

# BSBSUS201

# Participate in environmentally sustainable work practices

Release 1

Learner guide

# **BSBSUS201**

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Aspire Version 1.1

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Level 1, 464 St Kilda Road  
MELBOURNE VIC 3004 AUSTRALIA  
Phone: (03) 9820 1300

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## Contact details

<b>Participant</b>
Name:
Start date:
Phone number:
Email:
<b>Work location</b>
Name:
Address:
Postal address:
Workplace supervisor name:
Phone number:
Fax:
Email:
<b>Registered Training Organisation (RTO)</b>
Name:
Address:
Postal address (if different):
Phone number:
Fax:
RTO contact name:
Mobile:
Email:



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# Before you begin

This learner guide is based on the unit of competency *BSBSUS201 Participate in environmentally sustainable work practices*, Release 1. Your trainer or training organisation must give you information about this unit of competency as part of your training program. You can access the unit of competency and assessment requirements at: [www.training.gov.au](http://www.training.gov.au).

## How to work through this learner guide

This learner guide contains a number of features that will assist you in your learning. Your trainer will advise which parts of the learner guide you need to read, and which practice tasks and learning checkpoints you need to complete. The features of this learner guide are detailed in the following table.

Feature of the learner guide	How you can use each feature
Learning content	Read each topic in this learner guide. If you come across content that is confusing, make a note and discuss it with your trainer. Your trainer is in the best position to offer assistance. It is very important that you take on some of the responsibility for the learning you will undertake.
Examples and case studies	Examples of completed documents that may be used in a workplace are included in this learner guide. You can use these examples as models to help you complete practice tasks, learning checkpoints and the final assessment. Case studies highlight learning points and provide realistic examples of workplace situations.
Practice tasks	Practice tasks give you the opportunity to put your skills and knowledge into action. Your trainer will tell you which practice tasks to complete.
Video clips	Where QR codes appear, learners can use smartphones and other devices to access video clips relating to the content. For information about how to download a QR reader app or accessing video on your device, please visit our website: <a href="http://www.aspirelr.com.au/help">www.aspirelr.com.au/help</a>
Summary	Key learning points are provided at the end of each topic.
Learning checkpoints	There is a learning checkpoint at the end of each topic. Your trainer will tell you which learning checkpoints to complete. These checkpoints give you an opportunity to check your progress and apply the skills and knowledge you have learnt.
Final assessment	The final assessment provides you with the opportunity to demonstrate all of the learning that you have undertaken for this unit of competency. Your trainer/assessor may ask you to undertake the final assessment tasks.



## Foundation skills

As you complete learning using this guide, you will be developing the foundation skills relevant for this unit. Foundation skills are the language, literacy and numeracy (LLN) skills and the employability skills required for participation in modern workplaces and contemporary life.

The following table outlines specific foundation skills noted for your learning in this learner guide.

Foundation skill area	Foundation skill description
Reading	<ul style="list-style-type: none"> <li>Recognises and interprets textual information to establish job requirements from relevant information</li> </ul>
Writing	<ul style="list-style-type: none"> <li>Completes documents using required formats</li> </ul>
Oral communication	<ul style="list-style-type: none"> <li>Articulates ideas clearly and uses simple and relevant language to identify and report issues to designated person</li> </ul>
Numeracy	<ul style="list-style-type: none"> <li>Calculates basic metric measurements to determine resource usage</li> </ul>
Navigate the world of work	<ul style="list-style-type: none"> <li>Understands and adheres to legal and regulatory responsibilities related to own work</li> </ul>
Interact with others	<ul style="list-style-type: none"> <li>Selects and uses appropriate conventions and protocols when communicating with co-workers in range of work contexts</li> <li>Collaborates and cooperates with others to achieve joint outcomes</li> </ul>
Get the work done	<ul style="list-style-type: none"> <li>Implements actions as per plan, taking some responsibility for sequencing and timing of tasks</li> <li>Uses main features and functions of digital tools to complete work tasks and access information</li> <li>Analyses current practices to identify opportunities for improvement.</li> </ul>

## What do you already know?

Use the following table to identify what you may already know. This may assist you to work out what to focus on in your learning.

