount of legislation (Dutch government, 2007). The Dutch government aims at using only non– legally binding legislation with regard to CSR and for instance stimulate and influence business by the providence of allowances, voluntary agreements and creating partnerships. The use of voluntary agreements forms an important shift in this field. Since the nineties these agreements are increasingly used in Western countries and especially in the European Union. Within the EU the Netherlands Is stated as having a leading position in the creation of voluntary agreements. Within the mid nineties already having 100 voluntary agreements in place (EEA, 1997). Furthermore, scientific literature (Hartman et al, 1999, Bressers and de Bruijn, 2005) indicates that, since the 1990 there have been, especially in the sphere of planet, clear movements visible from command and control type of regulations towards more consensual and flexible types of regulation (voluntary agreements).

This development is mainly based on the premise of the Dutch government, that in the field of CSR, a co-operative paradigm is more effective and in some cases even required (Hartman et al, 1999). This resulted in the fact that since the 1990's an increasing amount of voluntary agreements were set between government institutions and especially also between government and business. These voluntary agreements have since the nineties mainly focused on branches in the industry sector as the chemicals, printing and dairy industry. Nevertheless, recently the use of these more flexible and consensual agreements is also increasingly incorporated in other sectors, like for instance the Dutch MKB sector.

It can be concluded that the Dutch government has within the last decade, especially in the field of sustainability, changed its approach and increasingly aims at stakeholder inclusiveness, flexibility and consensual types of regulation. Within the field of CSR the Dutch government is trying to adopt this role with the motto: inspiring, innovating and integrating. As stated by the SER (2008), the diversity of the different situations makes it hard to describe how business must involve in CSR, as business is primarily responsible for making their own CSR policies. It must become part of the core-business of a company and a characteristic of modern entrepreneurship. To stimulate business in taking their own responsibility, the policy on CSR of the Dutch government is from 2001 onwards based on self-regulation, cooperation and facilitation (SER, 2008: Duurzame globalizering: een wereld te winnen). This vision on CSR is supported by the study of Albareda et al. (2008), which indicates that governments often see that CSR is more effectively implemented when it is business-led and not regulated by government itself. The new strategy in this field aims more specifically at electing private initiative and shared responsibility.

The Dutch government states in its CSR policies to embrace the thought of cooperation, interaction and building networks of different stakeholders (Dutch government, 2007). "The development of CSR is seen as an important vehicle for the realization of results together" (Dutch government, 2007). The Dutch government's ambition and goal is to bring CSR to its full maturity together with other players in the field, by accelerating and encouraging its development. Especially as a large market party and exemplary customer, they can function as a CSR role model. By setting this high ambition the Dutch government needed to actively promote, encourage and inform about CSR nation wide. In order to do this the government launched different initiatives, and in 2004 it was decided to give CSR a real boost by creating an independent multi-stakeholder network organisation. This CSR centre of expertise, MVO Nederland, was developed in order to promote CSR especially among SMEs. Furthermore, on June 30, 2005 the Dutch House of Representatives adopted the most concrete initiative for the government's internal CSR policy. This initiative entailed the realization of 100% sustainable procurement by the national government in 2010. This means that only the organisations, government suppliers, meeting or are visibly working on meeting the sustainable procurement criteria, are eligible to compete. With setting this pre-selection it was intended to set a level playing field for CSR, while all government suppliers are required to invest in meeting the criteria set. Nevertheless it seems that this CSR policy instrument for government has failed to a large extend, while a lot of the criteria set were deserted again in 2009 (www.senternovem.nl).

Other initiatives include: financing civil society organisations and social projects, stimulating CSR discussion and supporting the development of the ISO 26000 standard for more coherence between guidelines.

Also the Ministry of Economic Affairs, as one of government's frontrunners in CSR, has launched some meaningful national and international CSR initiatives and is pro-actively engaging in CSR. As to be seen from their website they have integrated CSR in their own Ministry by stating clear priorities, making different CSR reports on people, planet and profit from 2006 onwards and integrating CSR in their (corporate) annual report. Furthermore the ministry has launched some meaningful initiatives in the past years. During 2004 they created the Transparency Benchmark study, which is used by many organisations and an interesting initiative was launched recently for the involvement of governments in CSR.
As stated by the Ministry of Economic Affairs: 'Reporting on sustainability should not only be a responsibility of business, but also of governments'. Therefore, the Ministry of Economic Affairs is developing GRI guidelines specifically designed for governments.

It can be concluded that the Dutch government is trying to stimulate business engagement in CSR without command and control approach, but by the use of more self-and co-regulation and has formulated itself a strong CSR mission on sustainability. They are more and more aiming at a partnership approach with business as they regard cooperation and dialogue needed in this field. Instead of setting technology-forcing standards unilaterally the approach builds on close collaboration with target groups. Voluntary agreements, especially in the sphere of planet, but increasingly also in the social sphere, are thought to be the key instruments in this approach. As to be seen from different literature the Dutch government has since 1990 been increasingly active in concluding covenants, with different sectors. Examples mentioned by the literature are the covenant *Benchmarking energie efficiency (1999)*, the covenant *voor het gebruik en stimuleren van FSC gecertificeerde producten*, *Schone en Zuinige Argosectoren* (2008) and the *Raam covenant grote ondernemingen* (2000). The *Raam covenant grote ondernemingen* (2000) is aimed at stimulating employment for minority groups living in the Netherlands.

As also advocated by Albareda et al. 2008 the general preference of governments in the field of CSR is a partnership approach with business by raising awareness, stakeholder engagement, capacity building and facilitating voluntary initiatives. It can be stated that for reaching this aim in the field of CSR, the key instruments used by the Dutch government are self-regulation, subsidy and the creation of voluntary agreements between public and private sector. A model made by the RLV- Raad voor het Landelijk Gebied (2006) makes clear in which way the role of the (Dutch) government, is expected to change, in the field of CSR, were business is increasingly taken responsibilities. (see figure 1: The changing roles of government)

borging publieke belang via overheid	borging publieke belang via private partijen

Figure 1: The changing roles of government (RLV, 2006)

3.4   The influence of CSR on the businesses–government relationship

In the first paragraph of this chapter it was sketched that due to the occurrence of welfare state problems and global movements as globalization, the Dutch business–government relationship changed (Hopkins, 2003). Furthermore, within the last decades the importance of sustainability became increasingly visible national, but also international. For reaching sustainable development the participation of the private sector is crucial and the relationship between business, government and NGO's is considered as fundamental (Mathis, 2008, Albareda et al. 2008). It can be stated that CSR has influenced both business and government, but important for answering the research question in this paragraph is; Does CSR influence the general business–government relationship? And if so, what influence does this concept have on the relationship between business and government in general (macro layer)?

As stated by Albareda et al. (2008), Buckland et al. (2008) and Zadek et al. (2001), there is a clear relation between CSR and the welfare state. Although this relation is described in different ways, there is an acceptance in most Western countries that the traditional welfare state mechanism needs to be renewed and that (Western) businesses have a role to play in this. According to Buckland et al. (2006), CSR needs to been seen as being a part of the larger transformation in the business–government relationship and cannot be seen in isolation from the major social, political, economic and environmental problems facing us today. Buckland et al., (2006) agrees with Albareda et al. (2008) and Zadek et al. (2001), who state that CSR can best be understood as a consequence of global business activities, due to which business will have to take greater account of its impacts on society. "There are gradually developed new ways for creating better fitting solutions for today's society and within this new mode CSR forms an important part" (Buckland et al. 2006:7). CSR must therefore be seen as a response to new challenges and as a part of the modern welfare state policies. It must be seen as a new way for getting the private sector in the wished direction without being the government that has all control.

As part of the emerging CSR agenda of government, business is asked to take a more proactive and influential role in shaping public policies, but is also asked to support the achievement of wider social, environmental and economic goals (Albareda et al. 2008).

For taking this extended and new role many scholars argue that cooperation and trust between business and government is increasingly important and in some cases even essential. As stated by Gribben et al. (2001), "CSR has oiled the wheels of new partnerships and has to be seen as a framework in which new ways of collaboration between business, governments and civil society are used as a mechanism for developing new models of governance to address major social problems, especially faced by post-industrial societies". With the occurrence of CSR, a new dimension is given to the business-government relationship. In this particular relationship, government is trying to create a level playing field for multi-stakeholder dialogue with a visible shift towards more self and co-regulation and the creation of more voluntary agreements between business and government. For participating in this new CSR relationship with voluntary agreements and more self and co-regulation, business must voluntary open-up to broaden their view within society and expend their responsibilities.

Within this changing context the business-government relationship is shifting more and more towards a partnership model in which multiple stakeholders work together in tackling (complex) problems within society. As stated by the RLV- Raad voor het Landelijk Gebied, (2006), due to the increased responsibilities of business new roles for both business and government occur and some old roles disappear. The changes that occur in this field are based on a shift from a hierarchical business-government relationship towards a business-government relationship of cooperation. Within this field of CSR, were business increases their responsibility, the approach of the Dutch government is visibly changing. The Dutch government aims in this field at a collaborative relationship with business and to reach this aim the traditional command and control approach (strict regulation) shifts towards a consensual approach with more self-regulation and voluntary agreements.

A Dutch government official made this shift in approach clear by arguing that; in the field of CSR he perceives his ministry as a partner and not a controller of business, with its main function to support business where possible (Stiekema et al., 2006). The relational state, made visible by Mendoza (1996) and Midtunn (2004) shows this new, more interrelated and interdependent relationship between business, government and civil society (Appendix 1: The relational state model). Midtunn (2004) defines this model as the emerging model of corporate social responsibility oriented societal governance. According to Midtunn (2004), this model of Relational Corporate Social Responsibility is the signal of a new approach for governments in this field. Within this model, the classic divide of the state and market is fading, as Dutch as well as other Western governments engage themselves in more horizontal and inter-organisational networks of societal actors and are more and more asked to act as participants, partners and facilitators to enable and stimulate business in engaging in CSR (Nijhof et al., 2004). This cooperation and partnering between business and government is needed, because in this field there occurs co-responsibility (Albareda et al., 2008). This involves the existence of common objectives and the articulation of responsibilities being taken on by each party (business and governments).

3.5   Conclusion

How has the relationship between business and of governments developed in the last decades and what does the literature state about the influence of CSR on this relationship? First of all it can be concluded that especially the Western business–government relationship changed within the last decades. Worldwide developments as globalization and an open world economy have resulted in a new context for governments as well as businesses. As stated by Crane and Matten (2004), the most important shift in this relationship has been the fact that worldwide the state's political power eroded, due to business, that significantly increased its power within the last decades. These developments have resulted in the fact that also in the Netherlands discussions where raised about the role and tasks of government and business within society. Within the last decades business increased its power and governmental organisations have realized that they cannot solve certain problems on their own anymore.

As a response to these developments and new challenges in the modern welfare states the modern concept of CSR emerged. Concluded can be is that CSR can best be seen as a consequence of global business activities and being part of a new way and a new approach for creating better fitting solutions for today's society (Buckland et al. 2006:7). "Both resource depleting businesses, weak civil societies and failed governments are part of the problem, but increasingly recognized is that responsible companies, engaged governments and vigilant NGO's are part of the solution" (Albareda et al. 2008). Nevertheless more important for this research is the answer on the question: What does the literature state about the influence of CSR on the business–government relationship? Concluded can be that the concept of CSR is of great influence on not only business and governments, but only on the business–government relationship. It can be concluded that due to CSR businesses, especially in Western countries, are increasingly held accountable for social and environmental issues, which results in a new role for both business and government in this field. In this field the role of business changes as business increases their responsibilities in the spheres of people, planet and profit and furthermore also government's role changes as it is claimed that CSR must be promoted from a relational approach (Albareda et al., 2008).

What is the influence of CSR on the business–government relationship according to the literature? What can be concluded is that scientific literature as well as Dutch governmental documents claim that CSR, the increased responsibilities of business, results in a new relational system that links government, business and society to jointly take initiatives within networks and partnerships. "CSR is a framework in which new ways of collaboration and partnership between business, governments and civil society are used as a mechanism for developing new models of governance to address major social problems, especially faced by post–industrial societies" (Buckland et al. 2006:7). Because of this growing interdependency another approach is needed and applied in this field, as mutual trust, dialogue, partnerships and cooperation become essential. This change in approach within the field of CSR can be typified as a shift from a hierarchical approach towards a more horizontal approach.

This shift is also advocated to occur in the Dutch CSR context as not only Dutch policy documents, but also scientific literature state that in the field of CSR the Dutch government's approach shifts from a command and control approach towards a more flexible consensual approach. This shift is typified by the increased use of indirect, more flexible steering models by the Dutch government in which the creation of self-regulation, co-regulation, voluntary agreements and the providence of subsidy can be seen as key instruments for steering and controlling in this context. The Dutch government aims in the field of CSR at diminishing the overall volume of legislation and embrace the thought of cooperation, dialogue and interaction and building networks of various stakeholders.

To stimulate Dutch private organisations in taking their own responsibility, the Dutch government's policy on CSR is from 2001 onwards based on self-regulation, cooperation and facilitation (SER, 2008: Duurzame globalizering: een wereld te winnen). The Dutch government argues; the traditional control and steering approach with strict legislation will not be effective to improve Corporate Social Responsibility in the Netherlands, Dutch businesses need to be seen and need to be approached as a partner, and therefore with soft steering instruments. In the field of CSR the creation of cooperation, partnerships, dialogue, self-regulation and voluntary agreements between business and government are the key for solving social and environmental problems (SER, 2001, Buckland et al. 2006, Albareda et al. 2008). Important to include in this conclusion is that this new and different approach in the field of CSR does not imply the replacement of one approach by another, but the development of more flexible approaches to be adapted in this specific field.

4.   Research model

This research is focused on the increasing responsibilities of business (CSR) and the influence of CSR involvement on the business–government relationship. This study is aiming at finding the answer to the central research question: *Does an increase in business responsibilities of a Dutch private organisation results in a shift in the relationship they are having with Dutch (local) government institutions?* In chapter 2 and 3 several arguments have been given on the concept of CSR, its influence on businesses and governments worldwide and in the Netherlands, and the influence of this concept on the public–private relationship. However, an important question to answer in this chapter is: what does all this literature mean for the hypothesis in this research, the research model and testing this model? Which variables are capable for measuring an increase in business responsibilities and a shift in the business–government relationship? Which variables need to be included in the research model for testing if there exist a causal relationship between increased business responsibilities and a changing business–government relationship? In this chapter the theory in chapter 3 is translated in a concrete research model, reflecting the hypothesis of this research and the variables that are incorporated for measuring the expected causal relation between increased business responsibilities and (a change in) the business–government relationship.

4.1   Conceptualization

Except for the study conducted by Mathis (2008), no other empirical research has indicated or proven that when (Dutch) private organisations increase their business responsibilities, this can, under certain structural parameters, result in a shift in the their relationship (interaction, policy instruments) with (local) public authorities. However, this is where this research is aiming at. Do and in which way do increased business responsibilities of a Dutch private organisation influence their relationship with (local) government institutions? Exploring if their exist a causal relationship between the independent variable, increased business responsibilities, and the dependent variable, business–government relationship, is made visible in figure 2: The research model. Based on the literature of chapter 3, the research model will test the following hypothesis: *When a Dutch private organisation increases its responsibilities in the sphere of people, planet and profit this causes a shift in their relationship with (local) government institutions. Resulting in more and broader cooperation, partnerships, dialogue, interaction and an increase use of incentive-based regulation, self-regulation and voluntary agreements'.*

The research model:
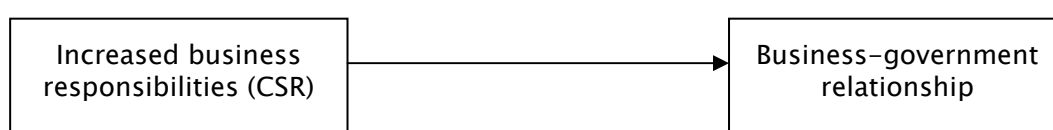
Figure 2: The research model

Increased business responsibilities (CSR) can in this research be identified as the independent variable; this variable is expected to have an influence on the dependent variable, business-government relationship. In order to test the hypothesis and the research model as stated above, Tempo-Team, a temporary employment agency, is used as a case study. In this case study the macro-level influence of increased business responsibilities on the business-government relationship, as described in chapter 2 and 3, is tested on micro-level in the Dutch context. However, for testing the hypothesis as stated in this research, variables and indicators need to be created for both the independent and the dependent variable. For performing this research knowledge is needed about what is meant by the independent and dependent variable in this research. First of all we need to know how what is meant exactly with increased business responsibilities (CSR) and how this variable can be measured. The literature in chapter 2 and 3 made clear that CSR is the framework for the role of business in society, often defined as denoting corporate activities beyond making profits, such as protecting the environment and getting involved in (local) community projects. In this study therefore increased business responsibilities is about increasing business responsibilities in the social, environmental and economic sphere, beyond law and making profit (CSR).

The goal when defining variables and indicators for measuring the independent or dependent variables of a study is that they are valid and match as much as possible the meaning of the concept in the real world. Therefore, a good and relatively easy way for finding suitable variables and indicators for a concept is including variables and indicators that are incorporated more often in empirical or social studies. In the (scientific) literature on CSR, there can be found different standards for measuring an increase in business responsibilities in the spheres of people, planet and profit (CSR). The chosen CSR measurement standard for this research is the GRI (Global Reporting Initiative) guideline. There are a couple of arguments, why in this research the GRI guideline is used for measuring an increase in business responsibilities (CSR). First of all the GRI guideline is one of the most general accepted standards for measuring an increase in a company's business responsibilities. Secondly, as stated on the website of the Global Reporting Initiative: the GRI guideline is a worldwide standard for measuring the degree of CSR reporting on the three P's of people, planet and profit and can be used for organisations of any size and sector (www.globalreporting.org). Thirdly, the GRI guideline has already proven itself as a useful, capable and reliable method for measuring CSR, as this method was earlier used in the study of Mathis (2008). What needs to be mentioned is that although this research will use, just like Mathis (2008) the GRI guideline for measuring an increase in business responsibilities, in this research the method of measuring will be slightly different.

In the study of Mathis (2008) the GRI guideline was used to measure the extent in which a private organisation reports on the variables and indicators mentioned in the GRI guideline in order to measure an increase in its business responsibilities, although, in this research the variables and indicators will in the first place be used to measure a change in activities, actions and behaviour and thoughts.

In this study the main focus is not on measuring business responsibilities by means of measuring the extent in which an private organisation increases its reporting on CSR variables, but on measuring the change/increase in action, activities, behaviour and the way of thinking on these variables. In this research the GRI guideline needs to be seen as the source for measuring an increase in business responsibilities (CSR). However, essential is that the variables and indicators incorporated, fit the context of this study. Therefore, there is chosen to make a selection, taking into account the context of this study, from the variables and indicators mentioned in the GRI guideline. Most important to include in the selection criteria is the fact that in this study the sphere of people prevails above the sphere of planet as the focus is lying on a Dutch private service organisation. As the variables in the profit sphere and especially the planet sphere (pollution) are less applicable for a private organisation in the service sector, there are included more variables that refer to the social sphere of CSR. Furthermore, taken into account is the definition of CSR as stated in chapter 2. This definition states that for a Dutch private organisation like Tempo-Team not only taking responsibilities in the sphere of people, planet and profit are important, but also taking responsibilities in the fields of stakeholder dialogue and transparency are important.

In *table 1: Business responsibility (CSR) variables*, the variables included in this research for measuring an increase in business responsibilities, gathered out of the GRI guideline, are stated. The variables included reflect the most important variables that need to be measured for a private service company like Tempo-Team in order to answer the research question: *Did the business responsibilities of Tempo-Team increase during the last years?*

Table 1: Business responsibility (CSR) variables

People	Planet	Profit
Community involvement	Use of (green) energy and water	Corporate Social Involvement
Employment	Sustainable environmental initiatives	Social Return on Investment (SROI)
Training and education	Commuter traffic	Transparency
Ethics		
Diversity and equal opportunity		
Stakeholder dialogue		
(Pro-activeness in) self-regulation		

In this research it is expected that when a Dutch private organisation increases its business responsibilities on the above stated variables, this will influence their relationship with (local) government institutions. In this research there will first of all be explored and measured if and in which way Tempo-Team has increased its responsibilities in the sphere of people, planet and profit during the last years. As stated by Martin (2004), the concept of business responsibility is often measured by a count of the number of (policy) documents a company produces. However, for measuring an increase in business responsibilities in this research, the focus is lying on measuring an increase in actions and activities taken by the organisation on the CSR variables.

Furthermore, the (change in) visions, ideas and behaviour of employees on CSR and the increase in the company's responsibilities is crucial information, not only because they give valuable information for answering the research question, but also to increase reliability. Policies, goals, missions, actions and activities stated on paper, may in practice not been carried out. Therefore, measuring Tempo-Team's (increase) in business responsibilities (CSR), for the variables as stated above, is be done by looking at:

- (Policy) documents
- Mission and goals
- Actions (activities, projects)
- They way employees think and behave

Measuring if the increased responsibilities of Tempo-Team have influenced their relationship with government institutions

In order to be able to measure the second empirical research question: D*o increased business responsibilities of a Dutch private organisation cause a shift in their relationship with (local) government institutions,* variables and indicators need to be developed for the dependent variable (the business-government relationship). According to the literature, an increase in business responsibilities in the sphere of people, planet and profit (CSR) of the Dutch private sector results in a shift from a hierarchical business-government relationship towards a business-government relationship of cooperation. In the fields were the private sector increases its responsibilities it changes the way private and public sector deal with each other. The Dutch government's approach towards business changes in the field of CSR as in this field the government states to use a more flexible and consensual approach towards business, than the traditional command and control approach. In this context the public-private relationship shifts towards a more horizontal relationship with more dialogue, broader contact and mutual trust between business and government in which both parties try to build a relationship based on a partnership, cooperation and voluntary agreements.

When looking at the business-government relationship in relation to increased business responsibilities in the sphere of people, planet and profit (CSR), there are brought up concepts as dialogue, stakeholder networks, intense interaction, cooperation, partnerships, command and control, self-regulation, co-regulation, voluntary agreements and mutual trust. As there is currently no sufficient and valid method for measuring (a shift in) the business-government relationship, this theoretical information is crucial for selecting suitable variables for measuring the dependent variable of this study. Where it is impossible to include all variables that are able to tell something about the business-government relationship, a selection is made out of the variables mentioned in the literature. The selection of the variables is made based on both the relevance and the context of this study and on the ability for measuring the variable in the case study with Tempo-Team. When looking at the theory of chapter 2 and 3 and comparing the scientific literature with the Dutch policy documents on the shifts occurring in the business-government relationship in the field of CSR, concluded can that the influence of CSR on this relationship is summed up as a shift from a hierarchical business-government relationship towards a horizontal business-government relationship.

In order to come to concrete variables and indicators for measuring the dependent variable of this study, (a shift in) the business–government relationship, the following questions need to be answered: What are the most important variables, according to the literature, for measuring a shift in the business–government relationship in the field of CSR? How can the important shifts in the business–government relationship influenced by the increased business responsibilities of business, be measured and concretized in variables and indicators that are able to measure its influence on the business–government relationship on a micro–level? According to the literature, the following statements about the dependent variable of this study can be made:

- In the field of CSR there is occurring a change in approach when looking to the use of policy instruments. This is described as 'a covenant approach' a shift from strict regulation (command and control approach) to self–regulation, co–regulation and voluntary agreements (consensual approach).
- In the field of CSR the Dutch government is not aiming on a relationship based on separation of public–private action, tasks and responsibilities, but increasingly on sharing responsibilities, cooperation and the creation of public–private partnerships.
- Furthermore, in the field of CSR the Dutch governmental policy is aiming at a relational approach in which sharing ideas and visions with different stakeholders (stakeholder dialogue), is one of the focus points.

The variables stated above are according to the literature of chapter 3, the most essential movements when looking to the influence of increased business responsibilities on the business–government relationship. Therefore, these variables are included for carrying out the empirical part of this study. The question is: Do the major movements in the business–government relationship, caused by the increased responsibilities of the private sector, also occur on a micro–level when looking to the relationship between a private service organisation and (local) government institutions? Taking this into account the variables as stated in *table 2: Variables business–government* relationship, are included in this study for measuring if their occurs a shift in the relationship a private service organisation has with (local) government institutions, due to their increased business responsibilities:

Table 2: Variables business–government relationship

Variables business–government relationship
Dialogue and interaction
Cooperation
Partnerships
Policy instruments

4.2   Operationalization of the variables

Doing research without the process of making the variables measurable is impossible. Operationalization is part of the empirical research process and in a wider sense operationalization refers to the process of specifying the extension of a concept. An indicator is a sign of the presence or absence of the concept we are studying. Therefore, within this paragraph the question needed to be answered is: how can we measure the concept in a case study with the temporary employment agency Tempo-Team?