Topic	Key outcome	Rate your confidence in each section
Topic 1 Identify current resource use	1A Identify workplace environmental and resource efficiency issues	<input type="checkbox"/> Confident <input type="checkbox"/> Basic understanding <input type="checkbox"/> Not confident
	1B Identify resources used in your work role	<input type="checkbox"/> Confident <input type="checkbox"/> Basic understanding <input type="checkbox"/> Not confident
	1C Document and measure current usage of resources	<input type="checkbox"/> Confident <input type="checkbox"/> Basic understanding <input type="checkbox"/> Not confident
	1D Record and file documentation measuring current usage	<input type="checkbox"/> Confident <input type="checkbox"/> Basic understanding <input type="checkbox"/> Not confident
	1E Identify and report workplace environmental hazards	<input type="checkbox"/> Confident <input type="checkbox"/> Basic understanding <input type="checkbox"/> Not confident
Topic 2 Comply with environmental regulations	2A Follow procedures to ensure compliance	<input type="checkbox"/> Confident <input type="checkbox"/> Basic understanding <input type="checkbox"/> Not confident
	2B Report breaches to appropriate personnel	<input type="checkbox"/> Confident <input type="checkbox"/> Basic understanding <input type="checkbox"/> Not confident
Topic 3 Seek opportunities to improve resource efficiency	3A Follow plans to improve environmental practices and resource efficiency	<input type="checkbox"/> Confident <input type="checkbox"/> Basic understanding <input type="checkbox"/> Not confident
	3B Work as a team to identify possible areas for improvements to work practices	<input type="checkbox"/> Confident <input type="checkbox"/> Basic understanding <input type="checkbox"/> Not confident
	3C Suggest improvements to workplace practices	<input type="checkbox"/> Confident <input type="checkbox"/> Basic understanding <input type="checkbox"/> Not confident



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# Topic 1

## Identify current resource use

Everyone is becoming more aware of how important it is to protect our environment. Many of the things we can do to help relate to our resource usage; that is, how much energy, water, petrol, paper or other resources we use in our daily activities. In order to reduce the environmental impact of our daily activities, it is important to understand more about the resources we use and how we can use them more efficiently.

The workplace provides many opportunities to reduce our environmental impact. Some things are required by law, while some can save businesses time and money. Others are required for protecting employees and the environment.

In this topic you will learn how to:

- 1A Identify workplace environmental and resource efficiency issues
- 1B Identify resources used in your work role
- 1C Document and measure current usage of resources
- 1D Record and file documentation measuring current usage
- 1E Identify and report workplace environmental hazards



# 1A

## Identify workplace environmental and resource efficiency issues

In order to reduce the impact our daily activities have on the environment, it is important to understand some of the key environmental and resource efficiency issues. The specific issues that are relevant for your organisation will vary depending on its core business. In general, however, all businesses will seek to improve their environmental performance, minimise environmental risks and use resources and materials more efficiently in daily processes.



### What is environmental sustainability?

So much of what we buy, do or use every day has an environmental impact or effect. Using petrol in our cars, electricity in our homes and paper in our offices makes an impact on the environment. In our modern lives, it is not realistic to expect that we stop using our cars or our appliances completely. But we can start to use them in a way that reduces their environmental impact.

If something is environmentally sustainable, it can be continued to be used at a certain rate, without interruption. Environmental sustainability means that something can be used or produced without affecting the ability of future generations to either have the same thing, or enjoy the natural environment from which it came or where it was used.

Sometimes environmental sustainability means taking things from the natural environment at a slower rate. For example, there are strict rules on how many of particular species of fish may be harvested each season. This is to ensure that there are enough fish remaining to replenish the population, so there are enough left to harvest in future seasons.

## Renewable and non-renewable resources

Electricity produced from wind or solar energy is a renewable resource. We can reasonably expect that the sun and wind will continue to be available. Although the construction of wind farms is sometimes controversial due to their location, the energy they produce is much cleaner than energy produced by coal. Choosing to buy electricity produced from renewable resources is an example of environmental sustainability.

Oil and petrol for our cars, however, are not sustainable resources. There is a limited supply of these resources in the earth. They will eventually run out, so they are called non-renewable resources. We cannot continue to use them at the same rate and expect that our children will be able to do the same. Also, the pollution caused by increasing vehicle traffic around the world affects the natural environment for ourselves and for future generations.



## Environmental and resource efficiency

The term 'efficient' is widely used. For example, your new air conditioner or car may be marketed as being efficient, or you may be described as an efficient worker. Essentially, being efficient means doing something using the smallest amount of resources possible. Efficient air conditioners may use less electricity to cool a room, cars with good fuel efficiency would use less petrol per kilometre travelled and an efficient worker will produce good work in less time.

Environmental efficiency means using the smallest possible amount of resources to achieve any particular result, while creating the smallest possible amount of waste. This is sometimes also called resource efficiency.

The sorts of resources used in most workplaces include paper, electricity, gas, water, packaging materials and fuel for transport or production.

Many environmental workplace initiatives involve reducing how much resources are used in daily activities or reducing overall waste.

Examples of environmental workplace initiatives include:

- using less paper by printing on both sides
- using less electricity by adjusting computer settings and turning machines off overnight
- using less fuel for transport by adjusting travel requirements
- introducing paper recycling schemes
- encouraging staff to use washable cups rather than disposable ones
- donating office equipment to other organisations rather than throwing it away when it is upgraded.

## Environmental and resource efficiency issues

Environmental and resource efficiency issues revolve around an organisation's efforts to maximise its performance while minimising its waste and environmental impact.

Improving environmental performance may be done as part of good business practice (since it often reduces costs), from a desire to improve the environment or to improve relations with employees, customers, local communities and the general public. Here are some ways organisations may seek to improve business environmental performance.

### **Ways for organisations to improve business environmental performance**

Comply with relevant laws and regulations, such as how to dispose of waste.

Reduce environmental footprint – the amount of land that must be regenerated to make up for the resources consumed to carry out the organisation's activities.

Reduce greenhouse gas emissions – emissions of gases such as carbon dioxide that are a by-product of energy and fuel used in our daily activities.

## Prioritise environmental performance

Organisations will prioritise environmental performance depending on their needs, directions and goals.

Organisations may prioritise environmental performance by:

- developing an environmental vision statement, which usually states a broad environmental objective
- assigning staff to developing green workplace initiatives to reduce waste and resource use
- developing workplace policies and procedures
- communicating the benefits of improving environmental performance.

## Minimise environmental risks

Organisations may seek to minimise environmental risks. Environmental risks are usually things that will have a negative impact if they are not properly managed (for example, disposal of hazardous waste), rather than having a positive impact if they are improved (for example, reducing electricity usage).

Minimising environmental risks may be done for a number of reasons, including compliance with laws and regulations, protecting the health and safety of employees and reducing overall environmental impact.

Some environmental risks may include:

- storage of corrosive materials, such as batteries
- transportation of fuel
- health and safety hazards
- disposal of waste products.

## Use renewable resources

Organisations may choose to use products from renewable sources. For example, they may choose to purchase paper products produced from recycled material or plantation forests, which are regrown. Alternatively, they may use green energy for some or all of their energy needs, perhaps produced by wind or solar power, rather than from coal. Using renewable resources reduces greenhouse gas emissions and therefore reduces the environmental impact of the activity.



## Use less resources

Using less resources, whether renewable or not, will reduce environmental impact and also generally save the organisation money. A few of the many ways an organisation may reduce resource use are listed below.



- Use office equipment with power-save modes that reduce electricity use.



- Use dishwashers and washing machines that use less water, or choose the eco settings for each wash.



- Install compact fluorescent light bulbs instead of traditional incandescent bulbs; they are more expensive, but last longer and use less electricity.



- Encourage double-sided printing to reduce paper usage and using printed paper for scrap notebooks.



- Require staff to turn office equipment off completely when not in use; that is, not to leave it in standby mode.



- Adjust heating and cooling to reduce electricity usage.