In paragraph 4.1, the variables for measuring the influence of increased business responsibilities on the business-government relation are sketched. However, for measuring these variables they need to be transformed in indicators and questions, able to, taken together, give an answer to the main research question. Therefore in this paragraph, the variables defined before are operationalized by the creation of various indicators. As mentioned before, for measuring a shift in the business-government relationship in the field of CSR, no previous study has created indicators, and although the study of Mathis (2008), Albareda (2008) and the model of the Raad voor het Landelijk Gebied- RLV (2006) were suitable for selecting relevant and reliable variables for measurement, suitable and reliable indicators were not mentioned in these studies. Therefore, the indicators used for measuring a shift in the business-government relationship, although strongly based on the variables, are still chosen in a rather arbitrary manner. On the contrary the indicators created for measuring an increase in business responsibility have a strong foundation. This strong foundation is the GRI guideline. This GRI guideline provides standard variables and indicators for reporting business responsibilities in different fields of CSR (See 4.1). Each variable for measuring an increase in business responsibilities is accompanied by different indicators, suitable for measuring that specific variable. *Table 3: Variables and indicators for performing the empirical study*, shows the variables and indicators incorporated for giving an answer to the main research question and testing the hypothesis in this study.

Table 3: Variables and indicators for performing the empirical study

Variables measuring Business responsibility (CSR)	Indicators	Variables measuring the business-government relationship	Indicators
Community involvement	• Number of (voluntary) social activities • Amount of people working on social projects	Partnerships	• Number of public-private partnerships • Private & public tasks within the community projects • Private and public accountability within the community projects • Amount of allowance given by government
Corporate Social Involvement	• Amount of money spend on charity donations • Number of CSI projects		
Stakeholder dialogue	• Number of events organized for stakeholders	Dialogue and interaction	• Frequency of dialogue between business and government • Broadness of the contact

Transparency	• Publishing an CSR report • Publishing an year report • Clear internal goals missions and policies		
Social Return on Investment (SROI)	• Social Return on Investment (percentage)	Cooperation	• Amount of collaboration agreements with (local) governmental institutions • Degree of cooperation with (local) government institutions (Creation of win-win situations)
Sustainable environmental initiatives	• Environmental activities • ISO 9001 or 14001		
Diversity and equal opportunity	• Disabled persons employed • Incidents of discrimination • Policies on minorities and diversity		
Ethics	• Amount of fines for unethical behavior • Documents on guarding ethical behaviour		
Training and education	• Amount of people following training and education • Amount of money spend on training and education		
Commuter traffic	• Amount of commuter traffic by car • Lease cars with A label • Activities to reduce the effects of commuter traffic		
Employment	• Amount of people employed		

| (Pro-activeness in) self-regulation | • Number of self-regulated policies and codes of conduct
 • Amount of audits performed by business itself | Policy instruments | • (Degree of) control by government (regulation)
 • Amount of audits performed by governmental institutions
 • Amount of voluntary agreements singed between business and government |

In *table 3: Variables and indicators for performing the empirical study*, not only the variables of the independent and dependent variable are incorporated, but there are also made some expectations about the underlying relations between the variables. As, the causal relation between business responsibilities and the business-government relationship is rather strongly based on the literature of chapter 3, the relations between the variables is to a great extent chosen arbitrary, based on own expectations. This brings some with it some uncertainty. However, within this study this uncertainty cannot be avoided, due to a lack of proven scientific methods in this specific field of research.

First of all, expected is that when an organisation like Tempo-Team takes more responsibility in the field of Community involvement and Corporate Social Involvement this will have more influence on the variables cooperation and partnerships, than on the variable policy instruments. Furthermore, it is expected that when an organisation like Tempo-Team increasingly takes responsibilities on the variables diversity and equal opportunity, training and education, sustainable environmental initiatives, ethics, commuter traffic and SROI, this will have more influence on the way and the amount of cooperation the company has with (local) government institutions, than on the dialogue and interaction it has with (local) government institutions. The pro-activeness in the field of self-regulation is expected to have most influence on the variable policy instruments and less influence on the variables of cooperation, partnerships and dialogue and interaction. When a Dutch private organisation takes initiatives for self-regulation, it is expected that in these self-regulated fields there is less need for (local) government institutions to take control by setting regulation.

Measurement

For measuring an increase in policies, actions, thoughts and behaviour, qualitative and quantitative measurement is needed. Has there been an increase in the policies, actions, thoughts and behaviour of Tempo-Team, when looking to the different variables representing the independent variable: business responsibilities? In order to measure this, interviews will be held with employees of Tempo-Team. Furthermore, documents are used for quantitative measurement. This document study is used as additional sources. By measuring mainly qualitative, but in additional also quantitative, reliability of the information gathered, is increased.

Quantitative information related to the different variables is used to measure the exact increase of Tempo-Team's business responsibilities between two moments in time. Necessary is that the difference between these units of time is big, as CSR needs to be seen as a, relatively slow, process. Therefore, where possible, measurement on the basis of documents took place between 1999 and 2009. An example of how the variable community involvement can be measured with a close-ended indicator is: The number of social activities conducted by the organisation.

However, testing if, and in which way, the business responsibilities of Tempo-Team have increased is only one part of the research question, more important is if, and in which way, this increased responsibilities influenced their relationship with (local) government institutions. For testing if an increase in business responsibilities results in a shift in Tempo-Team's relationship with (local) government institutions there is mainly used a qualitative measurement method. Interviews are held with employees of municipalities and employees of Tempo-Team. Especially employees of Tempo-Team, directly connected to the CSR activities performed by the organisation, or being involved in a direct relationship with (local) government institutions, are included as respondents. Furthermore, the projects *Mo Money* and *Emma at Work* are used as examples of CSR engagement. Both projects are valuable examples of CSR involvement within Tempo-Team and are used as an example on micro-level, to see if, and how, these projects influenced Tempo-Team's relationship with (local) government institutions. Do employees of Tempo-Team see that starting these projects has changed their relationship with (certain) local government institutions? Do employees of Tempo-Team see these projects as a (direct) benefit for their relationship with (local) government institutions? Have there been concrete changes in the different business-government relationship variables, since Tempo-Team is participating in these CSR projects? Have there occurred concrete changes in their relationship with (local) government institutions due to the overall increased responsibilities of Tempo-Team according to employees of Tempo-Team? And how do employees of municipalities see this? Has their relationship with Tempo-Team changed, and do they feel they have another relationship with Tempo-Team than they have with other temporary work agencies, due to the increased business responsibilities of this organisation?

As valuable background information interviews with government officials and MVO Nederland take place to gather information about their vision on the influence of increased business responsibilities on the Dutch business-government relationship. Furthermore these interviews gather general information about the overall developments in the business-government relationship and the role both parties are aiming to take and are 'practically' taking in the sphere of CSR. Does the Dutch government have special policies for CSR? Do they see an overall change in the relationship they have with private organisations that are willing to take more responsibility? Are they willing to reward 'responsible organisations'? To answer the research question the following sources of information are used:
- Interviews with employees of Tempo-Team and Dutch government officials
- Documents (Reports, website, press releases, stakeholder comments, news letters, internal reports, civil society reports, social reports etc.)

The measurement method is semi-structured as it will focus on indicators that must answer either directly or indirectly and are both open and close ended.

Example: The variable Social Return on Investment. For measuring this variable there will be used a close-ended indicator. A closed-ended indicator is the percentage of SROI conducted by the organisation (Tempo-Team). This close-ended indicator will be measured in two different periods of time and will result in two figures that can be compared. An increase in the percentage can be seen as an increase in the business responsibilities of Tempo-Team, which is expected to have an influence on the relationship Tempo-Team is having with (local) government institutions. More concrete indicators are indicators that refer to the actions taken by Tempo-Team and the way employees think about these actions. To gather this information open-ended indicators are more suitable that close-ended indicators. An example of a variable is the variable sustainable environmental initiatives. To gather sufficient, reliable and valuable information on this variable, concrete (open) questions are asked to different employees of Tempo-Team. Does Tempo-Team take actions on this variable and if so, what kind of actions does Tempo-Team take? Do employees see a difference in the actions taken by their organisation compared to some years ago?

Furthermore, general questions are raised in the interviews, to gather broader information for answering the research question. Examples of more general questions are: Has the organisation conducted more additional activities and projects beyond their mission statement compared to some years ago? Do you feel that your way of thinking has changed when looking at the environment and social sphere of CSR compared to some years ago? The complete questionnaire is included in *Appendix 2: Questionnaire: the change in the business responsibilities of Tempo-Team*. The answers given on the questions included in this first questionnaire are important for the questions raised in the second questionnaire: *The influence of increased business responsibilities on the business-government relationship*, included in Appendix 3. In this questionnaire employees of both Tempo-Team and municipalities are asked if an increase in business responsibilities influence their relationship with either (local) government institutions or businesses (Tempo-Team). Do employees of Tempo-Team feel (local) government institutions are more cooperative because of increasing their activities and applying certain policies in the spheres of people, planet and profit? Do they feel they have created more partnerships with (local) government institutions because of their increased community involvement and sustainable environmental initiatives? Do they see an increase in interaction with (local) government institutions? Does (local) government institutions have a certain role in the 'social projects' of Tempo-Team and does this role differ from their role some years ago? Do ministries see that they are more often than before involved in public-private partnerships and does this according to them relates to the increased business responsibilities taken by private organisations? Are (local) government institutions stimulating Tempo-Team more then before in the field of CSR by deregulation and increasing possibilities for self-regulation and voluntary agreements? Are their created more voluntary agreements? The complete questionnaire is included in *Appendix 3: Questionnaire: The influence of increased business responsibilities on the business-government relationship*.

5. The changed business responsibilities of Tempo-Team

This chapter provides an answer to the first empirical research question. This empirical study, as stated before, has been conducted by using Tempo-Team as a case study. The empirical question that is answered in this chapter is: *Did the business responsibilities of Tempo-Team increase during the last years?* First of all this chapter gives a short description of Tempo-Team. What is the corebusiness of Tempo-Team and what are the mission and the vision of the organisation? Have there been important internal changes in the last decades with regard to CSR? And has Tempo-Team carried out some special CSR initiatives? After a short description of the organisation, the research question is answered by using the questionnaire in Appendix 2: The change in the business responsibilities of Tempo-Team. Is the organisation more involved with the environment and community than some years ago? Are there activities and projects carried out by the organisation that go further than fulfilling their mission statement? And have these activities in the social-or environmental sphere increased within the last years?

5.1 Tempo-Team

What is the corebusiness of this Dutch private service organisation and what is its history? Tempo-Team is founded in 1969 by Dr. Spruytenburg, and has grown out to be one of the biggest temporary employment agencies in the Netherlands, see *Figure 3: History line Tempo-Team 1969-2009*. In 1983 Tempo-Team was sold and became one of the Dutch operating companies of Randstad Holding. Under the influence of Dr. Hulsbos, who was Tempo-Team's general director between 2000 and 2009, the organisation became the second largest temporary employment agency in the Netherlands. Tempo-Team, as temporary employment agency, is predominant in the sectors of selection, outsourcing, outplacement, assessment, training as well as management and recruitment. With its 250 agencies throughout the Netherlands and its 1700 employees, Tempo-Team is daily employing and detaching about 35.000 temporary employees. With the integration and re-branding of Vedior, by the end of 2008, the organisation was also introduced in Belgium and Luxembourg. With combining their markets, Tempo-Team's market share increased significantly. Where Tempo-Team was before leader in the branches of logistics, industry, finance, health, catering industry, government services, food and teleservices it has now also strengthened its position in the administrative market.

1969	1983	1993	2008	2009
Tempo-Team founded by Sprytenburg	Takeover Tempo-Team by Randstad Holding NV	Integration with Werknet	Integration with Vedior	

Figure 3: History line Tempo-Team 1969-2009

Tempo-Team's mission and vision

Tempo-Team is differentiated in bringing together people and work. In the field of human resources services in the labour market it is Tempo-Team's goal to be a leader in terms of ethics and quality. Tempo-Team sees temporary employment as a constructive and far-reaching partnership between the client, the temporary worker and Tempo-Team staff members; its mission statement states: "We, strive for the best and most efficiant solution for all parties in an enviroment of growth and value for money"(www.tempo-team.com). Tempo-Team is not only aiming at functioning efficiently, but aims also at looking to the needs of their partners and creating win-win situations with their stakeholders in a spirit of respect, confidence, attention and enterprise. This win-win parntership is an essential element of Tempo-Team's collaborations in which this organisation aims to be constantly aware of the need for value for money e.g. 'We try to be permanently alert to the added value which all our actions must contribute' (www.tempo-team.com). In reaching this aim Tempo-Team states that the organisation must excel in all areas which affect customer-and worker satisfaction.

Tempo-Team and CSR initiatives

As the next paragraph indicates that Tempo-Team has during the last years been active in the field of CSR. However, there have been two special initiatives in which the organisations shows its CSR involvement and increased responsibilities taken in the sphere of people, which will be clarified below.

Mo Money:

In 2007 a Tempo-Team customer, the advertising agency TWBA, created the idea of setting-up the non-profit organisation Mo Money, a recruitment agency for allochtones adolescents who experienced troubles in finding a job. An employee of TWBA, Enrico Bartens, saw that during the last years the employment problems under allochtones adolescents in Amsterdam increased significantly. This group of people has often, experienced problems with finding a job and a place in the local community, caused by their cultural, non-educational or criminal background. According to Bartens this was a fundamental problem in the community of Amsterdam, which needed attention. As a customer of TWBA and an organisation with knowledge and experience in the field of employement Tempo-Team was asked for active cooperation, and participation in setting-up this recruitement agency. Later on also the municipality of Amsterdam-Slotervaart was involved in setting-up Mo Money. As stated by the mayor of the borough Amsterdam-West Ahmed Marcouch: "These youths do not know the paths to employement. With Mo Money we want to touch these youths with a bad employement record and who do not know how to find jobs". Last summer the first establishment of Mo Money was opened in Amsterdam-Slotervaart. Mo Money is focussed on (allochthones) people from 17 till 27 years old, experiencing difficulties with finding a job, due to their (cultural) background. Next to providing the above described group of citizens with temporary jobs, coaching and support, Mo Money assists these yough citizens with making applications and also provides them with support after they landed a job. The daily business of Mo Money is leaded by Ludwig Caupain, an employee of Tempo-Team.

Emma at Work (EAW):

Emma at Work was set-up in 2006 in cooperation with 'Emma Kinderziekenhuis Amsterdam' and is a recruitement acengy for young people with a chronical illness or phsycial impairment. The idea behind Emma at Work is that young people with a chonical illness not only need medical care, but also need social care. Lots of people with a chronic illness are able to work and would love to work, but that they need special assistence with finding a job. This is the reason why Tempo-Team decided in 2006 to cooperate in setting-up a special recruitment agency for this specific group of people. Emma at Work is focussing on young people (15 till 25 years old) with a chronical or physical impairment and is situated within Emma Kinderziekenhuis Amsterdam.

5.2   The changed business responsibilities of Tempo-Team

The previous paragraph provided information about the history of Tempo-Team, what Tempo-Team does and what the mission and vision is of this organisation. Knowing now in which sectors and branches Tempo-Team is active, this paragraph will describe the results gathered on the   resaerch question: *Did the business responsibilities of Tempo-Team increased in the last years and to which extent?* In order to answer this research question it is decided to use two different sources of information, qualitative and quantiative, where this will increase the validity and reliability of the results. Within this paragraph the results of both the document study (quantitative data) and the interviews (qualitative data) will be described in a summarized manner. More detailed information can be found in the interview reports.

To get reliable and valid information about what Tempo-Team does in the field of CSR and if and to which extent this private organisation has increased its business responsibilities, it requires diverse information and specific information on CSR. Therefore, respondents were selected based on the need to gather specific information on CSR actions, policies, goals, thoughts and behaviour and the need for diversity in the respondent group. Interviews are held with employees of Tempo-Team who are able to give the specific information needed in the field of CSR activities, behaviour, thoughts, goals and policies. Furthermore, employees of different departements were included to increase the diversity of the group and herewith the reliability. The respondents selected all have different functions, are working in different levels within the organisation and differ on their experience and seniority within Tempo-Team (varying from approximately one year till more than ten years).

In total 9 semi-structured interviews (Appendix 2) have been held with employees of Tempo-Team, including one interview with an employee from the controlling company Randstad. Next to these interviews one interview was held with the SNCU, an foundation for compliance with the collective agreement for temporary workers.

Results document study

Table 4: The changed business responsibility of Tempo-Team in quantitative data

People	2003	2009
Employment (Amount of employment)	1349	1700 and 35.000 flex workers
Ethics	No information	No information
Training and education (number of people following training and education and the amount of money spend)	No information	Talent Traject 15 persons/€25500 1070 persons/2% annual turnover
Diversity and equal opportunity (Number of incidents on discrimination and number of disabled persons employed)	No information	1 Discriminatory incident
Community involvement (number of community involvement activities, amount of money spend and number of people working on social projects)	No information	8 Activities €225.000 3 FTE
Stakeholder inclusiveness (number of events organized)	No information	12
Planet	No information	
Commuter traffic (Amount of cars leased with an A label)	No information	250
Sustainable environmental initiatives (Number of activities conducted)	No information	5
Profit		
CSI (Amount of money spend on charity donations/Amount of activities conducted)	No information	€175.000 2
Social Return on Investment (In percentage)	No information	No information

From *table 4: The changed business responsibility of Tempo-Team in quantitative data*,
it can be concluded that Tempo-Team has reported only a small amount of quantitative data on the CSR variables. The results show that most CSR indicators are not reported or have only been reported in the central administration for the last couple of years. This makes it difficult and in most cases impossible to compare the quantiative data gathered between two time periods and especially the preffered period between 1999 and 2009 (10 years). The small amount of data gathered cannot significantly support or reject the interview results and thus have insufficient value to be included in the results.

What is of significant interest to include in the results is the qualitative information gathered from the CSR related documents created and used within Tempo-Team.These documents include written policies, goals, activities and mission statements. There are four documents that give information to answer the research question as posed in this paragraph:
- Factsheet Duurzaamheid Tempo-Team 2009 (Appendix 4)
- Duurzaamheidpijlers Tempo-Team 2009 (Appendix 5)
- Duurzaam ondernemen samen met Tempo-Team 09-09-2009 (Appendix 6)

- De Meerwaarde van Emma at Work 2009 (http://www.tno.nl/downloads/TNO-rapport%20Emma%20at%20Work%20bijlage%202009-55.pdf)

The documents above give information on the activities Tempo-Team carries out in the sphere of people, planet and profit and give information on the questions: Which activities are carried out by Tempo-Team? Since when have these activities been carried out? Are there certain policies on these CSR variables? And which goals are set on these CSR variables for the future? From this qualitative documents study, the most important results are summed-up below.

Planet:

In the sphere of 'planet' the main action point in 2009 for Tempo-Team was to decide on their involvement within this sphere. The strategic question raised was: 'Will we involve in sustainability on project base or will we as an organisation integrate sustainability in our core business? Besides this strategic action point the documents show that within the last years, Tempo-Team has also carried out some projects and activities in the 'planet' sphere.

In the sphere of 'planet' Tempo-Team states in its CSR related documents to perform activities on the following variables:

- Commuter traffic:

In its documents Tempo-Team states to stimulate employees to spare the environment by decreasing Co2 emission in different ways. Employees driving a lease car are stimulated to drive a car with an A or B label only. Secondly, the organisation states to stimulate employees to come to office by bicycle. Recently Tempo-Team has introduced a fiscal bicycle plan. With the introduction of this plan employees who come to work by bicycle can gain a financial contribution. Furthermore, Tempo-Team states in its documents to provide employees the possibility to use their lease budget for buying a public transport card and to make use of cabs when necessary, in order to stimulate public transport. In 2009 Tempo-Team has conducted a pilot in which employees got to their work by public transport and at the office could use an official car for their meetings with customers. In accordance with the activities above, the organisation also states to stimulate the use of video and call conferencing and where possible tries to limit commuter traffic and fuel consumption by placing employees close to their place of residence.

- Water and energy use:

As stated in the CSR related documents, Tempo-Team's headquarter, situated in Diemen, is using green energy since 2008. Furthermore, the organisation is planning to increase the use of double-glazing, power sensors and WTW systems in order to decrease the use of energy. These measures will be taken when renovating premises of the organisation.

- Sustainable environmental initiatives:

Within its documents Tempo-Team states that since the last couple of years the organisation has increased their use of eco-printing and recycling, decreased their use of paper by digitizing invoices, folders, flyers and pay slips. Furthermore, in the sphere of 'planet' Tempo-Team recently stated an ambitious goal in the field of sustainable procurement.
Just like some (local) government institutions Tempo-Team aims at procuring only from environmentally conscious suppliers by the beginning of 2010. Within this ambition Tempo-Team also started with implementing the environmental management system ISO 14001.

People:

Tempo-Team provides in its CSR related documents the following information about the different activities carried out in the sphere of 'people':

- Community involvement:

The main activities and projects related to the business responsibilities Tempo-Team takes in the sphere of community involvement are stated as being: Mo Money (2007), Emma at Work (2006) and GoedWerk (2007). By participating in these initiatives Tempo-Team shows it is taking responsibility for the (local) community as the organisation invests not only money, but really involves pro-actively in carrying out these social activities.

- Training and Education:

Tempo-Team states in its documents to spend 2% of the annual turnover on the training and education of temporary workers. This policy on training and education is made by the organisation in the late nineties. In 2009 Tempo-Team has set up an Training and Education project called Talent Traject in which the organisation educated 15 people for a job in the administrative branche. After this education traject 80% of the participants, before receiving an umemployement benefit, found a suitable job. Furthermore, Tempo-Team reports that since 2009 the Financial Branch of the organisation gives temporary workers the opportunity to get an Associate Degree. People willing to specialize or retrain themselves are offerd the opportunity to gain a HBO-degree, giving them the opportunity to develop themselves and improve their future job perspectives.

- Employement:

In the CSR related documents Tempo-Team states that due to its core business the organisation is daily adding value to society. With the providence of (temporary) jobs on a daily basis and being active in the fields of reintegration, mobility and education Tempo-Team states to improve society on the variable employement. In the last four years Tempo-Team has been carrying out a couple of activities and private initiatives to stimulate reintegration and mobility. Although these activities are to some extent stated as being part of Tempo-Team's core business, the documents sketch that there has been carried out some unique initiatives in this field. Projects stated under this header are the Talent traning project (2009), DAAD (2005) and the cooperation with Dela (2009).

- Diversity and equal opportunity:

The CSR related documents do not implicate any specifc internal or external goals set in the field of diversity and equal opportunity. Nevertheless, as stated by the organisations it has many examples in which it has given special attention to minority groups in the society.

As stated by the documents the organisation often helps these groups with finding a suitable job for them. Furthermore projects like Emma at Work and Mo Money implicate the intention of Tempo-Team to stimulate equal oppportunities for people with limited possibilities in the field of employment due to their cultural background or psychical or fysical limitations.

- Ethics

In the CSR related document Tempo-Team states to have codes stimulating and guarding ethnical behavior within the organisation. An integrity code of coduct is used as well as an business code of coduct. Besides these codes, no information can be found on goals and activities in the sphere of ethics and guarding, controling or stimulating ethical behaviour.

- Stakeholder inclusiveness:

The documents give no particular information on goals or policies set on this variable. However, from the documents it can be seen that especially the government branche of Tempo-Team, is increasingly taking 'practical' action in this sphere. Tempo-Team states that in 2008 the branch introduced a CSR Christmas gift for their stakeholders. Stakeholders were given the possibility to choose out of different Oxfam Novib packets. Furthermore, in 2009 Tempo-Team held meetings with different municipalities and ministries about CSR and especially sustainability and on 09-09-2009 Tempo-Team took the opportunity to go in dialogue about CSR, with different stakeholders. Under the header of, *Duurzaam ondernemen samen met Tempo-Team*, Tempo-Team shared ideas with them about CSR and the opportunities in this field.

Profit:

In the sphere of 'profit' the organisation states in its CSR related documents the following information about the variables:

- Corporate Social Involvement:

VSO: Tempo-Team has become partner of VSO in 2004 and has since then been sending employees to third world countries in order to help and support VSO with their knowledge. Besides sending volunteers, Tempo-Team is also supporting the foundation financially.

War Child: Since 2008 Tempo-Team is partner of War Child. This means Tempo-Team is on an annual base supporting War Child financially. Besides supporting War Child with an annual donation, Tempo-Team is also active in the field of carrying out different promotional activities for the foundation and helps in finding new partners.