## Manage waste more efficiently

Managing waste is a big problem for organisations and households. In fact, each Australian sends around 690 kg of waste to landfill every year. This creates greenhouse gases such as methane, which contributes to global warming. Landfill waste also requires an ever-increasing amount of land to be available for the disposal of the waste.

A waste-management hierarchy is a structured approach to reducing the waste that goes to landfill. The hierarchy lists choices about waste reduction in order of their benefit to the environment. You may have heard of a waste-management hierarchy used by many organisations: 'Reduce, Re-use, Recycle'.



## Extended waste management hierarchy

An extended waste management hierarchy includes steps to prevent excessive waste and can be applied in any workplace. These steps are outlined below.

### **Avoid**

- Choose products with less or no packaging.
- Choose products that are more efficient in their energy or water needs.
- Avoid disposable products like cups and bags.

### **Reduce**

- Use low energy settings on all equipment.
- Only use washing machines or dishwashers when there is a full load.
- Use cold water settings.
- Store information electronically rather than as paper copies.
- Circulate one document for review.

### **Re-use**

- Re-use paper printed on one side.
- Request suppliers deliver using re-usable pallets.
- Donate surplus materials/equipment to community groups.

### **Recycle**

- Recycle paper, plastics, steel, aluminium cans, biodegradable food scraps or any other materials accepted by your local council or waste contractor.

### **Recover**

- Use materials that have been recycled; for example, bricks or doors recovered from one building site may be used in another.

### Treat

Treat resources such as grey water from washing machines or production for re-use. Whether water requires treatment depends on its original use and how long it will be stored; local councils can provide information on this.

### Dispose

Send the waste to landfill if there is no alternative method.

## Identify environmental and resource efficiency issues in your job role

Working towards environmental sustainability is everyone's job, regardless of their position in the organisation. Any office activity can be made more environmentally sustainable with a little thought about using less resources wherever possible.

It is important for all employees to identify environmental and resource efficiency issues, and to take whatever steps they can to minimise the environmental impact of the organisation. Even though more senior positions may be responsible for developing overall environmental policy, it is often employees in operational positions who are most qualified to identify the environmental and resource efficiency opportunities. This is because, as the people carrying out the process or procedure on a regular basis, they are most familiar with the requirements and therefore best able to make suggestions for improvement.

Almost any procedure or operation can be done more efficiently by asking yourself the following questions.

### Is the procedure required?

In most organisations, some things are done a certain way because that is how they've always been done. Ask yourself whether it is really necessary. It may be that other changes mean it is no longer required. For example, it may not be necessary to file paper copies of a document or email if there is an electronic version available.

**Can I achieve the same result with less?**

Printing or photocopying on both sides of the page is a simple way to reduce paper usage, providing the printer or photocopier has this function. Speak to someone in your computer support area for assistance in setting up your computer to enable printing on both sides.

**Can I do it electronically?**

A lot of information is circulated in hard copy that could easily be circulated electronically. For example, you may be able to email copies of a presentation to attendees, rather than distributing them at the time. Or you may be able to scan an article and email it, rather than circulating it in hard copy.

**Can I complete the procedure less often?**

You may have the habit of running the dishwasher in the staff kitchen every night, regardless of how much is in there. Try waiting until it is full. Similarly, you may be making deliveries or ordering couriers for single items, whereas it may make more sense to wait and complete several together.

**Can I use a more environmentally friendly alternative?**

You may be able to reduce environmental impact by using recycled paper, washing clothes or dishes in cold water rather than hot, using a biodegradable detergent, using re-usable packaging or any other alternative.

**Does it need to be switched on?**

Office equipment is often left on for convenience, even though it's not really required. Modern equipment and fluorescent lighting does not use significantly more power to start up, so if you're not using your computer for more than half an hour, turn it off. Turning off the monitor can also help. Similarly, if no-one is in the room, turn off the lights. Talk with your computer support staff for assistance with setting up power-save modes on office equipment.

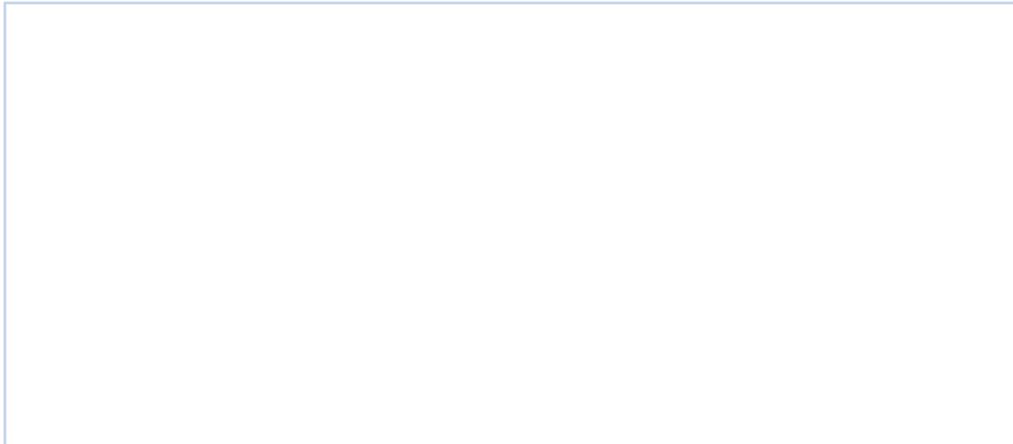
## Practice task 1

Answer the following questions. If you are not currently working in an organisation, base your answers on an organisation you are familiar with and the impacts you believe would occur.

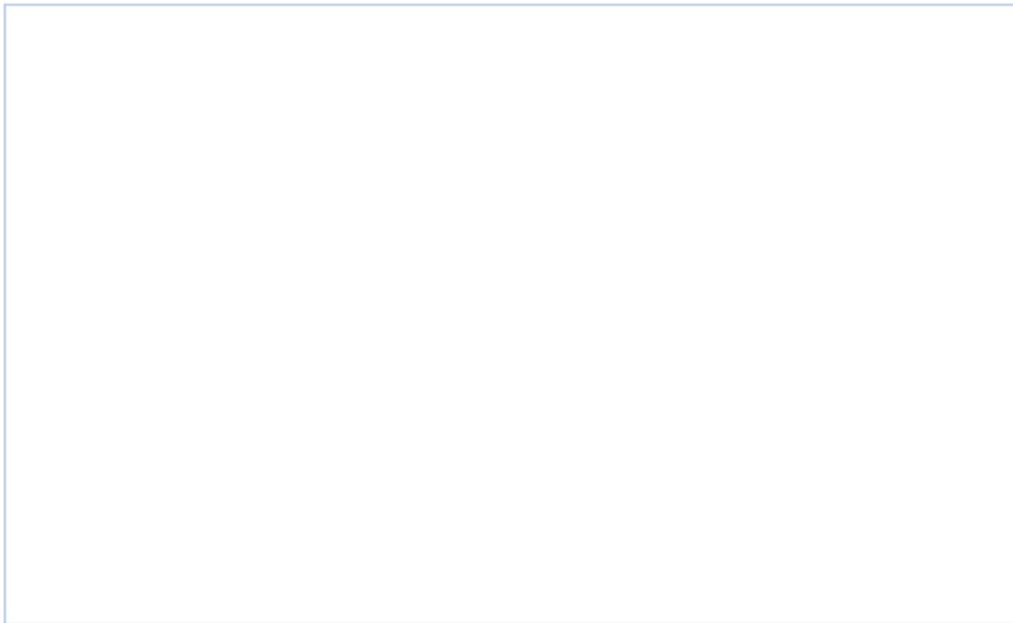
1. Give two reasons why environmental and resource efficiency issues are important to your organisation.

2. What environmental and resource efficiency issues affect your position? How do they relate to your job role?

3. Do the same issues affect your supervisor's position? Include reasons why in your answer.



4. Do the same issues affect someone in another department? Include reasons why in your answer.



# 1B

## Identify resources used in your work role

Our daily activities use environmental resources that may include electricity, water, paper, petrol and petroleum products, steel or aluminium. To create a more sustainable workplace, it is important we use resources from environmentally responsible sources and we use them more efficiently.