CSR Christmas gift: In 2008 Tempo-Team carried out a pilot by giving customers in the government branche a CSR christmas gift. Customers in the government branche were given the possibility to choose out of five Oxfam Novib packets, which consisted out of food, educational material, medicin or seeds for the third world.

- Social Return on Investment

In the documents there is no information given on particular goals, missions or policies within this fields, but Tempo-Team is carrying out different private initiatives and activities in this field. As to be seen from the quantitative data, currently the SROI of Tempo-Team is not reported. However, with projects as Mo Money and Emma at Work the organisation states to be actively involved and investing in SROI. As stated in the study conducted by TNO, *De meerwaarde van Emma at Work* (2009), the social value of Emma at Work putting approximately 100 adolocents to work in 2009 is estimated at €500.000. Furthermore, as stated in the report 28% of the chronic ill adolescents recruited by Emma at Work would not be working if this non-profit organisation did not exist today. Emma at Work strives for recruiting 450 young people, with a chronical illness or psyscial impairment in 2012. This will make the social value of this non-profit organisation by 2012 to approximately €2 million (TNO, 2009). Tempo-Team states that with projects as Mo Money and Emma at Work the company saves a large amount of €23000 per person anually on 'unemployement' social security when providing unemployed people with work.

Results interviews

Corporate Social Responsibility:
When looking at the interviews held with different employees of Tempo-Team it can be stated that CSR, according to all respondents, is an important issue. Most respondents argue that CSR has grown to a hot topic which definitely needs to be taken into account by private organisations. According to most respondents involvement in CSR is increasingly a mandate and a must and can be described as giving something back to society: 'It is about showing your good face as an organisation and contributing something to society'. As stated by most respodents this also requires acting pro-actively as an organisation in the field of sustainability.

Often added is that these social and enviromental contributions do not (always) have to generate direct benefit or profit for the organisation. As stated by one of the respondents: " It is something that has to be seen as being good and benefcal for the organisation on the long term". Examples mentioned by the respondents when thinking of CSR and CSR activities are: stimulating sports for employees, charity donations, voluntary work, creating opportunities and possibilities for disabled people and support them in entering the labour market, stimulating the use of public transport and bicycles, driving only enviromental friendly cars, recycling paper and using less energy by turning lights off and the central heater down.

The business responsibilties of Tempo-Team:
What did the respondents say about the business responsibilities Tempo-Team takes within the sphere of people, planet and profit? Do they think the business responsibilities of Tempo-Team have changed in the last couple of years and more specifc do they see an increase in the responsibilities of their organisation? Most respondents state that within Tempo-Team, taking responsibilities in the sphere of people and planet became increasingly important during the last years:"The image in this field is of growing importance for our organisation".The main reason for this, mentioned by more than 50% of the respondents, is the fact that especially (local) governmental institutions increasingly demand CSR involvement in their tenders. Besides this development respondents also state that the overall awareness about the need for broader responsibilities of private organisations is growing in their organisatiton. Within Tempo-Team the respondents have seen a visible change in the consciousness and the mindset of people, when talking about CSR topics: "Our organisation is becoming increasingly aware of the importance of CSR and the responsibilities Tempo-Team can and increasingly also must take in this field". As stated by one of the respondents:"Therefore, since last year we have also a CSR coordinator and projectgroup".

Planet

Do the employees of Tempo-Team recognize a difference in the attention their organisation is giving to the environment and the activities that are performed within this sphere? Which activities are carryied out by Tempo-Team?

And have these activities been increased when comparing this to some years ago? To start, most respondents state that within the last couple of years topics as sustainability are receiving increasingly attention within Tempo-Team. Although, most respondents perceive that Tempo-Team is not very pro-active in this field. Most respondents state that currently there are no policies, goals or wide ranging initiaitves on sustainability, commuter traffic or energy reducation. As stated by one of the respondents: "We are as a private organisation increasingly aware of the fact that the environment is important and we should take our responsibilities here, however in practice these thoughts and visions are not carried out pro-actively". Nevertheless, some respondents state to see an increase in the initiatives and activities Tempo-Team fulfills. All respondents argue that Tempo-Team can definitly increase its responsibilities here. Most respondents agree with the statement: "Something is happening in the last years, although this is minimal". As stated by the respondents, in the last years Tempo-Team is increasingly using video conferencing and eco-printing. Furthermore, their organisation is increasingly taking into account the seperation of garbage, the use of paper and has in 2009 started with implementing both ISO 9001 and 14001. Although on the variables commuter traffic and energy use most of the respondents state that they are not aware of any goals, mission, policies or activities in the field. Except for one respondent mentioning the fact that Tempo-Team is increasingly paying attention to sparing cars and decreasing CO_2 emmision, no initiatives or activities were mentioned by the respondent group.

> **People**

Respondents reactions with regards to the social sphere were significantly different from their reactions on the enviromental sphere. When asking the respondents directly if they experienced an increase in the business responsibilities taken by Tempo-Team in the social sphere of CSR, most respondents state to have experienced a clear difference compared to some years ago. Although respondents state that Tempo-Team has no clear internal strategy, mission, goals or policies on the social CSR variables incorporated in this study, respondents state that Tempo-Team activities, private initiatives and participation in this field has significantly increased in the last approximatly one to five years. Whereas some respondents experienced a certain development, others state there has been a change in mindset within Tempo-Team. According to most respondents Tempo-Team is not only increasingly taking responsibility in the social sphere on variables as community involvement and training and education, by carrying out more activities. They also argue that the activities carried out are more ambitious than a couple of years ago. As stated by one of the respondents: "Within the last couple of years there has been conducted more (local) social activities on a non-profit basis". According to most respondents this is especially shown by the fulfillment of the following activities: Mo Money (2007), Emma at Work (2006), the partnership with Voluntary Service Overseas (2004) and the partnership with War Child (2008). Other projects mentioned less often by the respondents are the parnership with GoedWerk (2007), the Talent Training project (2009) and the MatchMaker project (2009).

According to most respondents this increase in activities and initiatives is mainly caused by the new demand of governmental insitutions. "Government institutions are increasingly including social return in their tenders". Respondents state that involving in social projects can increasingly make a difference when aiming at becoming a supplier of (local) government insitutions. As stated by one of the respondents: "In their tenders there is increasingly asked for activities in the sphere of people with a special focus on Social Return".

Most respondents state that mainly because of these developments in the public sector, they have noticed an increase in the responsibilities their organisation takes within the sphere of 'people'. The interviews show that respondents especially noticed an increase in responsibilities of the organisation on the variable community involvement and training and education. On the other social variables of ethics, stakeholder inclusiveness, diversity and equal opportunity, the respondents did not experienced any (significant) increase in the responsibilities taken by Tempo-Team. As concluded by an respondent: "Tempo-Team is increasing its responsibilities in some fields, but as we stay a commercial organisation we are always looking for a win-win situations, also in the field of CSR".

Profit

In the sphere of profit different questions were asked to the respondents about the variables of Corporate Social Involvement, Transperancy and Social Return of Investment. Although most of the questions on these variables were asked rather indirectly, some important results can be stated on these variables. When looking to the variable Corporate Social Involvement, an important indicator formed the number and the degree of participation in charity activities. When asking respondents about the activities of Tempo-Team in the field of charity donations most respondents state that within the last years they have seen some changes in the way Tempo-Team is taking action regards to this indicator. As stated by one of the respondents: "Since a couple of years I have seen that the charity activities of Tempo-Team have increased. A couple of years ago Tempo-Team primarly focused on sponsoring sports and big events, I notice that at this moment more attention and money is paid to charity donations as War Child (2008), GoedWerk (2007) and VSO (2004)".

When asking the respondents about the activities in the field of charity donations most respondents mention the partnership of Tempo-Team with War Child. "Since 2008 we have a partnership with War Child and are not only supporting this foundation financially, but also supporting them by carrying out different promotional activities and voluntary work". About the responsibilities taken with regards to the variable transperency, most respondents are less enthousiastic. One of the respondents gives a rather clear statement: "At this moment there is no internal and integral CSR strategy formulated". Some respondents add to this statement that currently the organisation is thinking about increasing its reporting on CSR and formulating a concrete CSR policy on variables as sustainable enviroment initiative, commuter traffic (Co2 reduction and compensation), energy use, community involvement and SROI.

Respondents agree that at this moment they do not experience any specific policies or goals in the field of CSR, most of them also state that they experience no difference in the self-regulated policies and codes of conduct carried out by Tempo-Team. However, some respondent state to have noticed that the temporary employment branch is increasingly active in the field of self-regulated policies and that the amount of self-regulated policies and codes have increased during the last years. This statement is also supported by the manager of the SNCU (Stichting Naleving CAO voor Uitzendbranche). As stated by this respondent: "Setting-up this foundation for compliance with the collective agreement of temporary employees, approximately 5 years ago, shows that during the last years, this branche has increased its self-regulation". According to the manager of the SNCU this partnership between employees and employer organisations of the temporary employment sector was a private initiative and is a good example of the increasing responsibilities taken by the temporary employement branch. As stated by this respondent: "Where as the overall compliance with the collective agreement is not controlled by the national government. The members of the SNCU decided to control this themselves, by creating an undependent agency that controles if the different temporary employement agencies take account of the regulation". As stated by one of the respondents, Tempo-Team was one of the cofounders of the SNCU.

5.3   Conclusion

The research question to be answered in this paragraph is: *Did the business responsibilities of Tempo-Team increased within the last years?* From the results gathered by quantitative data and qualitative data a rather clear overall conclusion can be stated: yes the business responsibilities of Tempo-Team did increase within the last years. From both the document study and the interviews it can be concluded that during the last years Tempo-Team has not only increased its awareness on CSR, but also changed its behaviour and has increasingly carried out activities in this sphere. Shown by the results is that Tempo-Team within the last 1 to 5 years has undertaken more activities and projects in all the three spheres, e.g.: people, planet and profit. With this overall, rather clear, conclusion it is nevertheless crucial to make some nuances. Not only due to the fact that the increase in business responsibilities taken by Tempo-Team differs (significantly) between the variables, but also the document study and the interviews do not support each other on some parts of the results. To start with, it can be concluded that Tempo-Team has hardly reported any quantitative data on CSR related issues. On some indicators information was found, but it remained impossible to draw any conclusions on the basis of this information. From the fact that Tempo-Team is not reporting on most CSR indicators, it can be concluded that this organisation has not yet implemented CSR in its corebusiness and has not created an integral CSR policy. This is in accordance with the interview results, in which the respondents state that an integral CSR policy is absent and there are no (strategic) policies in which integral goals or missions are stated for the CSR variables incorporated in this study.

It can be concluded that in the field of CSR reporting and, measuring CSR performance, Tempo-Team has not yet taken many actions and initiatives, which makes the transparency in this field low.

However, when looking to the CSR related documents it can be concluded that the qualitative reporting of Tempo-Team on CSR variables has increased. Although these documents cannot be seen as integral strategic policies in this field, the presence of these documents can be seen as an increase in transparency and CSR reporting. On the base of the activities, initiatives and investments it can be concluded that Tempo-Team has in the last years definitely increased its responsibilities on all the three spheres, e.g.: people, planet and profit. Nevertheless the degree of involvement within the three spheres and on the different variables differs. Shown by these documents, Tempo-Team has in the last one to four years especially increased its responsibility on the following variables:

- Environmental protection (init.)   Digitizing invoices and pay slips, ISO 9001, 14001 (2009/2010), 100% sustainable procurement (2010)
- Commuter Traffic   Fiscal Bicycle Plan, Pilot using public transport and official car (2009), stimulating the use of label A and B cars only.
- Water and energy use   Green energy use by the headquarters (2008)
- Employment   Stimulating reintegration and mobility by carrying out different projects as, DAAD (2005), Talent Training (2009) and MatchMakers (2009)
- Community involvement   Emma at Work (2005), GoedWerk (2007) Mo Money (2007), Cooperation with Dela (2009)
- Corporate Social Involvement   VSO (2004), War Child (2008)
- Stakeholder inclusiveness   'Dag van de duurzaamheid', Duurzaam ondernemen samen met Tempo-Team (2009).

Concluding, it is interesting that according to the interviews held, most respondents are not aware of the activities and initiatives taken in the environmental sphere. Whereas the document study shows that the organisation has increased its involvement and activities in the environmental on all the variables commuter traffic, water and energy use and sustainable environmental initiatives, the interviews do not support this. In fact all respondents stated that they do not experience a clear increase in the responsibilities Tempo-Team takes for improving the environment and most of the interviewees state that the organisation could and must increase its activities in this field.

6.   The influence of increased business responsibilities on the business–government relationship

This paragraph describes the findings on the last research question: *Does the increased business responsibilities of Tempo-Team influence the relationship this organisation has with (local) governmental institutions?* In order to answer this question a document study has been conducted within Tempo-Team and interviews have been held with both employees of Tempo-Team and employees of different municipalities with whom Tempo-Team has built relationships. Besides these interviews, interviews were also held with government officials working at the Ministry of Economic Affairs and the Ministry of Employment and Social Affairs, in order to gather more background information about CSR, but especially also on the developments in the general business–government relationship and the changes and potential causes for changes in this relationship. This additional information gathered, however, not fundamental important in answering the research question, but important to for reflection upon alternative explanations for changes in the business–government relationship, has been included in Appendix 8: The development of the business–government relationship and the influence of CSR from the empirical perspective.

Furthermore, additional information upon the future business–government relationship in the field of CSR has been gathered from the respondents. What is the vision of employees of Tempo-Team, municipalities, ministries and MVO Nederland on the future business–government relationship, what do they expect to happen in the field of CSR and also important were do they hope for with regard to the business–government relationship in the field of CSR. This additional information has been included in Appendix 9: The view on the future business–government relationship from an empirical perspective and, will be particularly important for the reflection part of this study.

In order to answer the research question in this chapter 20 interviews were held of which 9 interviews were held with employees of Tempo-Team, 10 interviews where held with employees of municipalities or ministries and one interview was held with an employee of MVO Nederland. These respondents formed the same group of respondents who were interviewed with regards to the research question answered in chapter 5. These respondents were specifically selected, taken into account that information about CSR projects and about the relationships between Tempo-Team and (local) governmental institutions was needed. Respondents were selected on the bases of seniority within the organisation, their particular work experiences and their knowledge in both the field of CSR and the business–government relationship. The selection of the respondents working within municipalities, was based on the need for specific information about CSR, their knowledge about the developments taking place in the general business–government relationship and most important the specific developments within their relationship with Tempo-Team. For this reasons the municipalities of Amsterdam, The Hague and Dordrecht have been included in this study.

In this chapter the results of both the document study and the interviews will be described in a summarized manner. In the first paragraph the results of document study and the (semi-structured) questionnaire answered by employees of Tempo-Team will be summarized. Have there occurred changes in Tempo-Team's relationship with government institutions and in particular their relationship with municipalities when looking to the variables partnership, cooperation, dialogue and policy instruments? And if so, what has changed and what were the main reasons for these changes according to the respondents? Were the increased responsibilities of Tempo-Team on CSR matters as community involvement, corporate social involvement and commuter traffic indeed important factors for changes in the business-government relationship on variables like partnership, cooperation, policy instruments and dialogue? Or were there factors, like the economic crises, responsible as drivers for change?

In the second paragraph, the results of the questionnaire (Appendix 3) answered by the employees of municipalities and ministries will be summarized. These respondents were also asked about the business-government relationship, the developments and changes in the variables. Specific questions were asked on CSR, the way this is implemented, how they stimulate CSR externally and the influence of increased business responsibilities on their relationship with business and more specific their relationship with Tempo-Team.

6.1 Tempo-Team's view: the influence of increased business responsibilities on their relationship with (local) government institutions.

Results document study

Table 5: The changed business-government relationship in quantitative data

Business-government relationship	2003	2009
(Public-private) Partnerships (number of public-private partnerships)	1	3
(Public-private) Partnerships (amount of allowance given by government)	No information	€100.000
Cooperation (Amount of collaboration contracts with governmental institutions)	No information	2
Policy instruments (Number of audits performed by business itself)	0	0
Policy instruments (Number of audits performed by governmental institutions)	0	0
Policy instruments (Amount of voluntary agreements signed between business and government)	No information	2
Policy instruments (Number of self regulated policies set)	No information	2

Table 5: *The changed business-government relationship in quantitative data*, shows that Tempo-Team has reported quantitative data to such a small amount of indicators that no (reliable) conclusion can be drawn on the results gathered. For this reason results need to be gathered from the interviews held with employees of Tempo-Team and the documents related to the different variables containing qualitative information. The documents analyzed within this research give however, valuable information as they provide information about how Tempo-Team is interacting, collaborating and partnering with its different stakeholders. The documents incorporated are those that give information on projects performed by Tempo-Team in cooperation or partnerships with other, especially public, parties.

Furthermore they give information about the policy instruments used by Tempo-Team and (local) government institutions, their interaction and dialogue. The documents on which the results of the document study will be based are:

- Factsheet Duurzaamheid Tempo-Team (Appendix 4)
- Duurzaam ondernemen samen met Tempo-Team (Appendix 6)
- Newspaper and internet articles on partnerships, cooperation contracts and voluntary agreements signed by Tempo-Team with other parties (Appendix 7)

Dialogue and interaction:

Do the documents show a difference in the way Tempo-Team interacts and enters the dialogue with different parties, especially (local) government institutions? The documents provide no specific information about the dialogue and interaction (intensity, frequency) between Tempo-Team and its various stakeholders, neither a potential change in these indicators. The only results that can be collected from these documents and chapter 5, is the fact that Tempo-Team is progressively opening-up for broadening its dialogue and interaction with different parties, including governmental institutions, beyond the traditional customer-supplier topics. Especially the document 'Duurzaam ondernemen samen met Tempo-Team' shows the willingness to increase the dialogue and interaction with other parties about how they can support each other not only by being just supplier or customer.

(Public- Private) Partnerships:

Based on the available documents it can be stated that recently there have been created two public-private partnerships with local government institutions. These two projects, Mo Money and the MatchMakers project, are described as being unique collaborations between Tempo-Team and the municipalities of Amsterdam and The Hague. Both projects are described as partnerships between Tempo-Team and municipalities, which go beyond the traditional business-government relationship (Appendix 7). The document study on these projects reveals a public-private partnership or joint venture between these parties, which means that this is not just a traditional business-government or customer-supplier relationship. Nevertheless, what also can be stated is that the MatchMakers project cannot be seen as a fundamental increase in the business responsibilities of Tempo-Team. As shown from the documents this activity is not stated as being an activity in the field of CSR. Furthermore, it can be learned from these documents that Tempo-Team has increasingly created partnerships with private organisations in the field of CSR. The analyzed docuements indicated created partnerships with Dela (2009), Emma Kinderziekenhuis (2005), War Child (2008) and GoedWerk (2007).

Cooperation:

Based on the documents analyzed it can be stated that Tempo-Team has recently set-up some interesting (local) projects in cooperation with other parties. These are not only (unique) collaborations with (local) government institutions, but moreover also collaborations with private parties, semi-public parties or NGO's (TWBA, War Child, Emma Kinderziekenhuis, Dela, Avans Hogescholen, GoedWerk and VSO). According to the document study (Appendix 7), most of the current collaborations with private parties in society have been set-up in the last one to five years and as shown in chapter 5, all these activities can be seen as being activities in the field of CSR. This, however, differs from the unique cooperations between Tempo-Team and (local) government institutions. The unique private-public cooperations between Tempo-Team and local government institutions are not all indicated in the documents as being activities in the field of CSR. The reason for this probably lies in the fact that Tempo-Team since a couple of years has increasingly challenged (local) governmental institutions in creating more (unique) collaborations and formal partnerships by the creation of the label ConsenSZ in 2007.

Policy instruments:

In the documents less information can be found on the degree of control by the government or the degree to which Tempo-Team is controlling itself by audits. What can be concluded from chapter 5, is that Tempo-Team has within the last years increased its self-regulation by the implementation of ISO (9001/14001) and NEN (4400) norms and was furthermore one of the co-founders of the SNCU. However, the documents do not provide any information on the influence of this increase in self-regulation on the degree of government control (regulation), the amount of audits performed by government or the amount of (public-private) voluntary agreements singed.

Interview results

In the interviews conducted with several employees of Tempo-Team specific questions were asked with regards to Tempo-Team's relationship with (local) government institutions, e.g.: municipalities, UWV's Social Services. Have there occurred changes within the different dependent variables, cooperation, partnerships, dialogue and interaction or policy instruments, in the last couple of years and if so, what has changed? What were the drivers for these changes? Are the increased business responsibilities of Tempo-Team on the variables as community involvement, sustainable environmental initiatives, corporate social involvement, stakeholder inclusiveness and training and education indeed factors for (significant) changes in the dependent variables? A more concrete question to be posed here is: 'Do the employees of Tempo-Team see any difference in their relationship with (local) government institutions, due to the fact that their organisation has increased its responsibilities, especially in the field of community involvement?'

The relationship of Tempo-Team with governmental institutions

According to the results as stated in Appendix 8, there occurred some general changes in the business-government relationship. Most respondents state that they see some clear reflections of these changes in their relationship with municipalities and ministries.

When over viewing the last decades respondents conclude that municipalities have opened-up, have increased their access options and furthermore that the contact is increasingly direct. As stated by one of the respondents: "Government institutions, e.g.: Municipalities and UWV's are opening-up as we increasingly have contact with people working in different levels in the organisation, on different topics". Another respondent states the following: "Years ago we were often only asked to deliver the needed hands and nothing else. Today municipalities are increasingly asking us to takeover a whole project". Furthermore, all respondents state that when looking at Tempo-Team's relationship with (local) government institutions, this relationship is like the general business-government relationship influenced by the general changes in the field of CSR. "The expectations of (local) government institutions are changing in the field of CSR". These general statements of respondents raise a question, which needs to be addressed to come to more concrete results.

To find out if there is a relationship between increased business responsibilities and the business-government relationship and what this relationship entails on micro-level, the following question needs to be answered: Do respondents perceive occurred changes on the dependent variables of this study, due to the signalled increased business responsibilities of Tempo-Team?

Partnerships and cooperation:
When looking at the relationship between Tempo-Team and municipalities, most respondents state that cooperating and partnering with government institutions (especially municipalities and UWV's) is not a development that recently took place. As stated by a respondent: 'In some way or another we have always cooperated with municipalities'. Furthermore, most respondents stated that during the last years they have not seen a significant increase in their collaborations and partnerships with municipalities. Digging deeper for insights, respondents indicate that some relationships with municipalities indeed changed within the last years. When asking respondents if and in which relationships with (local) government institutions there have occurred changes, most of the respondents mention their relationship with the municipality of Amsterdam in the *Mo Money* project. One respondent indicated the developments in the relationship with the municipality of The Hague in the project *War Child City*. With regards to these two projects respondents state that they are working together with these municipalities in another way, a way beyond their traditional customer-supplier relationship, with these municipalities. Especially the respondents more involved in the *Mo Money* project state that this collaboration and specific relationship with the municipality of Amsterdam in this field is to be seen as something new and unique.

When looking at *Mo Money* respondents state to experience that the cooperation with the municipality of Amsterdam-Slotervaart definitely has changed. As stated by one respondent: "The cooperation in this field is going further than the traditional customer-supplier relationship". Respondents state that in this project the municipality and Tempo-Team work more by means of a partnership relation as tasks are increasingly shared and both parties try to create a win-win situation that goes beyond their normal relationship.

Most respondents experience that with their increased responsibilities in this field a unique public-private partnership in the field of CSR has been created, which differs from most other relationships they have with municipalities. Nonetheless most respondents perceive Mo Money as a unique partnership between a private and a public party in the field of CSR, respondents do not recall that they have not seen a significant increase in these kinds of partnerships during the last years. "We are in some fields collaborating more and in another way with (local) government institutions (MatchMakers project). However, often this changing relationship cannot be stated as being mainly caused by our increased responsibilities in the field of community involvement, SROI or training and education".

An interesting statement was made by one of the respondents as she states that the relationship with most municipalities is still purely based on a customer-supplier relationship and does not differs from the relationship competitors have with these municipalities. As stated by one of the respondents: "Mo Money shows that in the field of people where we have increased our responsibilities increasing possibilities occurred to have another relationship with (local) government institutions. Nevertheless, it seems that in the field of CSR municipalities often use a kind of hands off mentality. When the agreements are signed, the job in the field of CSR is ours". As also stated by other respondents: "In recent years Tempo-Team has carried out quite a lot of CSR initiatives, but most of these initiatives have been set-up without any intervention, cooperation or partnership with (local) government institutions".