### Perpetual and other resources

Some resources are renewable and can be expected to continue to be available for future generations if they are used in a managed way. It is important that renewable resources are not used faster than the environment can replenish them. For example, underground water supplies are a renewable resource, but if they are removed at a faster rate than the levels are replaced, then they may drop permanently and damage the surrounding land.

Perpetual resources are renewable resources that are in no danger of being overused. This is because their expected long-term availability exceeds the rate at which they could be used. Solar radiation, tides and winds are perpetual resources.

Others resources are non-renewable; there is a limited amount of these resources available. They cannot be re-made, re-grown or regenerated on the same scale as they are being consumed. Products made from some non-renewable resources can be recycled to slow the rate at which the earth's resources are being consumed. For example, aluminium is a non-renewable resource but many products can be made with recycled aluminium. Many plastics are made from petroleum products, so recycling plastic containers slows the rate of use of petroleum resources.



## Example: types of resources

Some examples of renewable and non-renewable resources are listed below.

Renewable resources	Non-renewable resources
<ul style="list-style-type: none"> <li>• Oxygen</li> <li>• Water</li> <li>• Managed timber</li> <li>• Paper from managed sources</li> <li>• Leather</li> <li>• Wind energy</li> <li>• Solar energy</li> </ul>	<ul style="list-style-type: none"> <li>• Oil</li> <li>• Petrol</li> <li>• Coal</li> <li>• Diesel</li> <li>• Natural gas</li> <li>• Nuclear power</li> <li>• Metals</li> </ul>

## Commonly used resources

Some of the most commonly used resources and their uses are listed in the following table. While some examples, such as office paper, seem quite obvious, others, such as how many plastics are petroleum based, may be surprising.

Did you know that making paper from recycled materials results in 74 per cent less air pollution and 35 per cent less water pollution?

Here are some examples of resources that are commonly used by modern businesses.

### Paper

Office paper for printing, photocopying and faxing; kitchen towels; packaging materials; newspapers; magazines; cardboard products

### Electricity

Computers, printers, faxes, copiers, heating, cooling, lighting, any office equipment, televisions, equipment on standby

### Gas

Heating and hot-water systems, natural gas for vehicles

### Petrol

Personal transport, freight distribution

**Petroleum products**

Most plastics including water bottles, containers, takeaway boxes, packaging, plastic bags, office equipment, polystyrene, cling film food wraps

**Water**

Drinking; cooking; washing clothes, dishes and cars; showering and bathing; watering gardens and crops

**Aluminium**

Cans, vehicles, office machinery

**Steel**

Vehicles, office machinery, buildings, cans

## Waste

Most processes generate waste. Some of these wastes, such as the rubbish we throw away, are called tangible wastes. Tangible wastes are obvious to us. Other wastes, such as the gases generated by electricity, are intangible wastes. They are not visible, but their impact can still be felt in our environment.

### Tangible waste

Paper generates waste that can be easily recycled. Reducing paper use is one of the simplest measures to reduce waste in a workplace. Paper waste can include office paper, packaging materials, kitchen paper and reading matter.

Plastic products can generally be recycled; many workplaces recycle plastics, glass jars, containers and paper all together. Recycling plastics, glass, aluminium and steel saves an enormous amount of energy compared with producing products from new materials; it also reduces waste destined for landfill.

Water is a valued resource in Australia. Washing clothes, dishes and cars generates waste water, most of which flows to the stormwater system. Whether waste water can be recycled or not depends on what it was originally used for. Water saved from the shower can generally be re-used elsewhere, but grey water from washing machines or dishes may need treatment before it is re-used. Local councils can provide specific information, and generally have strict regulations for storing grey water.

Food products also generate waste that can generally be recycled using biodegradable methods, such as composting. When food waste is sent to landfill it generates methane, a type of greenhouse gas, as it breaks down. Recycling this waste reduces landfill and generates compost, which can be used to improve gardens.

## Intangible waste

Greenhouse gases are often mentioned as an environmental concern. Greenhouse gases are made up of water vapour, carbon dioxide, methane, nitrous oxide and CFCs (chlorofluorocarbons). They are necessary to regulate the earth's temperature. However, an excessive amount of greenhouse gases can increase the earth's temperature, and this is widely believed to be causing global warming.