Dialogue and interaction:
Has the increased business responsibilities of Tempo-Team resulted in an increased or broader dialogue with (local) government institutions? Most respondents state that they have the feeling that during the last years, and even decades, (local) government institutions have increased their access options. As one respondent states: "It is easier to make agreements with government institutions. They have somewhat left their ivory tower". When being asked if CSR and CSR involvement of Tempo-Team have played a role here, most of the respondents could not confirm this possible cause. What they experience is that CSR is a hot topic and also government institutions are increasingly involved with this topic. As stated by one of the respondents: "There has been created a common ground were ideas and propositions can be exchanged, away from the day-to-day business". As stated by another respondent: "CSR is more often a point of discussion and dialogue, although most of the time these discussions are still taking place within the boundaries of the traditional customer-supplier relationship, as local governments are often delegating in stead of partnering". Although some respondents can mention examples of changes in their interaction and dialogue with municipalities, most respondents state that this shift is not significant and furthermore cannot be seen as a general shift as a result of Tempo-Team's increased business responsibilities.

Policy instruments:

Did the increased business responsibilities of Tempo-Team result in the incorporation of other policy instruments and more specific in a decreased degree of control of (local) government institutions? Most respondents indicate that they do not experience (local) government institutions having decreased their control or regulation during the last years.

Interesting is the statement of most respondents that even in the field of CSR, where the Dutch government argues it is reducing its efforts on the control side. Respondents believe that Dutch (local) government institutions increasingly execute control by placing CSR criteria in their adjudication process. One respondent accordingly stated: "When signing collaboration agreements with (local) government institutions, we are increasingly requested to take certain (CSR) responsibilities". However, as furthermore stated by another respondent, it is a fundamental task of government to control business. Therefore, for (local) government institutions it is difficult and often even impossible to decrease regulation.

Case studies:

Based on the results above it can be stated that most respondents do not experience a significant change in the overall relationship Tempo-Team has with (local) government institutions, caused by their increased responsibility on variables such as sustainable environmental initiatives, corporate social involvement and community involvement. Nevertheless, some changes can be observed with regards to the variables cooperation and partnership on a local scale. To be seen is that some unique cooperations and partnerships in the field of CSR have been established during the last years, that would not have been established without the increased responsibilities of Tempo-Team in the sphere of 'people'.

Therefore, in order to get a more thorough understanding and to be able to increase the reliability of the changes occurring in the relationship between Tempo-Team and (local) government institutions, due to Tempo-Team's increased responsibilities, it requires a verification of the main CSR initiatives taken by Tempo-Team. What is the goal of these initiatives, are there (local) government institutions involved in these initiatives? And most important, has this resulted in a change in their relationship? In order to answer the question as stated above, *Do the increased business responsibilities of Tempo-Team resulted in another relationship with (local) government institution*? In answering this research question, the research analyzed two CSR initiates more in detail. By studying these two CSR initiatives in-depth information is provided on the effect the increased business responsibilities of Tempo-Team have on their relationship with (local) government institutions. These CSR initiatives were previously described in chapter 4. These CSR cases mainly reflect the increase in responsibility Tempo-Team takes with regard to the variable Community Involvement.

Mo Money

Mo Money is a unique initiative, which can certainly be seen as an activity in the field of CSR. As stated before, respondents experience this project as a unique project of Tempo-Team, which was introduced as a result of an increasing organisational willingness to take more social responsibilities.

As stated by one of the respondents: "Tempo-Team has during the last years been increasingly pro-active in taking social initiatives, not only because we believe it will be beneficial on the long term, but also because it is needed and it is increasingly supported in the organisation". As stated by the respondent directly involved in this project: 'Mo Money is an activity beyond our activities framed by our mission statement and herewith we are increasing our social responsibilities'. When asking the respondents whether this activity brought changes in their relationship with local government institutions they state this is indeed the case, however, only on a local level. In this project Tempo-Team is working together with the municipality of Amsterdam, and where most respondents clearly state that collaborations with municipalities or UWV's is nothing new: "We have a longer lasting tradition in taking initiatives together with other (public) parties". Most respondents do state that this collaboration in the field of CSR involves more: "In the past we have cooperated a lot with the UWV's for instance, to solve participation problems in the field of employment. The cooperation with the municipality of Amsterdam is nevertheless unique".

The manager responsible for the daily management of *Mo Money* is clear in the uniqueness of this project: "Within this cooperation the participating partners use each other's strengths to solve an urgent social problem in the local community". In this project Tempo-Team and TWBA provide their experience and knowledge in the fields of temporary employment and advertising on a daily basis. Furthermore, Tempo-Team is responsible for the staffing of the project. The municipality of Amsterdam has a more facilitating role in *Mo Money* and supports Mo Money by financial grants, housing facilities and by providing a network. As stated by one respondent: "The role, tasks and responsibilities of all parties have been and still are essential for the success of *Mo Money*. By using the strengths of each involving party a win-win situation and partnership unique in the field of social innovation has been created".

All respondents acknowledge that in this case the increase in responsibilities has resulted in another relationship with the municipality as the roles and responsibilities of both parties have shifted within this particular relationship. In the traditional customer-supplier relationship with the municipality respondent state to have a quite hierarchical relationship, not in any sense focused on a win-win situation for all parties involved, dialogue is purely focused on the essential parts of the customer-supplier relationship and cooperation does not go beyond this relationship. However, due to the increased responsibilities of Tempo-Team, taken by involving in *Mo Money*, a relationship is created with this municipality, which goes beyond this traditional relationship. Within this CSR initiative there is focused on creating an win-win situation by for all parties involved by means of creating partnerships, cooperation and sharing responsibilities. As stated by one respondent: "In this field it can be stated that we, as a private organisation, are the main party responsible and accountable for success or failure of Mo Money. Although we are cooperating with the municipality of Amsterdam Slotervaart, running the daily business of Mo Money is our job". Due to the fact Tempo-Team has increased its business responsibilities with regard to the variables community involvement, SROI and to some extent also ethics, diversity and equal opportunity, the organisation has created a relationship with the municipality of Amsterdam-Slotervaart based increasingly on a partnership relationship.

Some respondents indicate however, that their increased business responsibilities not only influenced their relationship with this municipality by means of the creation of a unique partnerships, but also experienced that their increased business responsibilities on these variables has had influence on their customer–supplier relationship with this municipality. As stated by one respondent: 'The fact that we have increased our responsibilities on the variables of community involvement and SROI, by our role in Mo Money, forms one of the building blocks for our current customer–supplier relationship with this municipality. Nonetheless we must realize, that our increased responsibilities in these spheres are no guarantee for a sustainable customer–supplier relationship or partnership in the future'.

<u>Emma at Work</u>
Emma at Work (2005) is an initiative performed by Tempo–Team, together with Emma Kinderziekenhuis Amsterdam (AMC) and as indicated by most respondents reflects the increased responsibilities performed by Tempo–Team with regards to the sphere 'people'. Emma at Work is a project, which must, according to all respondents be seen as a fundamental CSR activity. As stated by one respondent: 'With Emma at Work we are performing an activity beyond our mission statement, since our fundamental aim by carrying out this project is not to create share holder value'. Respondents state that this is a unique partnership, focusing on youngsters with a chronic illness. The main objective of Emma at Work is to prevent that these youngsters will become dependent on disability related social security benefits and strives to find suitable work opportunities.

Although the respondents, especially the respondent directly involved with Emma at Work, state that cooperation and partnerships with (local) government institutions would be good for the success of Emma at Work, currently no (local) government institution is directly participating, partnering or collaborating in this CSR initiative. As stated by one of the respondents involved in this project: "There are good opportunities for both parties in spreading this initiative and it would be great if we can create if we can in this sphere create special collaborations or partnerships with (local) government institutions in the future. This will support Emma at Work in realizing success not only locally, but also nationally''. However, currently the responsibilities in this field taken by Tempo–Team, especially on the variables community involvement, diversity and equal opportunity and SROI, do not result in another relationship with (local) government institutions.

6.2 The view of (local) government institutions: the influence of increased business responsibilities for their relationship with Tempo–Team

In this paragraph, the results of the interviews with employees of municipalities and ministries are described. During the interviews the respondents were asked questions about the general business–government relationship and whether they have experienced certain developments or changes within this relationship, see Appendix 8. Furthermore, specific questions were asked with regards to the relationship between some specific municipalities and Tempo–Team, e.g.: Has this relationship changed compared to a couple of years ago and if so, what has caused this change?

The relationship of (local) governmental institutions with Tempo-Team

As stated by most respondents the relationship with business and therefore also with Tempo-Team has changed within the last decades, Appendix 8: The development of the business-government relationship and the influence of CSR from the empirical perspective. However, when asking the respondents if this shift in relationship is caused by the fact that Tempo-Team has and is increasingly willing to broaden its business responsibilities, most respondents questioned this (see Appendix 8). The question if the increased business responsibilities of Tempo-Team, on different variables, had an influence on their relationship with Tempo-Team, was obviously something most employees of (local) government institutions did not think of before. In this paragraph, the results of their answers on the questions as posed in appendix 3 will be summarized. These results provide an answer to the question if and to which extent the increased business responsibilities of Tempo-Team have had an influence on the different dependent variables of this study. Based on the interviews held with employees of municipalities the following results can be stated on the dependent variables of this study:

Partnerships and cooperation:

In the field of cooperation and partnerships most respondents of both municipalities and ministries state that they have not yet experienced any particular changes in the last years. According to most respondents there has not been a significant increase or difference in the collaboration with Tempo- Team. However, Tempo-Team has compared to its competitors, increased its business responsibilities significantly on especially the variables community involvement, SROI, diversity and equal opportunity (by participating in projects as *Mo Money* and *Emma at Work)* an employee of the municipality of Amsterdam made an interesting statement on this topic: "We have no other relationship with Tempo-Team than with our other four suppliers of temporary work". According to her it is clearly visible that different suppliers are increasingly taking action in the fields of CSR: "It is more and more self-evident for private organisation to be active in the field of CSR". Although currently she does not experience a change in the relationship the municipality has with organisations that increased their business responsibilities in this field. A respondent of the municipality of Enschede agrees with this statement: "Currently the relationship our municipality has with Tempo-Team is nothing different from the relationships we have with most of our suppliers. This relationship is still (purely) based on a customer-supplier relationship".

Only one respondent states that there occurred a shift in their relationship with Tempo-Team due to the fact that this organisation has increasingly taken responsibility in the field of CSR. This respondent has been working together with Tempo-Team for some time in the project of *Mo Money* and according to him within this projects the relationship between the parties has changed and with setting-up Mo Money, a unique partnership is created in which Tempo-Team has the expertise and the municipality tries to support Tempo-Team in different fields. The municipality of Amsterdam Slotervaart, TWBA and Tempo-Team replenish each other all for the benefit of society. "For us work is an important component for the development of the youth in Nieuw-West. Nevertheless, as municipality we focus more on topics as education, health care and recreation. Therefore, a partnership with Tempo-Team, is an advantage for us and increases the possibilities in this field".

Dialogue and interaction:

Do the respondents of municipalities and ministries experience a change in dialogue and interaction due to increased business responsibilities taken by Tempo-Team? It was expected that especially the increased business responsibilities of Tempo-Team on the variables stakeholder dialogue, transparency and community involvement would result in an increase in the dialogue and broader interaction between the parties. The interview results, however, do not support these expectations. Most respondents state that there is a clear shift in the way they are interacting with business in general. Nevertheless, this changing attitude towards each other has already started a long time ago, well before CSR became a hot item for businesses (see Appendix 8: The development of the business-government relationship and the influence of CSR from the empirical perspective). Most respondents indicate that their dialogue and interaction with Tempo-Team has changed, however, they currently do not experience a significant shift in this variable, due to the increased business responsibilities of this private organisation.

Policy instruments:

Most respondents stipulate that when looking to the variable policy instruments, (local) government tried to decrease regulation over the past few decades. As stated by one government official: "Within the last years the Dutch government, in general, has tried to dismiss regulation and decrease control in different areas". When looking however, in the field of CSR, most respondents agree that they are increasingly trying to stimulate business in taking responsibilities by setting sustainable procurement criteria. Furthermore, respondents indicated that also in the sphere of people and profit (SROI) their organisation is increasingly setting criteria for their customers. Added by some of the respondents however, is that their municipality is often using only a small number of criteria and does not take into account all additional activities an organisation like Tempo-Team does in the sphere of CSR.

This being said most respondents argue that an organisation like Tempo-Team, which increases its responsibilities in different fields, is not treated differently from other private organisations, with regards to the degree of control and the incorporation of policy instruments. One government official however, does not advocate this statement. According to him the Dutch government is increasingly trying to stimulate business and 'responsible companies' like Tempo-Team to involve in CSR, also by decreasing control and 'bureaucracy'. An example mentioned in the field of temporary employment agencies forms the NEN 4400 code. This standard is a self-regulation code that temporary employment agencies can implement in their organisation and provides them with specific requirements in relation to compliance with essential regulation and legislation. The NEN 4400 certificate shows that the temporary work agency is subjective to a system of periodic assessment. As stated by this respondent: "Companies that have implemented this NEN 4400 standard are rewarded. The incorporation of the NEN 4400 standard within temporary work agencies fastens the process of receiving an identification number for foreign employees by the Dutch tax collectors office". This settlement has been reached by the creation of a special voluntary agreement in 2007, between the certificated temporary work agencies and the Dutch tax collectors office.

This Voluntary agreement is called the: *Convenant inzake samenwerking met in het Register Normering Arbeid opgenomen NEN 4400-1 gecertificeerde uitzendbureaus en onderaannemers bij het verstrekken van sofi-nummers aan buitenlandse werknemers (2007).* This above statements of this respondent indicates that for NEN 4400 certified companies, bureaucracy and control by the Dutch tax collectors office is decreased.

The same respondent mentions that in the future the Dutch government must and should try to develop more incentives for private organisations like Tempo-Team, in order to stimulate these organisations in taking their responsibilities in the field of people and planet. As an example he mentions that temporary employment agencies can increasingly look at the possibilities for providing temporary workers education or training. Furthermore, this respondent states: "It would be very interesting when temporary work agencies would create opportunities for their employees to fasten the process towards gaining a permanent labour contract.

In the field of CSR business and government together have to create win-win situations and therefore the Dutch government must also make it financially attractive for organisations like Tempo-Team to increase their responsibilities". This respondent mentions that the ISO 26000 in the future can probably be used as such an incentive for business: "This certification will be able to function as a quality benchmark for private organisations in the field of CSR".

6.3   Conclusion

First of all when summarizing the results gathered in this case study on the general business-government relationship and its developments in the Netherlands, these results show a shift in the relationship and the way these parties are interacting with each other (Appendix 8: The development of the business-government relationship and the influence of CSR from the empirical perspective). It can be concluded, based on this additional information, that (local) government institutions are increasingly opening-up, becoming more transparent, innovative and are increasingly trying to make use of knowledge and know-how of market parties. Respondents of Tempo-Team state that there has become less resistance or friction in realizing agreements with (local) government institutions in comparison to some years ago. As stated by one of the respondents: "Years ago we were often only asked to deliver the needed hands and nothing else. Today municipalities are increasingly asking us to takeover a whole project". Furthermore, both respondent groups state that CSR has an increasing influence on the customer-supplier relationship between business and government. Dutch (local) government institutions are increasingly including CSR criteria in their adjudication processes, which makes it for 'suppliers' of the Dutch government (private organisations like Tempo-Team), increasingly needed to involve in CSR related issues, especially in the field of sustainability.

Nevertheless, the main aim of the study was to explore the influence of the increased business responsibilities Tempo-Team has taken on different CSR variables, on their relationship with (local) government institutions, by exploring if there occurred changes in the dependent variables of this study. Before looking at the concrete results with regards to these variables, first the main conclusion of the research question needs to be given. *Do the increased business responsibilities of Tempo-Team influence the relationship this organisation has with (local) governmental institutions?* The answer to this question, based on the document study and interviews held with employees of Tempo-Team and (local) government institutions, can be stated as: No, currently there is no general and significant shift visible in the relationship this organisation has with (local) government institutions, due to the fact this Dutch private service organisation has increased its business responsibilities.

From both the document study and the interviews it can be concluded that Tempo-Team's relationship with (local) government institutions has changed, but that the main changes occurred in this relationship, within the last years, are not in particular caused by the increased responsibilities taken by this private organisation (see also Appendix 8: The development of the business-government relationship and the influence of CSR from the empirical perspective). Based on the results of the interviews it can be concluded that Tempo-Team's relationship with most (local) government institutions has not changed due to Tempo-Team's increased responsibilities taken on different CSR variables. Most of the time, the increased responsibilities taken by this organisation on variables as community involvement, employment, training and education, sustainable environmental initiatives, did not resulted in a shift in the relationships they are having with (local) government institutions with regard to the dependent variables, e.g.: partnerships, cooperation, dialogue and interaction and policy instruments.

On the basis of the study results it can be concluded that the relationship between Tempo-Team and most (local) government institutions is still purely based on the classical customer-supplier relationship. Nevertheless, to sketch a more concrete conclusion on the research question posed in this chapter, some important nuances need to be commented on. It requires an analysis of the results on the different dependent variables studied: partnership, dialogue and interaction, policy instruments and cooperation. Have there occurred changes in these variables, due to the fact that Tempo-Team has increased its business responsibilities? When looking at the results the following more concrete conclusions can be stated:

Partnerships:
According to the results it can first of all be concluded that Tempo-Team as well as (local) government institutions have not experienced a significant increase in their public-private partnerships over the last years. More concrete: most employees of Tempo-Team and municipalities have not experienced a significant increase in their partnerships with one another, in the spheres of CSR were Tempo-Team has significantly increased its responsibilities, e.g.: community involvement, sustainable environment initiatives, training and education, social return. However, what can be stated is that on a local scale there have occurred changes due to Tempo-Team's increased business responsibilities.

To be seen from *Mo Money*, the increased responsibilities taken by Tempo-Team have, although on a small and local level, resulted in a relationship with the municipality of Amsterdam-Slotervaart in the field of CSR. This relationship difference significantly for the traditional customer-supplier relationship Tempo-Team has with other local government institutions. From this CSR initiative in which Tempo-Team has increased its responsibilities especially on the variables community involvement and SROI, it is to be seen that Tempo-Team has besides their traditional customer-supplier relationship with the municipality of Amsterdam-Slotervaart, created an relationship increasingly based on a partnership relation, based on shared tasks, broader interaction and collaboration.

However, there is no proof from the research results that the changing relationship occurred between the municipality of Amsterdam-Slotervaart and Tempo-Team in the field of CSR can be typified as a general development in the relationships Tempo-Team has with (local) government institutions. Currently no overall pro-activity has been created within Tempo-Team or (local) government institutions as to act in a different relational setting within the field of CSR. Therefore for now it can be concluded that the increased business responsibilities of Tempo-Team did not resulted in a significant shift by means of working together in a partnership with (local) government institutions.

Cooperation:
When looking at the dependent variable cooperation, the results are not unanimous. Whereas some respondents state that the CSR involvement of Tempo-Team has indeed resulted in some (indirect) changes in the collaboration with (local) government institutions, most respondents do not experience a significant relationship between these variables. As indicated by the interview results there has not been a significant change in the indicators: amount of collaboration agreements with (local) government institutions and degree of cooperation with (local) government institutions. Regardless the increased responsibility of Tempo-Team in different fields, the cooperation with most municipalities is still purely based on a traditional customer-supplier relationship, even though CSR is influencing the supplier demands of (local) government institutions.

Dialogue and interaction:
Based on the interview results and the document study it can be concluded that the dialogue and interaction between Tempo-Team and (local) government institutions has changed. According to the results it can be concluded that both Tempo-Team and (local) government institutions believe that they have a more open relationship with each other. There is more room for dialogue and the formulation of agreements has become easier. Nevertheless, according to most respondents this development in the business-government relation is a more general development, which already started some decades ago. When looking at Tempo-Team's increased responsibilities on the different independent variables, respondents to not perceive a strong causal relationship between the increase in responsibilities on these variables, e.g.: community involvement, training and education, sustainable environmental initiatives and the shifts in their dialogue and interaction with (local) government institutions.

Therefore, it can be concluded that the increased responsibilities of Tempo-Team do not (yet) have a significant influence on the frequency of the dialogue or the extensiveness of the contact comprises with (local) government institutions.

Policy instruments:

Was there an overall decrease of government regulation or audits performed by (local) government institutions, due to the fact that Tempo-Team has increasingly taken responsibilities in the field of self-regulation? Looking at the results, the main conclusion with regards to this variable is that the degree of control by government has not (significantly) decreased during the last years. Although CSR comprises the increased use of incentive-based regulation and voluntary agreements instead of strict regulations and legislations, both respondent groups state that an increasing amount of CSR criteria are adopted in the adjudication process of government institutions during the last years.

Respondents of Tempo-Team state that although government institutions are using soft forms of regulation in this field (CSR criteria), they believe that local government institutions are nonetheless trying to increase their control in this field. As concluded even by one of the respondents: "When signing agreements with (local) government institutions it is clearly visible that within the last years the demands and criteria set by government institutions only increased in the field of CSR. Within the last years it seems that (local) government institutions are delegating more and more tasks to private organisations, without taking their own facilitation and stimulation responsibilities in this field".

Interesting to conclude is that where Tempo-Team experiences no decrease in the degree of governmental control and no significant shift towards more facilitation and stimulation by, e.g.: voluntary agreements, due to their involvement in different spheres of CSR. A government official states contradictory that the Dutch government is increasingly trying to decrease overall control in the fields where private organisations have shown to take responsibilities themselves. "In the sphere of CSR we increasingly try to reward the responsible private organisations by decreasing bureaucracy". According to him an example can be found in the covenant signed for the cooperation between the Dutch tax collectors office and the NEN 4400 certified temporary work agencies. By the creation of this covenant the temporary employment agencies taking responsibilities in the field of self-regulation (NEN 4400) are rewarded, by the Dutch Tax Collectors Office, with more flexible and consensual ways of regulation and cooperation.

7.   Conclusion and Discussion

This chapter presents the conclusion, discussion, limitations and recommendations of this study. The first paragraph of this chapter presents the main conclusions of this research. Subsequently the main research question is answered and the hypothesis is discussed to whether they can be expected or should be declined. The second paragraph presents a discussion of the main findings of this research and indicates the main limitations and recommendations of this study. Are there any specific influential factors that might have influenced the results and conclusions? How can the results found be explained and what are the main limitations of this study? Last, but not least, recommendations are provided for the main stakeholders of this study. In this recommendation part the implications for practice i.e.: Dutch organisations like Tempo-Team, municipalities and ministries are presented.

7.1   Conclusion

This paragraph provides a summary of the main findings of this research. Which answer can be given on the main question raised in this research? What are the main advances and contradictions of these findings with previous research on the influence of increased business responsibilities on the business–government relationship? And which suggestions could be provided for future research? Where many studies have been conducted on CSR or the developments in the business–government relationship, there are just a few (scientific) studies that have combined these two concepts and explored the influence of increased business responsibilities on the business–government relationship. By carrying out this empirical case study within a Dutch private service organisation, the objective was to determine the influence of their increased business responsibilities on their relationship with Dutch (local) government institutions. Can private organisations like Tempo-Team (alone) change their relationships with (local) government institutions on the variables of cooperation, partnerships, use of policy instruments and dialogue and interaction by increasing their business responsibilities in the spheres of people, planet and profit? For exploring this and in order to provide an answer on this question the following main research question was formulated: *Does an increase in business responsibilities of a Dutch private organisation results in a shift in the relationship they are having with Dutch (local) government institutions?*

The study provided a number of findings, which answer or partly answer the central research question as stated above. To conclude on this central research question, first some main findings on the set research questions are provided. First of all, what is CSR? Based on the literature study it can be concluded that CSR is a complex concept, which has no universal definition and can be defined in different ways. However, based on the literature study it can be concluded that above all, CSR means an increase in business responsibilities in the spheres of people, planet and profit. An organisation, which embeds CSR, not only strives for the P of profit, but increasingly also strives for performance on the p for people and the p for planet. Second, CSR is a concept, which needs to be adjusted to the context, 'It needs customization'.

Therefore with bearing in mind the context of this research, the following working definition of CSR was formulated: '*Increasing business responsibility and herewith the activities in all three dimensions of people, planet and profit, while maintaining transparency and dialogue with all stakeholders*'.

Third, CSR is a concept, which, in the Netherlands, is still in its developmental stage, but according to the literature, is an important factor for changes in the business-government relationship. In the field of CSR it is argued that the role of both government and businesses changes: In this field business is increasingly taking responsibilities in the three different spheres of people, planet and profit and the Dutch government increasingly tries to act by means of an relational approach. Due to CSR the general business-government relationship shifts increasingly from a hierarchical relationship towards a horizontal relationship and results in a business-government relationship in which both parties work together on shared goals, resulting in: more and broader cooperation, partnerships, dialogue, interaction and increased use of incentive-based regulation and self-regulation'. This is in accordance with the Dutch government, which in their national CSR policy states to embrace the thought of building networks, cooperation, interaction, and public-private partnerships. To stimulate business in taking its own responsibility, the national policy of the Dutch government on CSR is from 2001 onwards based on self-regulation, cooperation and facilitation.

Fourth, whereas CSR is stated to result in a general shift in the business-government relationship and Mathis (2008) even states that CSR engagement can have a positive influence on the (local) business-government relationship, the empirical findings of the case study do not indicate that CSR engagement results in a visible and significant shift in the public-private relationship on a micro-level. However, it can be concluded that the relationship between Tempo-Team and (local) government institutions has changed during the last years (Appendix 8), the relationship between Tempo-Team and most (local) government institutions has not changed (significantly) due to Tempo-Team's increased business responsibilities. The evidence from the case study shows that although Tempo-Team has increased its business responsibilities on different CSR variables, e.g.: community involvement, corporate social involvement, commuter traffic and sustainable environmental initiatives, and herewith the expected changes in the independent variable has taken place, this has not resulted in a general and significant shift in the dependent variable, namely the relationship Tempo-Team has with (local) government institutions. The relationship between Tempo-Team and (local) government institutions is also in the field of CSR still purely based on a customer-supplier relationship.

According to these main research findings, the following can be concluded on the main research question; *Does an increase in business responsibilities of a Dutch private organisation results in a shift in the relationship they are having with Dutch (local) government institutions?* However, the relationship between Tempo-Team and (local) government institutions has changed (Appendix 8) and the case study provided evidence for the expected change in the independent variable e.g., (increased business responsibilities of Tempo-Team), Tempo-Team does not experience that this increase in business responsibilities resulted in a shift in their relationship with (local) government institutions.

The evidence of this micro-level case study shows that a (strong) causal relation between the independent variable and the dependent variable is absent. Therefore, the hypothesis stated in this study: *When a Dutch private organisation increases its responsibilities in the sphere of people, planet and profit this causes a shift in their relationship with (local) government institutions. Resulting in more and broader cooperation, partnerships, dialogue, interaction and an increase use of incentive-based regulation, self-regulation and voluntary agreements',* should, based on the empirical case study with Tempo-Team, be rejected.

However, it can be stated that in some cases the increased responsibilities taken by Tempo-Team on the variables of community involvement and SROI, has resulted in different relationship between Tempo-Team and (local) government institutions: their relationship is increasingly based on a partnership relation, shared tasks, dialogue and collaboration. This shift in relationship is not (yet) broadly visible in the field of CSR. The results gathered in this study are providing evidence for the main conclusion that although, on a macro-level the Dutch business-government relationship is gradually shifting, beyond, but also within the field of CSR, resulting in a relationship increasingly based on collaboration, dialogue and soft policy instruments, on a micro-level the increased business responsibilities of a Dutch private service organisation like Tempo-Team have only a very limited and non-significant influence on the relationship this organisation has with (local) government institutions.

This conclusion is strengthened by the results included in Appendix 8: *The development of the business-government relationship and the influence of CSR from the empirical perspective.* Based on these results it can be concluded that there have been other alternative factors, e.g.: globalization, an increase in global mindset of the Dutch public and private sector, increase use of voluntary agreements, less top-down policy and regulation and decentralization of government, influencing and causing changes both in the macro business-government relationship and the relationship between Tempo-Team and (local) government institutions. As concluded by one of the respondents during the last years there have been a global increase in forward thinking and awareness of both the public and private sector.

Table 6: Main research conclusions

Variables business-government relationship	Macro level changes in the business-government relationship, due to the increased responsibilities of business (CSR engagement)	Micro-level changes in the relationship Tempo-Team- (local) government institutions due to the increased responsibilities of Tempo-Team (CSR engagement)
Public-private Partnerships	Business and government become partners. Government shifts from principal to partner in the field of CSR.	Only a minimal increase in public-private partnerships in which government shift from principal to partner of business in the field of CSR.
Cooperation	From a hierarchical towards a horizontal relationship, with an increase in collaborations that go further then the traditional customer-supplier relationship.	No visible change in the amount and degree of cooperation agreements between business and government in the fields were Tempo-Team has increased its business responsibilities.
Dialogue and interaction	Dialogue and interaction between public and private parties increases and is broadened.	No significant change in the frequency and broadness of dialogue and contact between Tempo-Team and government in the field of CSR.

Policy instruments	A decrease of strict government control and an increase use of soft mechanisms to stimulate business. Government goes from strict regulation towards incentive-based regulation in which business increases self and co-regulation (mutual trust) and more voluntary agreements are created between the public and private sector.	There is a shift from strict to incentive-based regulation and self-regulation visible and government is increasingly using voluntary agreements in the sphere of CSR. However, the degree of government control has not significantly been decreased and Tempo-Team is often not pro-actively stimulated or rewarded by government in the field of CSR.

7.2   Discussion

In this paragraph the results and conclusions of this research will be discussed. Furthermore, in this discussion part the limitations of the research and recommendations for future research and practise are provided. This study attempts to investigate the research question: Does an increase in business responsibilities of a Dutch private organisation results in a shift in the relationship they are having with Dutch (local) government institutions? In order to answer this main research question, several other research questions were posed and the following hypothesis was formulated, based on previous research:' *'When a Dutch private organisation increases its responsibilities in the sphere of people, planet and profit this causes a shift in their relationship with (local) government institutions. Resulting in more and broader cooperation, partnerships, dialogue, interaction and an increase use of incentive-based regulation, self-regulation and voluntary agreements'.* Based on the research results and the conclusion of this research this hypothesis should be rejected. However, it is important to evaluate why this empirical study did not provide the results and conclusions, which were based on scientific literature and Dutch policy documents, on the influence of increased business responsibilities (CSR), on the (Dutch) business-government relationship, expected. Most interesting to evaluate in this discussion are the seemingly contradicting research findings of Mathis (2008), who states that CSR engagement by companies can have a positive impact on the interaction between companies and public authorities, especially also on the lower governmental layers and Albareda et al. (2008), who stated that the macro business-government relationship within the field of CSR changes.

Certain factors could explain the unfulfilled of the expectations of this empirical case study. First of all it can be stated that within the Netherlands municipalities show clear differences in the way they deal with CSR. The ambitions and ambition level of local government institutions in the field of CSR differs significantly (Appendix 8), which might cause mixed research results. Where one municipality is already quite active in the field of CSR (intern and extern), although still on a small scale, most municipalities state that until today they have been still quite reactive in the field of CSR. Nevertheless, what furthermore should be mentioned as a potential explanation of the results is that Tempo-Team has undertaken a lot of CSR initiatives, but did not pro-actively carry out the activities externally by means of stakeholder management (communication) and transparency (integral CSR policy). In the study of Mathis (2008), engagement/pro-activity in CSR was measured together with pro-activity in stakeholder management.

Herewith Mathis (2008) measured the impact of these variables together on the interaction between private and public sector a concluded that the higher levels of stakeholder management and CSR are the better the general interaction and access points to public authorities. "Companies with an open communication culture that engage in CSR are likely to benefit in form of more intense contacts, a better mutual understanding, more access points to public authorities and easier and faster issuing of licenses and permits, especially on the lower governmental layers" (Mathis, 2008). Nevertheless as also stated by Mathis (2008): "CSR behaviour of businesses led only under certain structural parameters, including; a CSR perception dominated by openness and going beyond, a communication culture and supportive and responsive (local) government institutions to changed, an more specific to improved, relationships with public authorities. Furthermore, an alternative explanation for the difference in results of previous studies and the results of this empirical study, might form the different context in which this study haven been performed. CSR is within the Dutch context not only still in its developmental stage, Dutch (local) government institutions also have some limitations in this field. As stated by one of the respondents: 'The Dutch public sector has a difficult position in the field of CSR and although the ambitions of the Dutch government in the field of CSR are upright, it is hard for them to take the position whished for, due to different limitations in the field of regulation and capacities'. Furthermore, when comparing this study with the study of Mathis (2008) there are a couple of factors that differ. First of all, the central research question posed, the level of research and the case studies used differ significantly. Secondly, also the research method differs. This research has been conducted within a Dutch service organisation, whereas the research of Mathis (2008) is performed within production organisations, located in and outside the Netherlands. These factors have to be taken into account when comparing the findings of these studies.

Nevertheless, important to conclude is that whereas we experience that currently the increased business responsibilities of Tempo-Team do not have a significant influence on their relationships with local government institutions, based on the additional information gathered and included in Appendix 9: The view on the future business-government relationship from a empirical perspective, some changes are to be expected with regard to the future. A discussion point to raise here is: Why is this expected while the case study proved that currently only minimal changes in the relationships between Tempo-Team and (local) government institutions have occurred due to Tempo-Team's increased business responsibilities?

As can be concluded from the study of Mathis (2008), not only the increased business responsibilities of the private sector as a whole can be stated as an important factor for changes in the business-government relationship on a macro layer (Albareda et. al., 2008), but also the increased business responsibilities of an individual private organisation, can have influence on the relationship with Dutch local government institutions (micro layer). Although this study concludes that the increase of business responsibilities, of a single Dutch private organisation, alone, does not have a significant influence on their relationship with Dutch (local) government institutions, according to the study of Mathis (2008), proactive CSR behaviour of an individual private organisation can under certain structural parameters led to a change in their relationship with Dutch (local) government institutions.

Including direct benefits for the company. Furthermore from the results gathered in Appendix 9: The view on the future business-government relationship from a empirical perspective, it can be concluded that most respondents currently experience a gradual development in the field of CSR, and more important, they hope for certain developments in the future. CSR results according to most of them in shared values for business and government, in which both parties increasingly need each other. Furthermore, an important reason for the expectations raised by this study, lies in the fact that in the Netherlands CSR is still in its developmental stage. An employee of MVO Nederland advocates this and states that: "It is important to emphasize the developmental stage CSR is still". Expected by this respondent is that in each next stage the business-government relationship can increasingly be changed towards a partnership relation, by organisations that not only take their responsibilities, but moreover also point their stakeholders at their responsibilities and involve them by taking responsibilities in the sphere of people, planet and profit.

In accordance with this statement it is to be expected that with the increased pro-active attitude of Tempo-Team with regards to CSR, the organisation, in the future increasingly can make a difference in their relationships with Dutch (local) government institutions. An excellent example of this is given by the Mo Money project. Furthermore, different respondents support this view by stating: "The influence of CSR on the business-government relationship has to be seen as a journey in which boundaries gradually become blurred and these parties will more and more work together and build partnerships for the benefit of society. "There lays a golden opportunity ahead for both the private and the public sector to advance and combine each others strengths, since in the field of CSR our goals and visions are increasingly in one line". Although at this moment there is still an enormous step to take and you might wonder whether this step will ever be taken, this research provides hopeful future developments in the field of CSR in addition to the traditional customer-supplier relationship, there will increasingly be created another Dutch business-government relationship, based on partnerships, cooperation, dialogue, trust and voluntary agreements. What is clear is that business shows increasingly its willingness to broader its responsibilities in different fields of CSR, e.g.: people (community involvement), planet (sustainable environmental initiatives) and profit (SROI). Besides, Dutch (local) governments are increasingly strengthening their vision on which position they need and want to take within the field of CSR. Based on this research there is therefore a good chance that the coming decades, the central research question of this research, would be answer differently, e.g.: increased business responsibilities of Dutch private organisation results in a changing relationship with (local) government institutions, which is in this field increasingly based on partnerships. This being expected it would be extremely interesting to do this study again within 10 to 15 years.

Limitations of the study

The following limitations have to be taken into account when interpreting the findings:

- The state of current knowledge and research on CSR and its influence.

With regards to CSR little scientific research has been done. This made it more difficult to collect information as well as that this study could make little use of variables and indicators that already proved to valid in previous research, based on which hypothesis could be formulated. Especially on the specific relation between CSR (increased business responsibilities) and the business-government relationship research has been limited. Therefore, within this research variables and indicators have been developed and introduced in order to measure this (changing) relationship. These variables and indicators are based on important literature and methods written by the GRI guideline, Albareda (2008), Mathis (2008), Moon (2002, 2004), the RLV (2006) and Zadek (2001). Although this literature is of great value it needs to be stated that the variables and indicators incorporated in this study, have not yet proven valid in measuring this specific relationship in other (scientific) research.

- Limited information was gathered by the quantitative document studies.

As hardly any information has been gathered from the quantitative document studies, the results of the interviews have lost some validity and reliability, as the results gathered on the qualitative data were not able to significantly support or reject the interview results. The limited information provided by the quantitative data study has to be beard in mind when interpreting the results and conclusions of this study.

- The use of one specific service-sector organisation in this study.

The case study only analyzed a single organisation in the service sector. Whereas it is not to be expected that including a higher amount of different types of organisation within this research would result in significant different results, including a higher amount of different types of organisations would strengthen the generalizations of these results and conclusions to other sectors. Furthermore, it would have made the results and conclusions more concrete for the different types of organisations.

- Alternative factors that are influencing the business-government relationship.

Whereas in fact all research faces the risk of alternative explanations for the particular changes found by this research, in this study it was impossible to eliminate all alternative factors influencing the dependent variable. Therefore, it cannot be stated that an increase in business responsibilities (CSR) will be the most important or the only factor for a (potential) future change in the business-government relationship. Nevertheless, on the basis of this study it can reasonably be expected that in the future this will be an important factor for changes in the business-government relation, resulting in public-private relationships increasingly based on partnerships, cooperation, dialogue and mutual trust. Further research needs to be conducted in order to furthermore examine if this factor in relation to other factors influencing the business-government relationship, currently and in the future.

- Limited variation in municipalities.

The limited variation in municipalities, looking at the size and the location, can furthermore be seen as a limitation. Although this study did not aimed at analyzing whether different size and location of municipalities might lead to different study results, future research on differences between small and large municipalities on this subject, might find interesting results.

- Rather small sample (amount of relevant interviews with employees of municipalities). This study incorporated interesting municipalities based on different selection criteria. Information was gathered to come in contact with the 'right respondents' working at the municipality. Due to both unwillingness and limited amount of time of the unit of analysis, this study is based on a rather limited sample. Nonetheless, this will not be of great influence on the main conclusions of this research, the fact that there is a rather small amount of (relevant) interviews held with employees of municipalities, could have influenced some of the results. In order to know exactly if there exist differences in the view on the business–government relationship, CSR and the shifts within this relationship caused by CSR, between the different persons/departments of municipalities or ministries, further research is needed.

- Time limitations and guidelines.

Because this study is conducted to accomplishing a master degree in Public Administration, this study was subject to some time limitations and guidelines, which had its influence on the research design.

Recommendations (Appendix 10: Recommendations)

Appendix 1: The Relational State Model
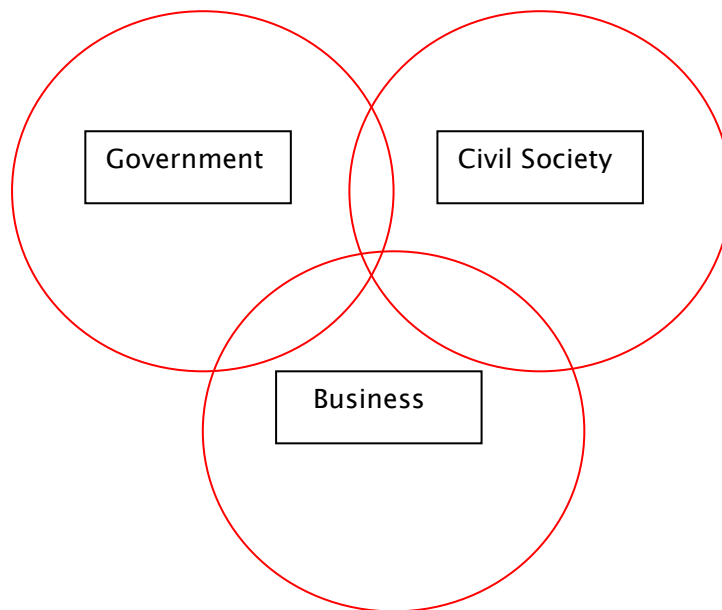
Mendoza, 1996
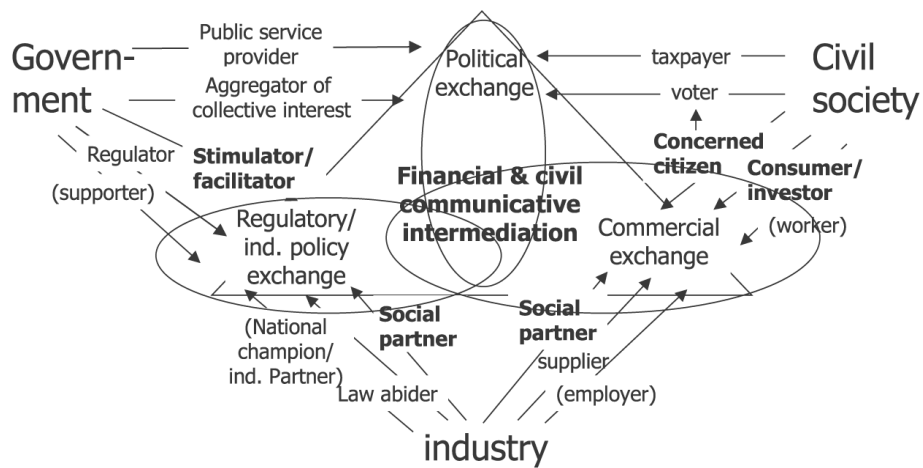
Midttun, 2004

Whereas the power of the state is decreasing and business power is increasing, parties within society are more and more forced to cooperate in solving social and environmental issues. Due to a shift in power between government, civil society and business, there occurred a visible shift in the responsibilities and roles of these parties.

Appendix 2: Questionnaire: The increase in Tempo-Team's business responsibilities

People
Amount of people employed (Employment)
Number of (voluntary) social activities done (Community involvement)
Amount of people working on social projects (Community involvement)
Amount of money spend on social projects (including charity donations)
Amount of people following training and education (Training and education)
Number of disabled persons employed (Diversity and equal opportunity)
Amount of fines for unethical behavior (Ethics)
Number of incidents of discrimination (Diversity and equal opportunity)
Number of events organized for stakeholders (Stakeholder inclusiveness)
Planet
Amount of cars leased with an A label (Commuter traffic)
Number of environmental activities done (Sustainable environmental initiatives)
Profit
Amount of money spend of charity donations (Corporate social involvement)
Social Return of Investment in percentage (Social Return on Investment)

General questions
- Has Tempo-Team ISO 9001 or 14001 certificates? And if yes why and when has these certificates received?
- In which way is Tempo-Team guarding ethical behaviour within the organisation? When for instance looking at corruption or undeclared work, does Tempo-Team has policies or actions taken to prevent this?

Open interview questions for employees
- When you think of CSR what kind of associations do occur to you?
- What kind of advantages do you experience in involving in CSR?
- What are according to you the disadvantages of being actively involved in CSR?
- Do you see a difference in the expectations that stakeholders, especially the government and municipalities, have of Tempo-Team when comparing this to some years ago?
- What is Tempo-Team doing in the field of CSR according to you?
- Do you see changes in the way Tempo-Team is dealing with the environment and the wider community when comparing this to some years ago? If yes: what are the differences?
- Does Tempo-Team give special attention to minorities and diversity? If yes: has this attention become more increased within the last years?
- Do you see changes in the way Tempo-Team deals with its stakeholders comparing this to some years ago? If yes: what has changed according to you?

- Do you in your daily work (within the different processes) recognize that Tempo-Team is taking more attention to the environmental and the society? If yes: in which way do you see this?
- Do you see a difference in the way you think about dealing with the society and the environment when comparing this to some years ago? And have you changed your behaviour? If yes: what did you change?
- Is there a change in the mission of Tempo-Team when comparing the current mission to the mission of Tempo-Team ten years ago?
- Is there a change in the goals of Tempo-Team when comparing the current goals (on a yearly basis) to the goals of Tempo-Team ten years ago?
- Are there activities and/or projects performed by Tempo-Team that goes further than just fulfilling the mission statement? When comparing this to some years ago have these activities and/or projects increased?
- Do you feel accountable for these activities and/or projects?
- Do you think Tempo-Team is taking enough responsibility already? (Think about the environment and problems within the society) Can you explain why you think so?

Additional open question for employees working on 'projects' related to CSR
- When has this project started and what has has been the reason for starting this project/activities?
- What is the goal of this project and in which way are you trying to achieve this?
- Do you see (helping) this project as being a responsibility of Tempo-Team?
- Do you see starting this kind of projects as an increase in responsibilities for Tempo-Team?

Open interview questions for employees of Dutch governmental institutions
- What is your organisation doing in the field of CSR?
- Have there due to CSR put forward new expectations for your stakeholders? If yes: what are these new expectations?
- Have there due to CSR been introduced stricter or other requirements for selecting suppliers?
- When looking to a company as Tempo-Team, do you have some particular expectations of them in the field of CSR? And is so: what expectations do you have in this field?
- Can there according to you be stated that the responsibilities of the private sector have increased in the last years?

Appendix 3: Questionnaire: The influence of increased business responsibilities on the business-government relationship

Number of public-private partnerships (Partnerships)
Number of partnerships created by private initiative (Partnerships)
Amount of allowance given by government (Partnerships)
Amount of collaboration (policies/contracts) with governmental institutions (Cooperation)
Number of audits performed by business itself (Policy instruments)
Number of audits performed by governmental institutions (Policy instruments)
Amount of voluntary agreements singed between business and government (Policy instruments)
Number of self regulated policies/norms set (Policy instruments)

Questions employees Tempo-Team

- Do you see a difference compared to some years ago in the degree of initiatives Tempo-Team is taking for solving social or environmental problems within society together with other partners (especially government)?
- Do you see a difference in the degree of self-regulation within Tempo-Team?
- Has Tempo-Team created more codes, guidelines or regulation itself?
- Do you see a difference in degree government is using regulation as a policy instrument? For regulating or deregulating the practices of Tempo-Team?
- Compared to some years ago do you see changes in the way Tempo-Team is dealing with its stakeholders, especially the government? How come?
- Has the occurrence of CSR according to you had influence on Tempo-Team's relation with her stakeholders and in particular the Dutch-government? Is so: in which way has this relation changed?
- Do you see a difference in the degree governmental institutions are willing to cooperate with temporary agencies in general and Tempo-Team in particular when comparing this to some years ago?
- Do you see a difference in the degree of control government institutions want to have and the way government is achieving this control?
- Do you see a difference in the tasks and accountability of Tempo-Team when conducting projects together with governmental institutions when comparing this with some years ago? If yes: what has changed?
- Do you see a difference in the frequency the organisation has contact with governmental institutions comparing this with some years ago?
- Do you see a difference in the intensity and the broadness of the contact Tempo-Team has with governmental institutions compared with some years ago?
- When you look at the future, how do you see the relation with the government?

Questions employees of Tempo-Team working on 'projects' related to CSR

- Why is Tempo-Team doing this project?
- What are the role, tasks and activities for Tempo-Team in this project?
- Who has taken on the initiative for this project? Tempo-Team or the government?
- Do you feel accountable for the success of this project?
- Which role does the government have in this project?
- Do you see a difference in this role, comparing to some years ago? If so: what has changed? (How has the relation changed?)
- When you look at the future, how do you see the relation with the government?

Open question Dutch-government (ministries, municipalities)

- What kinds of associations occur to you when thinking of CSR?
- Do you see disadvantages in the occurrence of CSR and the involvement of private organisations in CSR?
- Do you see a difference in the role your municipality is taking within society, compared to some years ago?
- Do you see a difference in the way your municipality is trying to reach social and environmental goals, compared to some years ago? (Together with Tempo-Team?)
- Comparing to some years ago do you see that the government/your ministry has participated in more public-private partnerships?
- Do you see a difference in the willingness of your municipality to stimulate private initiatives for a better community or environment? (For instance an increase in allowance for private CSR initiatives)
- When looking at the different policy instruments, is there a difference in the use of these instruments when comparing this to some years ago? For instance when you think about positive stimulation of MVO?
- According to governmental documents, governmental institutions aim at deregulation and more self-regulation ' the business should take its own responsibility'; do you see this happening also in practice?
- When looking to public-private partnerships, do you see a change in the role and tasks your municipality/ministry has compared to some years ago?
- Have there due to CSR, occurred possibilities for your municipality/your ministry to take a step back and to leave more responsibilities to businesses? Do you see this (currently or in the future) also happening when looking at (a) company (like) Tempo-Team and in which way?
- Are there any initiatives that could be taken by Tempo-Team to enhance the cooperation between your organisation and Tempo-Team?
- When you look at the future relation between government and business (Tempo-Team) how do you see this relation? And which role does CSR play in this relation?

Appendix 4: Factsheet Duurzaamheid Tempo-Team

Milieu en duurzaam ondernemen
Het Ministerie van Volkshuisvesting, Ruimtelijke Ordening en Milieubeheer heeft de doelstelling als omschreven tijdens de VN Conferentie in 1992 te Rio de Janeiro vertaald naar beleid in het programma Duurzame Daadkracht. Deze doelstelling heeft het Ministerie vertaald Randstad Holding en haar werkmaatschappijen, waaronder Tempo-Team lopen voorop bij Duurzaam Ondernemen. Als grote, internationale organisatie hebben wij een bijzondere verantwoordelijkheid voor het behoud van het milieu en streven wij bewust naar duurzaam ondernemingsschap. Op velerlei wijze wordt invulling gegeven aan een duidelijk en resultaatgericht milieubeleid.

Sociale aspecten (people)

project	Soort investering	Feiten	investeringsbedrag
Dagelijkse maatschappelijke toegevoegde waarde	Reïntegratie, mobiliteit, scholing	1. Dagelijks …. Flexwerkers aan het werk 2. Reïntegratie kandidaten per jaar; 3. Mobiliteit; .. bedrijven geholpen en … kandidaten per jaar 4. Scholing; 2 % van de totale omzet investeren wij in opleidingen voor flexkrachten.	
VSO	Het uitwisselen van vakspecialisten met kennis en kunde in derde wereld landen		€ 19.000 per uitgezonden medewerker
Warchild	700 medewerkers zijn 'friend' van Warchild geworden in 2007 en een groot aantal vrijwilligers collecteren tijdens de concerten van Warchild	Jaarlijkse donatie van Tempo-Team medewerkers middels het lidmaatschap en centraal wordt er ook een bedrag gedoneerd.	Sponsering van € 100.000 per jaar. Daarnaast zijn + 600 medewerkers sponsor geworden en leveren medewerkers voor vrijwilligerswerk.

Mo Money	Het begeleiden van allochtone jongeren naar werk in Nieuw West Amsterdam		€ 200.0000 in 2007 / 2008 € 203.750 in 2009/2011
Emma @ Work	Samenwerking met het Emma Kinderziekenhuis om chronisch zieke jongeren tussen 16 en 19 jaar de eerste stappen op de arbeidsmarkt te laten zetten	Vakantiewerk en stage plaatsen worden gerealiseerd door bemiddeling van TT	
DAAD	Het reïntegratietraject van uitkeringsgerechtigden binnen de gemeente Rotterdam	Het helpen van plaatsen van deze kandidaten binnen ons eigen klantenbestand.	
Samenwerking Haeghe Groep (SW bedrijf) (2007/2008)	Het plaatsen van medewerkers van de Haeghe Groep binnen projecten van Tempo-Team of het gezamenlijk uitvoeren van projecten	Het digitaliseren van P-dossiers binnen de gemeente Den Haag en het ministerie van V&W	Begeleiding vond plaatst vanuit de Haeghe Groep.
Talent Traject (2009)	Organiseren van scholing en coaching van bijstandsgerechtigden en het plaatsen bij opdrachtgevers	80% van de gestarte kandidaten stromen uit van uitkering naar werk	€ 1700 per kandidaat voor de scholing alleen.
Kerstgeschenk in de branche Overheid (2008)	In 2008 heeft TT als pilot haar klanten in de overheid bedankt voor de samenwerking in het afgelopen jaar met een MVO cadeau. De klanten konden uit 5 Oxfam Novib pakketten kiezen ter waarde van € 30. Deze pakketten bestonden uit leermiddelen voor kinderen, voedsel, zaden en kuikens en medicijnen voor de derde wereld.	Honderd klanten hebben gebruik gemaakt van deze mogelijkheid.	€ 3000

Milieu aspecten (planet)

Onderwerp	Soort investering	Feiten
Auto"s (2006)	Alle auto's worden bij de Leaseplan aangeschaft. Vanuit TT wordt het gestimuleerd om alleen auto's met een A of B keurmerk aan te schaffen.	*LeasePlan is ondertekenaar van een intentieverklaring die de Stichting Natuur en Milieu aan de minister van Verkeer en Waterstaat en de staatssecretaris van Milieu aangeboden heeft. LeasePlan verklaart hierin maximaal 20% van de kosten voor achteraf montage van roetfilters op het bestaande dieselwagenpark te investeren.*
Papier	Wordt in aparte afvalcontainers gegooid en separaat opgehaald. Dit geldt voor het hoofdkantoor en alle vestigingen	
Video en call conferencing	Door het dichtslippende wegennet in Nederland wordt steeds meer gebruik gemaakt van video en callconferencing.	Tempo-Team streeft ernaar om steeds meer via video en callconferencing te vergaderen. Dit geldt van directie tot het lager management. Waarbij het lager management callconferencing en de directie via video conferencing vergadert.
Digitaal verwerking van declaraties		Wekelijks wordt ongeveer 43 % van onze declaraties digitaal verwerkt. Dit op een totaal van 40.000 declaraties (status begin december 2008). Streven is om op termijn naar 90 % te groeien
Digitale loonstrook voor flexmedewerkers	Alle flexwerkers krijgen de loonstrook digitaal toegestuurd. (Mits zij hier bezwaren tegen maken kan dit teruggedraaid worden)	Alle flexwerkers van Tempo-Team krijgen digitaal de loonstrook verstuurd.
Digitale facturen van leveranciers	Tempo-Team stimuleert haar leveranciers om zoveel mogelijk de facturen digitaal te versturen	

Beperkingen woon- werk verkeer	Al onze flexwerkers, intercedente en medewerkers van het hoofdkantoor worden zoveel mogelijk te werk gesteld binnen de eigen woonplaats. Dit om zoveel mogelijk de woon-werk kilometers te beperken.	Bij gelijke geschiktheid van twee kandidaten geniet de kandidaat met de minste woon-werk kilometers de voorkeur.
Fietsplan (2006)	Medewerkers die minimaal de helft van de werkweek op de fiets naar kantoor komen in aanmerking kunnen komen voor het fietsplan.	PZ centraal
Milieubewust inkopen (2009)	Wij streven ernaar, net als de lokale overheid, in 2010 alleen nog in te kopen bij milieubewuste leveranciers.	ISO 14001 wordt het traject ingezet voor het eind van 2009 om dit milieucertificaat te behalen.
Groene stroom	Op het hoofdkantoor van Tempo-Team wordt groene stroom betrokken van haar leverancier	
Warmte terug-win- wisselaar	Bij het verbouwen van panden wordt er een warmte terug-win-wisselaar geïnstalleerd. Hiermee wordt in de winter de koude, frisse lucht van buiten verwarmd met de vertrekkende warme lucht uit het pand.	
Dubbel glas en lichtschakelaars	Bij het verbouwen van panden wordt het enkel glas vervangen door dubbel glas en de lichtschakelaars in magazijn en toilet voorzien van een bewegingssensor	
Ecologische drukken en printen	Tempo-Team heeft de intentie stelselmatig over te stappen op ecologisch druk- en printwerk.	Dit betekent minimaal: • IPA vrij drukken (zonder chemisch oplosmiddel) • BIO-inkten (100%chemie vrije offsetplaten, zonder chemische afvalstromen) • CO_2 neutraal produceren en CO_2 neutrale grondstoffen • 100% groene stroom • FSC papier of 100% recycled

Appendix 5: Duurzaamheidpijlers Tempo-Team 2009

Duurzame ontwikkeling is een concept waarin ecologische, economische en sociale belangen bij elkaar komen, voor zowel de huidige als de toekomstige generaties. Duurzame ontwikkeling is de eis om een evenwicht tussen deze drie basisconcepten te vinden. Het is een breed begrip, en omvat alle ontwikkelingen – op technisch, economisch, ecologisch of sociaal vlak – die bijdragen aan een wereld die efficiënter, zuiniger en op lange termijn duurzamer omgaat met de aarde.

De Nederlandse Rijksoverheid heeft zich tot doel gesteld om in 2010 voor 100% duurzaam in te kopen, lokale overheden streven naar 75% in 2010 en 100% in 2015. Provincies en Waterschappen streven naar 50% duurzame inkoop in 2010. Bij duurzaam inkopen wordt, naast financiële en functionele aspecten, rekening gehouden met ecologische en sociale aspecten van producten en diensten. Voor de overheid ontwikkelt SenterNovem de inkoopcriteria. Door deze ontwikkelingen zal Tempo-Team een antwoord moeten formuleren op de gestelde inkooppijlers van de overheid. Immers in het kader van duurzaam inkopen zal de overheid andere eisen aan haar leveranciers stellen dan voorheen. Deze eisen zijn vastgesteld in het duurzaam inkopen criteriadocument uitzendkrachten van SenterNovem.

Doel

Tempo-Team zal aantoonbaar duurzaam moeten ondernemen om te voldoen aan de gestelde inkoop eisen van de overheid. De gestelde eisen zijn vastgelegd in het duurzaam inkopen criteriadocument uitzendkrachten van SenterNovem. Hierbij wordt uitgaan van de drie gestelde pijlers Planet (ecologie), Profit (economie) en People (sociaal). Voor de uitzendorganisaties zijn er echter voor alleen Planet en People uitgangspunten geformuleerd. Hieronder worden deze punten verder uitgewerkt.

Planet (milieu)

- Mobiliteit eigen medewerkers
- Energiegebruik gebouwen
- Papiergebruik

Minimumeisen gesteld vanuit het criteriadocument uitzendkrachten van SenterNovem:

- De inschrijver neemt maatregelen waarmee de milieubelasting van het transport die direct gerelateerd is aan de uitvoering van de opdracht voor naam aanbestede dienst wordt verminderd. Woon-werkverkeer van de uitzendkracht maakt hier ook onderdeel vanuit. (Vanuit deze richtlijn is klimaatcompensatie mogelijk door onder andere het CO_2 uitstoot te compenseren door het aanplanten van bomen)
- Opzetten van een milieumanagementsysteem (ISO 14001). Dit geeft de werkwijze aan voor het milieubeheer door alle afdelingen van de organisatie.

Het milieumanagementsysteem behelst de milieuaspecten die de onderneming direct controleert en waarop zij invloed heeft. Welke milieuaspecten van belang zijn is afhankelijk van omvang, aard en werkwijze van de onderneming.

People (sociaal)

Sociale aspecten die specifiek voor de productgroep uitzendkrachten zijn:
- moeilijk bemiddelbare groepen
- tijdelijke versis vaste arbeidscontracten
- afdracht belastingen en sociale verzekeringspremies
- werkvergunningen
- goede behandeling arbeidsmigranten
- maatschappelijke betrokkenheid en filantropie

Actiespunten 2009:
Planet (milieu)

1. Het behalen van het milieumanagementsysteem ISO14001. Op dit moment werkt TT aan ISO 9001 en hoopt dit in Q2 te behalen. In het verlengde hiervan ligt het milieumanagementsysteem ISO 14001. (Chantal Bos voor eerste, onder leiding van Gerrit de Rooy verantwoordelijk).
2. Lobby bij verschillende directieleden voor het milieu (planet) aspect in dit project. Wordt duurzaamheid binnen Tempo-Team een project of wordt het een beleving? Directieleden bezoeken en mee doorspreken; Peter Hulsbos, Esmee Fischeroux en Albert van de Meulen en directeur BU 7.
3. Afspraak met wagenparkbeheer of Leaseplan om na te gaan wat de verdere ontwikkelingen, plannen zijn voor de toekomst op het gebied van duurzaamheid.

People (sociaal)

1. Samenwerking met HR diensten, Helma van den Berg wordt vrij gemaakt om dit onderwerp verder gestalte te geven binnen BU 7 en uit te dragen bij haar klanten.

2. TT heeft vele voorbeelden in de praktijk waarin wij
   a. Minderheidsgroeperingen aan het werk helpen. Best Practices verzamelen over dit onderwerp
   b. Tijdelijke en vaste arbeidscontracten
   c. Goede behandeling arbeidsmigranten. Best Practices verzamelen.
   d. Maatschappelijke betrokkenheid en filantropie. Best Practices verzamelen.

3. Uitdragen binnen de operatie van Tempo-Team zodat elke intercedente en manager die zaken doet met de overheid weet wat wij doen op dit gebied.

Verdere acties op het gebied van duurzaamheid:

- 22 januari 2009: GIP congres met een workshop over duurzaamheid
- Q1: ronde tafel ministeries en G4
- Rond de tafels in de rest van Nederland over duurzaamheid met P&O-ers van verschillende gemeenten

Appendix 6: Duurzaam ondernemen samen met Tempo-Team

Duurzame ontwikkeling is een concept waarin ecologische, economische en sociale belangen samenkomen, bedoeld voor zowel de huidige als toekomstige generaties.
Dit brede begrip omvat alle ontwikkelingen – op sociaal, ecologisch of economisch vlak – die bijdragen aan een wereld die efficiënter, zuiniger en op lange termijn duurzamer omgaat met de natuurlijke bronnen van de aarde.

People, Planet, Profit
'People, Planet, Profit' (ook wel: de drie p's) is een term uit de duurzame ontwikkeling die de Overheid veelvuldig onder de aandacht brengt. Veel ondernemingen adopteren de drie P's als richtlijn voor hun beleid op het gebied van Maatschappelijk Verantwoord Ondernemen (MVO):
People: sociale belangen;
Planet: ecologische belangen: de gevolgen voor het (leef)milieu;
Profit: economische belangen: op een goede manier inzetten van people en planet levert in de toekomst profit (winst) op.

Tempo-Team vindt duurzaamheid een belangrijk thema en wil de 'Dag van de duurzaamheid' aangrijpen om met u in gesprek te gaan en van gedachten te wisselen over wat wij voor elkaar kunnen betekenen op het gebied van duurzaam ondernemen. Deze waaier geeft een eerste indruk van waar Tempo-Team al mee bezig is op het gebied van de drie P's (met als toevoeging Prosperity (Welzijn).

Iedereen doet mee
Hoe gaan wij op een duurzame manier om met onze flexwerkers? Tempo-Team ontwikkelt steeds meer initiatieven om sociale duurzaamheid invulling te geven.

Onze core business
Vanuit onze core business laten wij dagelijks onze maatschappelijke toegevoegde waarde zien door per dag bijna 40.000 flexwerkers met een grote diversiteit in achtergrond bij onze klanten te plaatsen. Tevens zorgen wij via Tempo-Team HR Solutions voor mobiliteit en re-integratie van kandidaten bij diverse opdrachtgevers.

Emma at work
Chronisch zieke of gehandicapte jongeren die regelmatig in het ziekenhuis moeten zijn, hebben een zwakke positie op de arbeidsmarkt. Als het aan Tempo-Team ligt, komt daar snel verandering in. Emma at Work is een initiatief van het Emma Kinderziekenhuis AMC in Amsterdam in samenwerking met Tempo-Team dat zich landelijk richt op jongeren tussen de 15 en 25 jaar met een chronische ziekte. Met twee in-house intercedentes in het ziekenhuis die zowel bedrijven benaderen als de jongeren aan werk helpen, is Emma at Work pionier in dit maatschappelijk betrokken ondernemen.

MOmoney

In samenwerking met de Gemeente Amsterdam is Tempo-Team dit jaar gestart met een detacheringsbureau voor jongeren in Nieuw West, echter met focus op Marokkaanse jongens. MOmoney biedt een springplank naar een structurele baan, een contract voor langere tijd, jobcoaching en assistentie bij hun loopbaan.

Talent Training

In samenwerking met Sociale Diensten en UWV-Werkbedrijf organiseert Tempo-Team bij verschillende Nederlandse gemeenten Talent Trainingen. Door deze trainingen stromen uitkeringsgerechtigden sneller en langdurig uit naar werk. Talent Trainingen bestaan uit:
- Maximaal 14 kandidaten die een beroepsgerichte opleiding krijgen;
- Na het behalen van het certificaat of diploma stroomt 80% van de cursisten uit naar een baan op de arbeidsmarkt.

Dela en Tempo-Team helpen nabestaanden aan werk

Tempo-Team en uitvaartverzekeraar Dela gaan samen nabestaanden helpen om een baan te vinden. De samenwerking met Tempo-Team is een onderdeel van het totale nazorgpakket dat Dela biedt. Tempo-Team helpt nabestaanden om zich (weer) te oriënteren op de arbeidsmarkt. Via de nazorgconsulenten van Dela kunnen zij een afspraak maken met Tempo-Team voor een informatief of intakegesprek voor het vinden van een passende baan. Met deze vorm van nazorg loopt Tempo-Team voorop in maatschappelijk betrokken ondernemen.

Associate Degree via Tempo-Team

In samenwerking met Avans Hogeschool heeft Tempo-Team een Associate Degree pgestart, specifiek voor de branche Financiële Dienstverlening. Kandidaten en flexwerkers met mbo-4 niveau, die zich willen laten omscholen voor of willen specialiseren in de Financiële Dienstverlening, komen hiervoor in aanmerking. Tempo-Team biedt deze kandidaten niet alleen een opleiding op hbo-niveau, maar ook een baan bij één van haar klanten. Kandidaten krijgen hierdoor een kans om een hbo-functie in de branche Financiële Dienstverlening te bekleden. Dit betekent ook een structurele baan, een contract voor langere tijd, jobcoaching en assistentie bij hun loopbaan.

Samenwerking SW-bedrijf

Tempo-Team heeft ruime ervaring met het plaatsen van medewerkers van Sociale Werkplaatsen binnen projecten van Tempo-Team zelf. Een voorbeeld is het digitaliseringproject voor de Gemeente Den Haag en het Ministerie van Verkeer en Waterstaat waar medewerkers uit de Sociale Werkplaats alle personeelsdossiers digitaliseren. Op deze manier worden de SW'ers weer in de maatschappij ingezet en doen zij andere werkervaring op dan nu vaak het geval is.

GoedWerk

GoedWerk, een maatschappelijk verantwoorde onderneming, is het eerste uitzendbureau in Amsterdam dat speciaal is opgericht voor vluchtelingen.

Dit betekent dat GoedWerk er niet alleen naar streeft een professionele en rendabele onderneming te zijn, maar ook een sociaal doel nastreeft. Per jaar helpt GoedWerk 120 vluchtelingen aan werk. Tempo-Team ondersteunt GoedWerk met haar administratieve processen/back-up, door gebruik te mogen maken van een vestiging en het volledige klantennetwerk.

Duurzaam omgaan met het milieu

Tempo-Team heeft in haar milieuverklaring ecologische doelstellingen en initiatieven vastgelegd. Zo is de ecologische impact van de werkzaamheden duidelijk in kaart gebracht en kunnen we sturen op vermindering op termijn van deze impact. We kijken hierbij vooral naar het verbruik van elektriciteit, water en andere middelen.

Inmiddels heeft Tempo-Team een start gemaakt met de ISO 14001-certificering en streeft ernaar dit voor het eind van 2009 af te ronden. Tempo-Team beschikt over een zeer uitgebreid milieuaspectenregister en vervoersmanagementbeleid.

Milieuvriendelijke werkprocessen

Gelijkwaardig milieupartnership tussen bedrijven en de overheid leidt tot innovatie in bedrijfsprocessen. Tempo-Team biedt klanten en flexwerkers een aantal internetmodules om besparing te bewerkstelligen:
- Digitaal declaratiesysteem;
- E-facturatie (expertise en implementatie);
- Digitale loonstrook.

Onze flexwerkers

Door ons fijnmazige vestigingennetwerk is het mogelijk om zoveel mogelijk flexwerkers dichtbij hun woonplaats aan het werk te helpen. Dit beperkt het woon-werkverkeer.

Onze eigen medewerkers
- Tempo-Team werkt steeds meer met video en callconferencing. Dit zorgt voor minder werkverkeer. Dit zorgt voor een zo beperkt mogelijke uitstoot van CO_2.
- Met het Fiscaal Fietsenplan kunnen medewerkers met aanzienlijke korting een fiets naar keuze aanschaffen.
- Medewerkers kunnen hun leasebudget aanwenden voor de aanschaf van een OV-jaarkaart en het gebruik van taxi's. Er loopt momenteel een pilot waarbij medewerkers die met het OV naar kantoor reizen, de beschikking krijgen over een bij het kantoor gestationeerde poolauto voor het bezoek aan (potentiële) klanten.
- Medewerkers binnen Tempo-Team die toch voor de lease-auto kiezen, worden gestimuleerd een zogenaamde 'vaste keuzeauto' uit te zoeken. Hierbij bestaat het aanbod uit een beperkt aantal modellen met relatieve lage belasting van het milieu. Alle dieselauto's zijn uitgerust met een roetfilter.
  Daarnaast voert Tempo-Team een interne campagne met de naam Slim Rijden om het brandstofverbruik terug te dringen.

Wat levert duurzaam ondernemen op?

Investeringen op het gebied van People en Planet leveren uiteindelijk winst op, Profit.
Het gaat om het vinden van een goede balans. Van belang is een evenwicht tussen
People, Planet en Profit, de zogenaamde Tripple Bottomline. Zonder Profit is er geen People
en Planet, zonder People en Planet geen duurzame Profit, oftewel: geen duurzame
organisatie.

Besparing gemeente

Iedere medewerker (cliënt) die via de kanalen van Tempo-Team aan het werk gaat en niet meer afhankelijk is van de uitkering vanuit de WWB draagt bij aan een besparing voor de gemeente van € 23.000,- per medewerker per jaar.

Sociale Werkplaatsen

De meeste gemeenten binnen Nederland participeren in het SW-bedrijf. Participeren betekent onder andere eindverantwoordelijk voor de exploitatiekosten als het SW-bedrijf zich niet zelf kan bedruipen. Door het SW-bedrijf in te zetten bij diverse projecten van Tempo-Team, hoeft de gemeente minder bij te dragen in de exploitatiekosten van het SW-bedrijf.

Tempo-Team en goede doelen

Tempo-Team houdt zich op verschillende manieren bezig met maatschappelijk verantwoord ondernemen.

VSO

VSO, Voluntary Service Overseas, is een internationale ontwikkelingsorganisatie. VSO stuurt geen geld of goederen, maar zendt vakdeskundigen uit. Zij werken daar voor een lokaal salaris en delen hun kennis en ervaring met lokale organisaties, zodat deze hun werk beter kunnen doen. Sinds de oprichting in 1958 heeft VSO ruim 30.000 mensen uitgezonden. Tempo-Team zet zich op verschillende manieren in voor VSO. Vanuit haar maatschappelijke verantwoordelijkheid en betrokkenheid, stelt Tempo-Team haar specialisatie en kennis ter beschikking om professionals te werven en selecteren uit zowel eigen medewerkers als flexwerkers die als vakdeskundige kunnen helpen met het bestrijden van armoede in de wereld. Daarnaast geeft Tempo-Team financiële steun waardoor VSO meer vakdeskundigen kan plaatsen.

War Child

War Child Nederland is een onafhankelijke humanitaire stichting die investeert in de toekomst van kinderen die getroffen zijn door oorlog. War Child helpt kinderen door te investeren in hun psychosociaal welzijn. War Child heeft programma's in elf landen (o.a. Afghanistan, Colombia, Oeganda, Sierra Leone, Soedan en Tsjetsjenië). Tempo-Team is partner van War Child. In het kader van dit partnerschap kozen de medewerkers van Tempo-Team vorig jaar een projectland dat kan rekenen op onze financiële steun. Dit projectland is Oeganda. Tempo-Team werft friends voor War Child door middel van eigen relatie marketingbijeenkomsten en wervingsacties.

Appendix 7: Newspaper and Internet articles: dialogue, cooperation, partnerships
and policy instruments Tempo-Team

Vliegende doorstart WW'ers met 'matchmakers' gemeente Den Haag
Speciale 'Matchmakers' gaan goed opgeleide en ervaren Hagenaars, die door de crisis hun baan kwijt raken, snel aan een nieuwe baan helpen. De Haagse Sociale Dienst, het UWV en Tempo-Team hebben hierover op 8 juli 2009 een convenant getekend. Wethouder Henk Kool (Sociale Zaken, Werkgelegenheid en Economie) zei bij de ondertekening van de overeenkomst dat hij waardering heeft voor private partijen die meewerken de crisis en de werkloosheid te lijf te gaan. 'Er is zwaar weer op komst. We zullen met elkaar alle zeilen moeten bijzetten om zo veel mogelijk mensen aan het werk te houden of te helpen', aldus Kool.

Intensieve begeleiding
Op de vijf Haagse Werkpleinen (het samenwerkingsverband van de gemeentelijke sociale dienst en het UWV) gaan vijf medewerkers van Tempo-Team aan de slag om deze intensieve begeleiding te bieden. Deze 'matchmakers' zoeken de kortste weg naar werk voor mensen die goed gekwalificeerd zijn en niet langer dan drie maanden zonder werk zitten.

Afglijden
Zo willen de drie partijen voorkomen dat werknemers in de WW blijven hangen, afglijden naar de bijstand en dan, als de economie weer aantrekt, ineens op achterstand staan ten opzichte van mensen die net van een opleiding komen.De afgelopen maand is een proef gehouden op één van de Werkpleinen. De Matchmaker heeft circa twintig mensen opgevangen, van wie er zeven al een baan hebben gevonden.

Tempo-Team start MOmoney

Donderdag 23 juli 2009, 8:35
Tempo-Team en de gemeente Amsterdam openen nog deze zomer in Amsterdam-Slotervaart de eerste vestiging van MOmoney, een uitzendbureau voor Marokkaanse jongeren. Doel: integratie via arbeidsparticipatie.

Het idee is vier en een half jaar geleden bedacht door Enrico Bartens van hot-DNA en Simon Neefjes van TBWA naar aanleiding van de – toen al – aanhoudende berichten over hoe moeilijk Marokkaanse jongeren aan het werk kwamen. Tempo-Team, klant van TBWA, omarmde het idee en maakte zich er hard voor samen met wethouder Lodewijk Asscher van Economische Zaken. Hij is ook toegetreden tot de raad van advies.

Enrico Bartens: 'Solliciteren met een Marokkaanse achternaam leek een haast onneembare hobbel. Werkgevers stonden niet te springen om Marokkanen aan te nemen vanwege veel slechte ervaringen op de werkvloer. Veel Marokkaanse jongeren hadden nou ook weer niet de juiste startkwalificaties om probleemloos de arbeidsmarkt te betreden.

Al met al veel problemen met deze specifieke groep jongeren die echt aan alle kanten uit de boot dreigt te vallen.' MOmoney richt zich speciaal op deze moeilijke groep, met intercedenten die veel affiniteit hebben met deze jongeren en met arbeidscoaches die vrijwel allemaal van Marokkaanse afkomst zijn en bijna alle families in de buurt bij naam kennen, zegt Bartens. MOmoney is buiten het uitzenden ook actief met het openen van netwerken van werkgevers die jongeren laten zien hoe het er in het bedrijfsleven aan toegaat. Bartens: 'Veel jongeren hebben geen idee wat er zich achter de glazen gevels van kantoren afspeelt. Ook hebben veel jongeren nog nooit echt met een "baas" gesproken of er überhaupt een ontmoet. Wij laten ze kennis maken met het echte bedrijfsleven en wijzen ze ook op hun carrièrekansen. Eigenlijk heel simpele dingen, die ze van huis uit niet hebben meegekregen.' Er wordt nu proefgedraaid met zo'n 20 jongeren.

Aan de slag met Mo Money

Nicole Wijnjeterp – 9 oktober 2009
SLOTERVAART – 'Jongeren perspectieven bieden', zegt stadsdeelvoorzitter Ahmed Marcouch van Slotervaart. Dat is de insteek van het donderdag 8 oktober geopende jongerensteunpunt annex uitzendbureau Mo Money aan de Derkinderenstraat 94. Bijzonder aan Mo Money is dat het een samenwerking is tussen het stadsdeel, reclamebureau TBWA en uitzendbureau Tempo-Team. Jongeren kunnen bovendien meteen achter een pc kruipen en hun sollicitatiebrief en cv schrijven. Een sollicitatietraining volgen behoort ook tot de mogelijkheden. Jongeren kunnen bij Mo Money ook terecht voor stages en vragen over school en vrijetijdsbesteding. Op het moment dat ze een baan hebben, krijgen ze coaching van de jongerenwerkers van Mo Money. 'Jongeren die willen en gemotiveerd zijn, kunnen tegen drempels aan lopen', vertelt Marcouch. Soms hebben ze een 'kontje' nodig.

We willen het servicepunt zo inrichten dat jongeren hun krachten kunnen (re)vitaliseren.' Het stadsdeel wilde dit niet doen met een afstand tot het bedrijfsleven. 'Het is teamwerk. We moeten hier iets van maken met z'n allen', aldus Marcouch. Mo Money is voor alle bewoners van Slotervaart en omgeving en niet alleen voor de jongeren die problemen hebben. Lodewijk Asscher, wethouder Economische Zaken, was ook bij de opening aanwezig. Met Mo Money wordt er volgens hem iets gedaan aan de problemen. Asscher: 'Aan het debat over integratie wordt veel energie besteed, maar het levert weinig op. We moeten ophouden met praten over praten en wat gaan doen. Niemand kijkt naar de problemen zelf.'
http://www.echo.nl/ec-zw/buurt/redactie/923023/aan.de.slag.met.mo.money/

Wie bij Mo Money werk zoekt, schrijft ter plekke een cv

2 oktober 2009
Stadsdeelvoorzitter Ahmed Marcouch opent op 8 oktober om 13.00 uur Mo Money aan de Derkinderenstraat 94. Anders dan een klassiek Jongerensteunpunt is Mo Money een joint venture tussen stadsdeel, reclamebureau en uitzendbureau. De jongens die bij een gewoon uitzendbureau zonder cv meteen weer buiten staan, krijgen bij Money een bureau en pc om hun cv te maken, een brief te schrijven en training om te solliciteren. Bovendien kunnen jongeren bij Mo Money terecht voor stages, vragen over school en vrijetijdsbesteding.

Mo Money blijft de jongeren tijdens het werk volgen om er zeker van te zijn dat zij daadwerkelijk hun loopbaan opbouwen. Het uitzendbureau-plus is een joint-venture met initiatiefnemer TBWA en Tempo-team. Wethouder Lodewijk Asscher (Economische Zaken) komt naar de opening, de gemeente draagt 40.000 euro bij aan startkosten.
http://www.slotervaart.amsterdam.nl/@267761/wie_bij_mo_money/

Talent Training

In samenwerking met Sociale Diensten en UWV-Werkbedrijf organiseert Tempo-Team bij verschillende Nederlandse gemeenten Talent Trainingen. Door deze trainingen stromen uitkeringsgerechtigden sneller en langdurig uit naar werk.
Talent Trainingen bestaan uit:
- Maximaal 14 kandidaten die een beroepsgerichte opleiding krijgen;
- Na het behalen van het certificaat of diploma stroomt 80% van de cursisten uit naar een baan op de arbeidsmarkt.

Door een unieke samenwerking van UWV WERKbedrijf, Tempo-Team en het Da Vinci College in Dordrecht kunnen 15 werkzoekenden met een uitkering binnenkort aan de slag als administratief secretarieel medewerker. Na het succesvol afronden van het Talent Training Traject ontvangen zij hun LSSO-diploma Secretaresse m/v. Naast de korte bijscholing krijgen alle deelnemers nu ook een intensieve jobcoaching die hen verder aan de slag zal helpen.
http://www.tempo-team.nl/content/werkgevers/actueel/nieuws/2009/07/01.xml

Succesvolle samenwerking Schoevers, CWI en Tempo Team

19-11-2008
In het Centrum voor Werk en Inkomen in Den Haag vond op 3 november jl. een feestelijke bijeenkomst plaats. Tijdens de start van de 45+ week reikte wethouder Kool/portefeuille Sociale Zaken, Werkgelegenheid en Economie 15 bewijzen van deelname 'basistraining data-entry medewerker' uit. Gedurende twee weken volgen de 15 deelnemers deze intensieve Schoevers-training. Sinds begin 2007 leidt Schoevers in samenwerking met het CWI werkloze 45-plussers op. Na een gedegen opleidingstraject worden de kandidaten door Tempo Team weer op de arbeidsmarkt geplaatst. Het traject is succesvol te noemen. In totaal namen zo'n 100 personen deel aan de trainingen: Administratief-secretarieel, Receptioniste-telefoniste, Financieel-administratief en data-entry medewerker. Dankzij deze samenwerking tussen het CWI, Tempo Team en Schoevers bereikt 75% van deze groep het doel: een nieuwe positie op de arbeidsmarkt.

Roy Maring, projectmanager Werkgeversservicepunt Den Haag:
'Wij helpen gezamenlijk werklozen en uitkeringsgerechtigden op weg naar een baan'
'Naast onze raamovereenkomst met Tempo-Team, ontplooien wij ook gezamenlijke activiteiten om werklozen en uitkeringsgerechtigden op weg te helpen naar een baan. In een eerder traject bij de gemeente Den Haag hadden wij al positieve ervaringen met Vedior in de vorm van sollicitatietrainingen.

In de praktijk bleek dat deze werkzoekenden toch vaak een steuntje in de rug kunnen gebruiken, zonder hiervoor een gemeentelijk traject te hoeven volgen. Hiervoor is het 'Rugzakje' in het leven geroepen, een hulpinstrument gefinancierd door de gemeente Den Haag. Vedior legde hiervoor contact met Schoevers Opleidingen voor een opfriscursus voor veelal herintredende vrouwen van 45-plus.
http://www.ikgebruikmijntalent.nl/testimonials.html

DELA en Tempo-Team starten samenwerking
PERSBERICHT

Samenwerking versterkt beider positie
Eindhoven, 18 mei 2009 – Coöperatie DELA en uitzendorganisatie Tempo-Team gaan een exclusieve samenwerking aan. Dankzij deze samenwerking krijgen nabestaanden hulp wanneer zij na een overlijden de arbeidsmarkt (opnieuw) gaan betreden.

René van der Velden, manager Nazorg van DELA: 'Met deze exclusieve samenwerking richten we ons op mensen die hun partner hebben verloren. Zij moeten dan vaak reïntegreren in de arbeidsmarkt, terwijl ze soms jaren of zelfs helemaal geen betaald werk hebben hoeven doen. Samen met Tempo-Team helpen we hen bij het volgen van een opleiding en het vinden van een nieuwe baan. Een mooie aanvulling op onze bestaande nazorgdienstverlening.' Speciaal opgeleide nazorgconsulenten van DELA helpen nabestaanden de draad van het leven weer op te pakken na een overlijden. Ze helpen de praktische en financiële gevolgen van het wegvallen van een dierbare te beperken. Ook kunnen zij emotionele hulp regelen. Samen met nabestaanden brengt de consulent in kaart wat er allemaal geregeld moet worden en schakelt desgewenst betrouwbare specialisten in, zoals Stichting Korrelatie, Verhuizen Zonder Zorgen, ABAB en Tempo-Team. Het nieuwe initiatief sluit goed aan bij de maatschappelijke betrokkenheid van Tempo-Team.

http://www.tempo-team.nl/content/werkgevers/actueel/nieuws/2009/07/02.xml
http://www.flexservice.com/wp-content/uploads/PersberichtSamenwerkingTempoTeamDELA.pdf
http://www.trouw.nl/krantenarchief/2009/07/04/2807966/Dela_en_Tempo-Team_helpen_achterblijvers.html

Partnership War Child en Tempo-Team

Tempo-Team heeft met ingang van januari 2008 een partnership met War Child gesloten voor een periode van drie jaar. Hiermee wil Tempo-Team invulling geven aan haar maatschappelijke betrokkenheid. War Child helpt kinderen die slachtoffer zijn van gewapende conflicten. Door te investeren in hun psychosociaal welzijn legt War Child de basis voor een vreedzame toekomst. Dit doet War Child door psychosociale, creatieve en sportieve programma's en activiteiten om aandacht te vragen voor kinderen in oorlogsgebieden.

Tempo-Team draagt War Child een warm hart toe. Beide organisaties investeren in mensen, zijn positief ingesteld en hebben een 'jong' imago. Voeg daarbij de transparante, no-nonsense, creatieve aanpak van beide en het is duidelijk dat er sprake is van een perfecte match. Tempo-Team gelooft in het werk van War Child en biedt daarom structurele steun. Dit doen we door financieel een bijdrage te leveren, maar ook door persoonlijk te helpen daar waar mogelijk.

Tempo-Team sponsort Friendship Store War Child met personeel

Op 30 november opent War Child de deuren van de Friendship Store in verschillende vestigingen door het hele land van de Bijenkorf. Een innovatief winkelconcept en cadeau-idee voor de feestdagen! Het verkooppersoneel van de Friendship Stores wordt geleverd door Tempo-Team. Helemaal gesponsord! Eigen medewerkers en flexwerkers van Tempo-Team dragen ook een steentje bij en gaan, op vrijwillige basis in hun vrije tijd, helpen de doosjes te verkopen aan het winkelend publiek.

Den Haag War Child City 2009

Vanaf september 2009 is Den Haag een jaar lang War Child City. Den Haag is Internationale stad van Vrede en Recht en daarbij past die expliciete inzet voor hulporganisatie War Child uitstekend. De hele stad Den Haag komt de komende maanden in actie om bij te dragen aan een vredige toekomst voor minstens 50.000 kinderen in (voormalige) oorlogsgebieden. Dennis Weening, Lex Immers, Jessica Mendels, Pierre Wind, Soumia Abalhaya en Tim Akkerman zijn de Haagse ambassadeurs van Den Haag War Child City.

Allerlei evenementen zullen in het teken staan van War Child City. Tempo-Team draagt hier ook een steentje aan bij door bijvoorbeeld vrijwilligers te leveren tijdens evenementen. Hun 'salaris' gaat als gift naar War Child. Daarnaast initiëren we locale activiteiten en stimuleren we onze klanten om zich ook in te zetten voor War Child. De eerste actie in het teken van War Child City en tevens de feestelijke aftrap was het Beatstad Festival 2009 op 29 augustus jongstleden op het Malieveld.
http://www.tempo-team.nl/content/werknemers/meer-dan-werk/war-child/index.xml

War Child verwelkomt Tempo-Team Ambassadeurs

9 april 2009 - Sinds 2008 is Tempo-Team één van de hoofdsponsoren van War Child. Gedurende een periode van drie jaar geeft de arbeidsmarktintermediair structurele financiële steun aan de projecten van War Child in Oeganda.

Tempo-Teamers actief betrokken:
De ambassadeurs informeren hun collega's, familie, vrienden, kennissen en zakelijke relaties over het waarom van de samenwerking en over de problematiek van kinderen die zijn getroffen door oorlog. Zij gaan op creatieve wijze acties organiseren om inkomsten te genereren voor projecten van War Child in Oeganda.

<u>Een creatieve en interactieve training:</u>
Eind maart waren de ambassadeurs bij War Child op kantoor meer te leren over de organisatie, haar programma's en de verschillende acties en evenementen voor en door War Child. Ernst Suur, War Child programma medewerker, vertelde over zijn eigen ervaringen in de verschillende projectlanden. Ten slotte brainstormden de Tempo-Teamers over hoe zij op eigen wijze invulling kunnen geven aan hun ambassadeurschap.

<u>De ambassadeurs nemen hun opdracht erg serieus:</u>
Dat de Tempo-Teamers hun opdracht serieus nemen, blijkt wel uit de woorden van één van de deelnemers, Arionne van den Brand (Consultant Tempo-Team HR Projecten):"De trainingsmiddag heb ik als emotioneel, energiek en indrukwekkend ervaren. Ik vond het interessant om te horen hoe War Child zich inzet in oorlogsgebieden. We hebben deze middag veel acties bedacht die we als Tempo-Team vrij simpel uit kunnen voeren. En als je eenmaal een lach op het gezicht van een 'War Child' kind gezien hebt, dan ben je verkocht! Ik ben er trots op dat ik voor Tempo-Team ambassadeur van War Child ben!"

http://www.warchild.nl/nieuws/1503/war-child-verwelkomt-tempo-team-ambassadeurs.html

Emma at Work

Emma at Work is een initiatief van het Emma Kinderziekenhuis AMC in samenwerking met Tempo-Team. Hiermee wil Tempo-Team invulling geven aan haar maatschappelijke betrokkenheid. Emma at Work is het non-profit uitzendbureau van het Emma Kinderziekenhuis AMC dat zich landelijk richt op chronisch zieke jongeren tussen de 15 en 25 jaar. Samen met de expertise van Tempo-Team streeft Emma at Work ernaar om chronisch zieke jongeren de mogelijkheid te geven om door middel van een vakantie- of bijbaan actief deel te laten nemen in de maatschappij. Om zo te leren, te ervaren en te ontdekken. En natuurlijk ook om zelf lekker geld te verdienen. Net als andere leeftijdsgenoten. Het liefst in een professionele, normale werkomgeving met gewone collega's. Bij het Emma Kinderziekenhuis AMC is hiervoor een speciaal intakeprogramma ontwikkeld. Buiten het Emma Kinderziekenhuis gaat de professionele begeleiding uiteraard gewoon door.
http://www.tempo-team.nl/content/werknemers/meer-dan-werk/emma-at-work/index.xml

Meerwaarde werkende chronisch zieke jongeren

Jongeren met een chronische ziekte die via het non-profit uitzendbureau Emma at work op de arbeidsmarkt actief zijn, verhogen niet alleen hun eigen levensvoldoening, maar leveren ook de maatschappij zowel sociaal alsook financieel rendement.

Het rapport 'De meerwaarde van Emma at Work' van TNO hierover is, ter gelegenheid van de Week van de Chronisch Zieken in het AMC aangeboden aan de heer J.M. Linthorst, voorzitter Raad van Bestuur van het UWV.500.000 kinderen in Nederland groeien op met een chronische ziekte. Onderzoek laat zien dat arbeidsparticipatie moeilijk is voor hen. Op grond hiervan werd in 2006 de stichting Emma at Work opgezet door het Emma Kinderziekenhuis AMC in samenwerking met Tempo-Team. Emma at Work is gevestigd in het AMC en heeft drie consultants in dienst die jongeren met een chronische ziekte bemiddelen naar een baan. Sinds de oprichting werden ruim 100 jongeren geholpen naar een plek op de arbeidsmarkt.

Effecten

TNO bracht de effecten van Emma at Work in kaart door middel van een vragenlijstonderzoek bij de twee belangrijkste stakeholders van Emma at Work: de jongeren die Emma at Work bemiddeld heeft naar werk en hun leidinggevende. Peter Brouwer, TNO-onderzoeker en auteur van het rapport: "Jongeren blijken vooral baat bij Emma at Work te hebben, omdat werk hun levensvoldoening verhoogt. Vergroting van de eigenwaarde, uitbreiding van het sociaal netwerk en meer geld om te besteden zijn het gevolg van hun deelname aan de arbeidsmarkt. Voor de inlenende bedrijven is maatschappelijk ondernemen de belangrijkste reden om chronisch zieke jongeren in dienst te nemen. Bovendien zijn de ervaringen voor het overgrote deel positief en ziet 58 % van de ondervraagden de inzet van een chronisch zieke jongere als een positieve invloed op de werkvloer."

Maatschappelijke meerwaarde

TNO maakte een kwantitatieve inschatting van de maatschappelijke meerwaarde van Emma at Work. Daaruit blijkt dat elke extra jongere, die via Emma at Work werkt en anders geen werk zou hebben, een maatschappelijke opbrengst van ruim 17 duizend euro per jaar betekent. Van de 100 jongeren die Emma at Work in 2009 bemiddeld heeft zouden naar schatting 28% zonder Emma at Work niet aan het werk zijn. Dit leidt tot een schatting van de maatschappelijke opbrengst van Emma at Work in 2009 van bijna een half miljoen euro. Emma at Work streeft ernaar over 3 jaar 450 chronisch zieke jongeren aan het werk te hebben geholpen.
http://www.ango.nl/nieuws/algemeen/archief/archief_2009.php?we_objectID=2127

Tempo Team en ArboNed samen

Uitzendbureau Tempo Team gaat samenwerken met arbodienst ArboNed. Zij willen voorkomen dat zieke werknemers uiteindelijk in de WAO komen. Het is de eerste exclusieve samenwerking tussen een arbodienst en een uitzendbureau. Een groot deel van de zieke werknemers heeft psychische klachten, die nogal eens worden veroorzaakt door conflicten op het werk. Op deze groep richt de samenwerking zich vooral. Tempo Team en ArboNed hebben inmiddels een proefproject uitgevoerd. Volgens ArboNed-directeur T. Stam werd meer dan de helft van de uitgevallen werknemers aan een nieuwe baan geholpen. Tempo Team benadrukt dat het daarbij gaat om nieuwe, vaste banen. 'Het gaat niet om korte uitzendbanen. Daar heeft een zieke werknemer met een vaste baan geen belangstelling voor.'
http://www.volkskrant.nl/archief_gratis/article810098.ece/Tempo_Team_en_ArboNed_samen

Nieuwe samenwerking met Tempo-Team Group

Uitzendbureau Tempo-Team heeft ruim 35 jaar kennis van de arbeidsmarkt en is de tweede uitzendonderneming van Nederland. Via 275 vestigingen zijn dagelijks gemiddeld 30.000 uitzendkrachten en gedetacheerden aan het werk waaronder de Tempo-Team flexwerkers. Tempo-Team is een samenwerking aangegaan met NTI Bedrijfsopleidingen voor het opleiden van de flexwerkers. Tempo-Team heeft een aantal NTI opleidingen geselecteerd en die verwerkt in de online opleidingsdatabase van Tempo-Team. Hierdoor hebben alle medewerkers van Tempo-Team toegang tot de opleidingen en kunnen zij de perfecte opleiding voor de flexwerkers uitzoeken.

Door een gerichte opleiding hebben de flexwerkers betere kansen op de arbeidsmarkt en kunnen zij werken aan een mooie carrière. De flexibiliteit en de uitgebreide mogelijkheden van de NTI Blended Learning studiemethode gaven de doorslag om een samenwerking aan te gaan. De Tempo-Team flexwerkers kunnen door middel van het NTI Blended Learning studieconcept in hun eigen tijd en tempo studeren en een officieel erkend diploma halen. De studie gaat niet ten koste van de werktijd wat natuurlijk een groot voordeel is voor Tempo-Team, de werkgever en de student. www.nti.nl

Start unieke samenwerking CWI en uitzendbureau Tempo-Team op WERK.NL

CWI Zoetermeer, 30 oktober 2002

Woensdag 30 oktober zetten CWI (Centrum voor Werk en Inkomen) en uitzendbureau Tempo-Team de eerste stap van samenwerken op de nieuwe internetsite WERK.NL van CWI. Het uitzendbureau brengt geleidelijk via haar ruim 200 vestigingen duizenden vacatures per jaar aan op de CWI-site en is tegelijkertijd kanaal om mensen die via CWI binnenkomen aan werk te helpen. De nieuwe publiek private samenwerking (samenwerking tussen bedrijfsleven en semi-overheid) is zelfs in europees verband bijzonder. Informele eerste reacties uit werkbezoeken van arbeidsbureaus uit Spanje, Duitsland en Engeland tonen grote belangstelling voor WERK.NL. Een van de landen reageerde vol ongeloof over de samenwerking.

CWI is ook met zo'n 15 andere uitzendorganisaties in gesprek over samenwerking op WERK.NL om de arbeidsmarkt in Nederland inzichtelijker en toegankelijker te maken. Uitzendbureaus zijn een aantrekkelijke partner voor CWI omdat zij tijdelijke of gespecialiseerde banen kunnen aanbieden, waardoor mensen (tijdelijk) niet in een uitkering belanden. Werkzoekenden krijgen daardoor meer tijd om de vaste baan te vinden die ze misschien echt willen hebben. Doel van CWI is om zoveel mogelijk mensen aan het werk te helpen, ongeacht de locatie of aanbieder. Een deel van de traditionele persoonlijke arbeidsbemiddeling van CWI verschuift naar WERK.NL, dat wel het virtuele Centrum voor Werk en Inkomen genoemd zou kunnen worden.

WERK.NL van CWI is het succesvolle virtuele platform waarop werkgevers (waaronder uitzendbureaus) en werkzoekenden zich kosteloos kunnen presenteren (CV's, bedrijfs-profielen en vacatures). Ook kunnen zij zelf matchen (profiel koppelen aan vacatures) en zich laten informeren. Doel: zoveel mogelijk over werk vanuit huis en bedrijf bereikbaar. WERK.NL is vanaf augustus 24 uur per dag bereikbaar op internet. Verder zijn er verbindingen (links) met vele partijen uit de arbeidsmarkt. Werkzoekenden zonder computer kunnen terecht bij de 130 CWI vestigingen in heel Nederland.

WERK.NL heeft inmiddels gemiddeld 25.000 vacatures, bevat nu 165.000 CV's en heeft per dag 35.000 bezoekers die ruim drie vacaturepagina's bekijken. Per week worden dus ruim 500.000 keer de vacatures bekeken. Daarmee nestelt de site zich nu al in de top vijf van meest geraadpleegde vacaturesites. Uniek is dat achter de site een publieke organisatie staat, die door haar bezoekers ook op een vestiging bezocht kan worden. Een telefonische klantenlijn en doorkoppeling van een deel van de vacatures naar regionale teletekst (pagina 700) completeren het unieke karakter.

http://www.nieuwsbank.nl/inp/2002/10/30/R242.htm

'Werkgevers halen met een vluchteling een goede, gemotiveerde werknemer in huis'

'26 jaar geleden kwam ik zelf als vluchteling uit Ethiopië naar Nederland en weet dus als geen ander hoe lastig het in zo'n situatie is om aan de bak te komen. Na twintig jaar zelfstandig ondernemerschap heb ik in augustus 2007 Goed Werk opgericht, een uitzendbureau speciaal voor vluchtelingen. Wij werken hiervoor nauw samen met Vluchtelingenwerk Nederland, Banenoffensief Vluchtelingen en Tempo-Team. Doel voor de komende drie jaar is 500 vluchtelingen in de vier grote steden aan een baan helpen. Door de pardonregeling is het aantal kandidaten sterk toegenomen, wat de krapte op de arbeidsmarkt kan helpen verlichten. Werkgevers halen met een vluchteling een goede, gemotiveerde werknemer in huis. Een vluchteling is een survivor en heeft er alles voor over om hier een goed bestaan op te bouwen. Hiermee onderscheiden zij zich van immigranten met puur economische motieven. Werkgevers hoeven zich geen zorgen te maken over begeleiding van de flexwerker die zij in dienst nemen. Zestig procent van onze werkzaamheden is hierop gericht. Wij kennen de problematiek van binnenuit en zorgen voor huisvesting, een ziektekostenverzekering en soms ook schuldsanering. Na vaak jaren van afwachten en teleurstellingen biedt Goed Werk de vluchteling weer uitzicht op een toekomst. Dit versterkt het gevoel van eigenwaarde met: 'ik doe weer mee.' Ook als de kandidaat weer onder aan de ladder moeten beginnen omdat zijn of haar opleiding en ervaring vaak niet voldoen aan de Nederlandse eisen. Wij zijn blij met de faciliteiten die Tempo-Team ons biedt, zoals werkplekken, ICT-mogelijkheden en verloning van geplaatste flexwerkers. Het is een welkome bijdrage aan de samenleving en niet voor niets is Tempo-Team ook donateur van War Child. De winst van Goed Werk komt geheel ten goede aan middelen om vluchtelingen duurzaam aan het werk te helpen.'

http://www.tempo-team.nl/content/download/pdf/Werkgevers/bestpractices/Best-practices-Goed-Werk.pdf

Een nieuwe partner: uitzendbureau Goed-Werk

Om zo veel mogelijk vluchtelingen te bereiken en te plaatsen, financiert VluchtelingenWerk in 2007 de start van Goed-Werk en gaat met dit uitzendbureau samenwerken. Deze sociaal-maatschappelijke onderneming is actief in Amsterdam en Rotterdam en heeft een strategisch partnerschap met Tempo Team. Goed-Werk kan voor vluchtelingen drempelverlagend werken en streeft ernaar die werkgevers te vinden waar vluchtelingen minimaal een half jaar kunnen werken.
http://docs.minszw.nl/pdf/129/2009/129_2009_3_12927.pdf

Tempo-Team steunt VSO

Tempo-Team steunt VSO, Voluntary Service Overseas, een internationale ontwikkelingsorganisatie. VSO stuurt geen geld of goederen, maar zendt vakdeskundigen uit naar Afrika en Azië. Zij werken daar voor een lokaal salaris en delen hun kennis en ervaring met lokale organisaties, zodat deze hun werk - dat zich richt op armoedebestrijding - beter kunnen doen. Sinds de oprichting in 1958 heeft VSO ruim 30.000 mensen uitgezonden. Tempo-Team zet zich op verschillende manieren in voor VSO. Vanuit haar maatschappelijke verantwoordelijkheid en betrokkenheid, stelt Tempo-Team haar specialisatie en kennis ter beschikking om mensen te werven en selecteren die als vakdeskundige kunnen helpen met het bestrijden van armoede in de wereld. Tempo-Team zet haar wervingskanalen in om deze professionals zowel onder eigen medewerkers als onder flexwerkers te vinden. Daarnaast geeft Tempo-Team financiële steun waardoor VSO meer vakdeskundigen kan plaatsen.
http://www.tempo-team.nl/content/werknemers/meer-dan-werk/vso/vso.xml

Tempo-Team is door onderzoeksbureau SGS Nederland B.V. gecertificeerd conform de norm ISO 9001:2008

De afgelopen drie weken heeft SGS de audit afgenomen en Tempo-Team is 'schoon' door de audit heen gekomen. Voor Tempo-Team betekent dit kwaliteitscertificaat een beloning voor de manier waarop zij al sinds jaar en dag werkt: 'met oog voor de tevredenheid van onze opdrachtgevers en flexwerkers én een continue focus op het verbeteren van de kwaliteit van onze dienstverlening'. Chantal Bos, kwaliteitsmanager bij Tempo-Team: 'Het kwaliteitsmanagementsysteem is bij Tempo-Team binnen ieder proces en alle werkzaamheden geïntegreerd. Kwaliteit is dan ook onderdeel van ons dagelijks werk. Processen worden continu en structureel beoordeeld op de van toepassing zijnde eisen uit de wet- en regelgeving, maar ook op functionaliteit en op bijdrage aan de prestaties van Tempo-Team.'
http://www.flexmarkt.nl/nieuws/tempo-team-iso-9001-gecertificeerd-2692.html

Appendix 8: The development of the business-government relationship and the influence of CSR from the empirical perspective

In this appendix some empirical background information is given on the business-government relationship and the influence of CSR on this relationship. What do employees of Tempo-Team state about this general business-government relationship? And what do (local) government institutions themselves and MVO Nederland say about the influence of increased business responsibilities on the Dutch public-private relationship?

The view of Tempo-Team on the general business-government relationship
When looking to the Dutch business-government relationship in general most respondents stated to have seen a shift in this relationship; "Especially municipalities have changed their attitude towards private organisations". According to most respondents municipalities are increasingly willing to 'talk to' and cooperate with private organisations. One respondent formulated this as: "They are increasingly opening-up". Although most respondents agree on this shift, which can be formulated as a shift from a more closed 'master attitude' towards a more open and accommodating attitude, there are different opinions about the drivers causing this change in (governmental) attitude. When asking the respondents if they see a direct influence of CSR on the business-government relationship, they state that currently they see no significant changes due to the increased business responsibilities of private parties. Most respondents mention other factors for 'today's and yesterday's changes' in the business-government relationship, as for instance the fact that the Dutch government is increasingly working decentralized. Furthermore, the Dutch government is increasingly forced to share certain responsibilities because of recognized incapability's and inefficiency in certain fields. In the fields were government recognized that market parties are more capable and efficient government is increasingly opening-up and asking for knowledge and cooperation. Another respondent stated it as; "Within the last years there is an increase in forward thinking and awareness visible of both parties, in which a more open and global mindset is created". This being stated most employees of Tempo-Team do currently not see that CSR has a significant influence on the Dutch public-private relationship.

The issue, on which all respondents nevertheless agree, is the fact that in the field of CSR the government is increasingly changing it demands and expectations. Respondents state that municipalities have increased their overall efforts to control private parties, are increasingly including topics of CSR in their tenders and are delegating more responsibilities to private organisations. A clear example of this delegation process mentioned by many of the respondents is the demand for Social Return. Municipalities are increasingly including demands on Social Return in their tenders, and as such are delegating this responsibility to their suppliers (private organisations). What can be stated according to most respondents is that CSR has especially become an important condition in the customer-supplier relationship between public and private sector. Most respondents acknowledge that if Tempo-Team wants to become a supplier of (local) government institutions, they are, beyond law, forced to take certain responsibilities in the field of sustainability and Social Return.

As stated by one of the respondents: "Involving in CSR might make a difference if you want to become a supplier of a governmental organisation". It is not clear though, to which extent CSR involvement really will make a difference in this field. Based on the reactions of the employees of Tempo-Team it seems that involving in CSR creates sympathy and emotion which is influence today is still hard to measure, but which does have an impact on the way bids are being judged. As stated by one respondent: "Most municipalities are still demanding CSR rather implicit. My general impression is that the influence of price is still dominant in the adjudication process and that Dutch governmental organisations are not yet putting the money were the mouth is".

There is only one respondent, representing both the private and public sector, which does not agree with the overall CSR vision of the employees of Tempo-Team. This respondent of MVO (=CSR) Nederland, clearly stated that already today he sees that CSR has a significant influence on the Dutch business-government relationship in general. As stated by this respondent: "CSR results in a shared value and shared goals for business and government in which both parties need each other". Within this field of CSR, he states that business and government are step-by-step forming a relationship based on a partnership in which they share the goal of: solving (national or international) social and environmental problems. Although he states that CSR is still in its developmental stage and there is still a long way to go, he argues that already today the influence of CSR on the Dutch business-government relationship is visible.

The view of (local) government institutions on the general business-government relationship:

Both the respondents of municipalities and ministries state to see a shift in the way they are interacting with the private sector during the last years. According to most respondents they have seen that their attitude towards the private sector has definitely changed. As argued by some of the respondents, they feel that they as a Dutch (local) governmental institution have developed themselves towards an institution, which is more open, transparent and reachable. As stated by a respondent of a Dutch municipality: "The public as well as the private sector is increasingly sharing information and there is increasingly talked with one another". As stated by another government official: "Our relation with the private sector has become increasingly direct". Government is working more and more decentralized, there is less top-down policy and regulation, and not everything is decided central anymore by organisations as for instance the SER. As clearly stated by one of the respondents: "We as a municipality have become less arrogant and increasingly modest. We are increasingly working customer focused, innovative and were possible we try to decrease regulations". Most respondents seem to agree with this statement, as they recognize that during the last years, and according to some even decades, their municipality and ministry is gradually trying to decrease their bureaucratic burden for Dutch businesses and try to use a more tailored approach. This means working on local or regional level, focusing on the particular situation and working just as in the 'real business world', more 'customer focused'.

The CSR involvement and activities of (local) government institutions

When asking the respondents if they have seen some changes in the field of CSR, all respondents state that this concept is increasingly influencing their organisation. All respondents state that within the past years their organisation has increasingly involved in CSR and has carried out different initiatives and activities. Most respondents state that especially in the 'sustainability sphere' their organisation is increasingly carrying out activities. The fields mentioned in which activities are carried out are the fields of; commuter traffic, energy use and sustainable procurement of products and services. However, when asking the respondents if they as a municipality or ministry have set a special intern or extern policy on CSR, most of the respondents state that they are not aware of the existence of a concrete CSR policy. In fact only the respondents of the municipality of Enschede states that they have documents in which clear ambitions, goals and activities in the field of CSR are set for their municipality. Because the municipality of Enschede has high CSR ambitions (climate neutral in 2015), involving in CSR and carrying out different CSR initiatives is increasingly important for this municipality. "For us at this moment, the criteria set by SenterNovem are the bare minimum requirements for our suppliers. In the future we will include more (specific) CSR topics in our tenders". With the eye on their CSR ambition the municipality of Enschede has recently set-up a CSR project team and a special CSR tender board. This tender board is set-up in order to make the, often difficult, decisions concerned with making a selection between the different suppliers. Where it is easy to choose a supplier only on the bases of price, it is much more difficult to select a supplier when there are also CSR criteria involved. As stated by a respondent of the municipality of Enschede: "Suppliers can increasingly make a difference when involving in CSR, as CSR topics are increasingly important and taken into account by our us in our procurement process". Currently the CSR goals set, of this municipality, are particularly focusing on sustainability, in the future the municipality is although planning on including more social CSR goals. As also expected by most other respondents of municipalities and ministries, the demand of CSR engagement of Dutch private organisations will increase within the coming years. As stated by a governmental official: "Our expectations of the private sector in the field of CSR are growing".

A respondent of the municipality of The Hague states nevertheless that with setting specific CSR criteria, government institutions should be on their guard. An important question to ask oneself is: "How far must we go as a municipality and how far can we go?" This respondent also states that: "With setting a lot of (strict) CSR criteria, there is a risk that municipalities will increasingly be seen as 'the bureaucratic institutions' and this is just that one thing they have been trying to avoid the last decades". Another governmental official pointed out that their main challenge in the field of CSR is: "How we can build incentives in our own policy to stimulate CSR involvement of the private sector as a whole?" When asking the respondents if their municipality has also set goals or carried out activities for stimulating private sector involvement in CSR, most respondents state that they increasingly carry out activities for raising awareness by both Dutch businesses as Dutch citizens. Furthermore, with setting the sustainability procurement criteria, for reaching the Dutch government 100% sustainable procurement goal, most respondents state that with this goal, their municipality is increasingly stimulating private parties to involve in CSR.

"These criteria made a lot of private parties more pro-active in this field". Furthermore respondents state that their municipality is increasingly informing about CSR topics (mainly sustainability) within their regional society (citizens and private organisations). Important to mention nevertheless is that most of the respondents are of the opinion that in this field they can increase there pro-activity. As stated by one respondent: "In this field a large part of the private sector is definitely ahead of use and as a municipality we can do more to cooperate, facilitate and create partnerships". By a lot of respondents it is argued that CSR is not included in all organisational processes. As also stated by another respondent: "There is definitely a market created for CSR, although this is mainly due to the pro-active attitude of the private sector in this field".

Appendix 9: The view on the future business-government relationship from a
             empirical perspective

What do employees of Tempo-Team, (local) government officials and MVO Nederland expect for the future business-government relationship in the field of CSR? However, describing the expectations of these parties is not essential for answering the central research question as posed in the study, it is interesting to look at the visions and ideas of these parties on the future business-government relationship in the field of CSR. Which developments do employees of Tempo-Team, the Dutch government and MVO Nederland expect? Were do they hope for in the future and what do they have to say about the future influence of increased business responsibilities of Dutch private organisation on the Dutch public-private relationship?

When asking the respondents how they see the future business-government relationship, bearing in mind the topic of CSR, most respondents foresee a larger task for private organisations like Tempo-Team. They believe that in the future it will be increasingly important for organisations like Tempo-Team to take certain responsibilities in the field of CSR. Whereas for local, regional and even national government it will be increasingly important to support and facilitate business in taking these responsibilities. According to most respondents the concept of CSR requires the sharing of responsibilities, for the creation of win-win situations. As stated by one of the respondents: "Why should we do it on our own, if in this field public and private goals are increasingly aligning and we can better work together and share responsibilities". Most respondents from local government institutions state that at this moment they are not pro-active with regard to the facilitation and cooperation with private organisations in the field of CSR.

Interesting is that most of the respondents perceive, although, social responsibility might have occurred, future opportunities and possibilities in this field. Both employees of Tempo-Team and municipalities state that in the future more can and must be done to stimulate private organisations in taking more responsibilities in the field of people, planet and profit. Most of them acknowledge and experience nevertheless, that the position of Dutch (local) government institutions is difficult in this field. As stated by one respondent: 'We as a government institution have to deal with many different stakeholders, different demands and expectations and national and international regulations'. As stated also argued by a government official, the main question for government in the future will be: 'How can we as a government build incentives in our policy to stimulate CSR involvement of the private sector? How can we as the Dutch government create a level playing field for the whole private sector?' Especially in the field of rewarding private organisations for their CSR contributions, the position of (local) government institutions seems to be difficult. A question raised by an employee of a municipality is: Can we make an honest and legal difference between different private organisations in the field of CSR'?

Regardless of these facts, a lot of respondents are positive about creating another business-government relationship in this field of CSR. Most of them indicated to perceive that there are future opportunities in the field of cooperation, stimulation and facilitation.

As stated by a respondent of Tempo-Team: "The long-term gain perspective is sufficient enough to distinguish the possibilities for public-private partnerships, like Mo Money". Accordingly, a respondent of the municipality of The Hague and MVO Nederland stated that CSR results in shared values for business and government, in which both parties increasingly can work together. As stated by an employee of the municipality of The Hague: "There lays a golden opportunity ahead for both the private and the public sector to advance and combine each others strengths, since in the field of CSR our goals and visions are increasingly in one line". Most respondents believe that in the future organisations that are willing to take broader responsibilities will be provided with new possibilities and opportunities. "As a municipality we should look further than just the traditional customer-supplier relationship".

A government official stated that during the last years he experienced more willingness of business in participating and cooperating in the sphere of people, planet and profit. As stated by this respondent: "We as the Dutch government need to learn how we can use, reward, facilitate and stimulate this willingness in the best way. It is not always possible though to use the willingness of business the way we Dutch government institutions would like to, as there are certain limitations". Nevertheless, in the future there will certainly be developments in this field'. As also stated by an employee of the municipality of Enschede: "In the past we did not know the term win-win situation, currently however we are more and more exploring the field of public-private collaborations and partnerships". It is clear that most respondents hope to experience, by means of another public-private relationship in the sphere of CSR, an development towards an increase of mutual trust, partnership, dialogue, interaction and shared responsibilities. In this relationship Tempo-Team hopes furthermore for a Dutch government open to a more mutual approach in finding solutions and determining the direction that CSR and social innovation should take.

However, one respondent is really confident about the realization of a more intense, direct and cooperative future business-government relationship in the field of CSR. This is an employee of MVO Nederland. He states: "CSR is just in its development stage and in each next stage the business-government relationship in this field will step-by-step change towards a partnership in which private organisation broaden their responsibilities and government is increasingly coordinating, facilitating and stimulating business in this new role".

Appendix 10: Recommendations

Based on this study both recommendations can be given for Dutch private organisations like Tempo-Team in the field of CSR, but also for Dutch municipalities and ministries. In this appendix the most important recommendations for both parties will be summed-up.

For a private service organisation like Tempo-Team currently there are a few things that can be recommended on the bases of this study. First of all, it can be stated that during the last years Tempo-Team has increased its business responsibilities significantly in all the three spheres of people, planet and profit. However, to be seen from this study is that this increase in business responsibilities currently has only a minimal (positive) impact on their relationship with Dutch (local) government institutions, which contrast with the findings of Mathis (2008). Although this has different reasons (see paragraph 7.2 Discussion), one important reason is lying in the reactivity in the field of stakeholder management. Making stakeholders, including Dutch local government institutions, aware of CSR and what the organisation is doing in this field is very important for the creation of cooperation, dialogue and partnerships in the field of CSR. Furthermore, recommended is to create an integral CSR policy, which is intern broadly carried out under the different organisational departments, for really embedding CSR in the organisation (dialogue and transparency). In fact it is about not having to think about CSR behaviour anymore, but living it.

The employees of Tempo-Team clearly state that they feel Tempo-Team could and must do more to really imbed CSR and carry the initiatives and activities out. Therefore, creating an integral CSR strategy, reporting CSR information and data and sharing this with important public and private stakeholders is an important first step. Hereby, the organisation should also think about measuring its CSR performance and reporting on its improvements and deteriorates. As also stated in other scientific studies, involvement in CSR makes employees enthusiastic and can increase their motivation. Furthermore, today it can increasingly be used as a way to set your organisation on the map. This is also supported by this study; not only employees of Tempo-Team are very enthusiastic about CSR and the CSR activities carried out, but also public organisations. Therefore talking, reporting and increasing transparency in this field can be recommended. Furthermore, organisations should think about using the creativity, ideas, enthusiasm and energy of their employees in this field. Based on this research it can be concluded that a lot of employees of Tempo-Team are not only aware of the importance of CSR, but also are extremely enthusiastic and motivated by it. Most of the employees state to see a lot of opportunities and possibilities, internal as well as external.

According to this research it can be stated that both private and public parties are increasingly willing to come closer together, support each other, be partners and create win-win situations. In other words a future opportunity, but certainly also a challenge is lying in: 'Creating partnerships, public-private cooperation and increasing dialogue in the field of CSR'. For taking this opportunity and challenge pro-activity in the field of CSR not only internal, but also external is important. 'Organisations need to keep looking outside their windows'.

Parties need to talk to each other and get in contact about what and in which way they can help each other in solving certain social/environmental problems together with other, especially also public parties. This is not only an important recommendation for Dutch private organisations, but also for Dutch (local) government institutions, as they play not only an important role in being a partner within these partnerships, but furthermore in rewarding, stimulating, facilitating and being a role model for business in the field of CSR (see also figure 4: Critical note on the Dutch governments way of handling CSR in its role of customer).

When currently looking at the CSR ambition of the Dutch government (local) government institutions not always seem to 'suit the action to the word'. Whereas business is willing to increase its responsibilities and is willing to cooperate with the Dutch government, Dutch (local) government institutions are stimulating this development on paper, but often not in practice. Why are not more Dutch (local) government institutions a customer of Emma at Work and why aren't there created any partnerships with Dutch (local) government institutions in this field? Although am aware of the fact that the Dutch government has a difficult position in the field of CSR, according to me, Dutch (local) government institutions can do more to support, stimulate, reward and facilitate business, especially in the spheres of cooperation and partnerships.

When the Dutch government wants to develop CSR and as stated in their policy documents 'bring CSR to its full maturity together with other players in the field by accelerating and encouraging its development', they need to increase their pro-activity in the field of promoting and rewarding 'CSR behavior'. Keeping in mind the win-win situations for both the public and the private sector will be very important for the future development of CSR. Government has an important role to play here; they are 'the party' that must create a Dutch level playing field. In the field of CSR they should come to meet business, as with more pro-activity in this field there can increasingly created win-win situations for business, government and society.

Where you would expect that most Dutch municipalities try to create a certain challenge for the private sector in the field of CSR, and will act as a role model in order to increase business CSR involvement, it can be concluded that companies like Tempo-Team are currently often expanding their responsibilities and investing in CSR initiatives, without being (directly) rewarded, supported or facilitated by (local) government institutions. *Figure 4: Critical note on the Dutch government's way of handling CSR in its adjudication process*, on the next page, makes this visible.
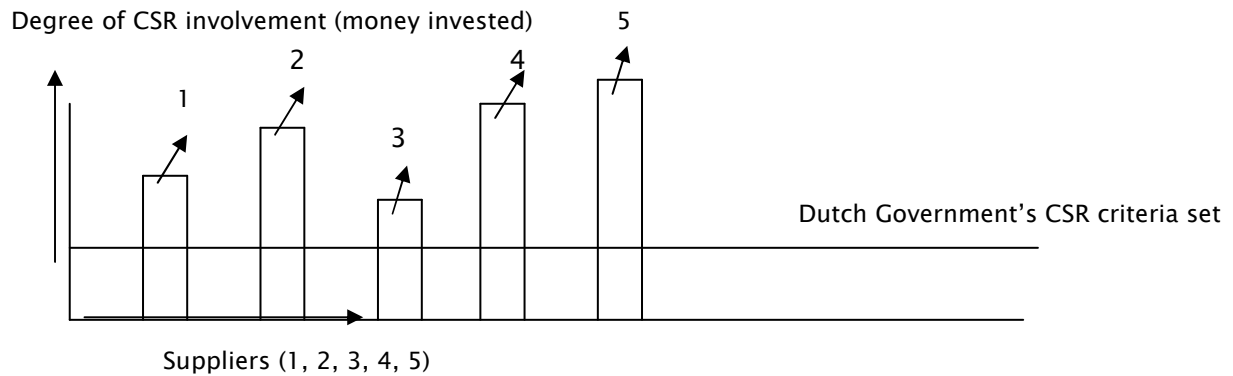
Degree of CSR involvement (money invested)

Dutch Government's CSR criteria set

Suppliers (1, 2, 3, 4, 5)

Figure 4: Critical note on the Dutch governments way of handling CSR in its adjudication process

Explanation by Figure 4:

All organisations above fulfill the CSR criteria set by Dutch (local) government institutions. Nevertheless supplier number 5 has visibly a higher degree of CSR involvement and has invested far more money in different CSR initiatives. However, as the Dutch government today only set knock out criteria supplier number 5 is not (directly) rewarded for its high CSR involvement and investments. It is possible that this organisation will earn more points in its selection phase, but because Dutch (local) government institutions often do and in some cases also must (European regulation) mainly select on the bases of price, it is currently possible that supplier number 3 will get the job, due to the fact that this organisation can carry out the activities for a lower price.

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CSR Brainstorm Tempo-Team (07-07-2009)

Interview list

Name	Organisation and function	Date
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Wermeskerken, A. (Arwin)   Tempo-Team Group BV   22-12-2009

Abbreviations

C

CED	Commission for Economic Development
CEO	Chief Executive Officer
CERES	Coalition for Environmentally Responsible Economies
CSI	Corporate Social Involvement
CSR	Corporate Social Responsibility

D

DJ	Down Jones

E

EAW	Emma at Work
EC	European Commission
EU	European Union

G

GIP	Gemeentelijk Inkoop Platform
GRI	Global Reporting Initiatives
GDP	Gross Domestic Product

I

ISO	International Organisation for Standardization

M

MDG	Millennium Development Goal

N

NGO	Non-Governmental Organisation

O

OECD	Organisation for Economic Co-operation and Development

R

RLV	Raad voor het Landelijk Gebied

S

SER	Sociaal Economische Raad
SNCU	Stichting Naleving CAO voor de Uitzendbranche
SROI	Social Return on Investment

T

TBL	Triple Bottom Line

U

UNEP	United Nations Environment Programme
USAID	United States Agency for International Development

V

VSO	Voluntary Service Overseas

W

WWF	Worldwide Fund for Nature