Carbon dioxide is generated from coal-based electricity, and also from transport. This is why people talk of reducing greenhouse gases by reducing electricity usage. Methane is produced when some products, such as paper and biodegradable waste, break down in landfill. Methane has a life span 21 times longer than that of carbon dioxide, so it is important to reduce this gas as well. CFCs are produced by some older aerosol products and refrigerators, but these have mostly been phased out.

Increasing the oxygen in the atmosphere is a good way to balance the greenhouse gases from our daily activities, transport and industrial processes. As trees use carbon dioxide to produce oxygen, many carbon offset programs plant trees to compensate for the production of greenhouse gases.

## Identify the resources you use

You should understand how you use resources – this will help you identify ways to minimise your resource use and reduce your environmental impact.

Think about your daily activities. Can you think of any activities that do not use any of these resources? For most people, getting ready in the morning involves a shower and breakfast. This uses water for the shower, gas or electricity to heat the water, electricity to boil the kettle, cardboard products for the cereal box, petroleum products for the milk container and more water for the washing up.

In a workplace, most people switch on their computer first thing in the morning, review their emails, print the important ones, make a coffee and start their day. Throughout their day, they use electricity for office equipment, lighting and heating; paper for their work; and petroleum products in a variety of different plastic materials.

Think about your daily activities and what you use to carry them out. Critically reviewing the resources you use is the first step to using them more efficiently.



## Level of resources used

Sometimes, you may not be able to affect how a resource like electricity is used in your organisation. For example, the heating or cooling in your building is most likely set centrally, as are the lights for large, common areas.

You can, however, have a direct impact on the level of other resources you use.

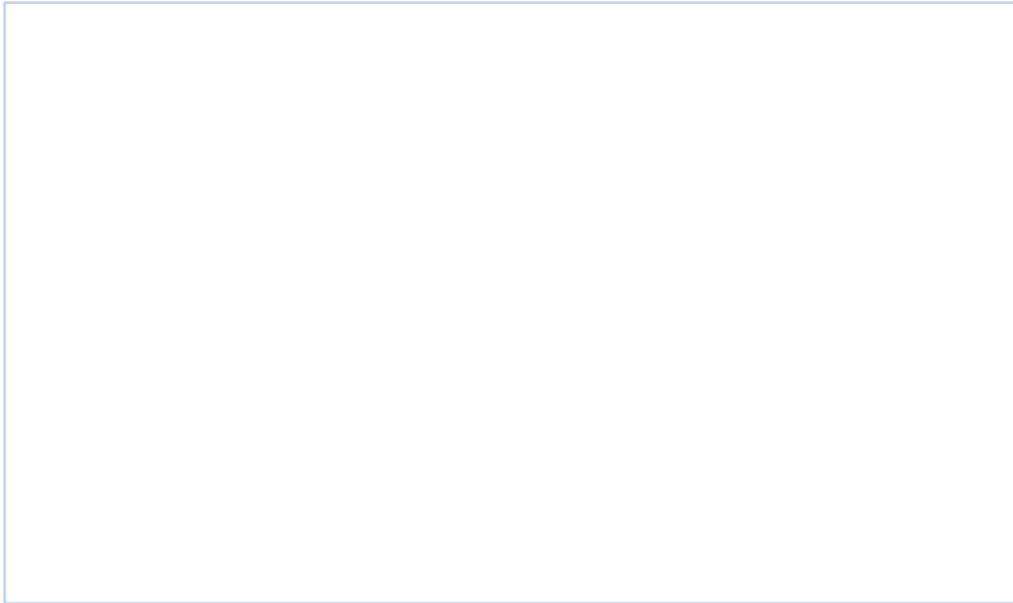
The areas where you can make a difference may include:

- shutting down office equipment when it will not be in use for more than half an hour
- using power-save options on office equipment like printers and copiers
- switching off your monitor when you step away from your desk for more than a few moments
- switching off lights in seldom used areas such as storerooms and conference rooms
- switching off equipment like televisions and copiers at the wall, rather than leaving them in standby mode.

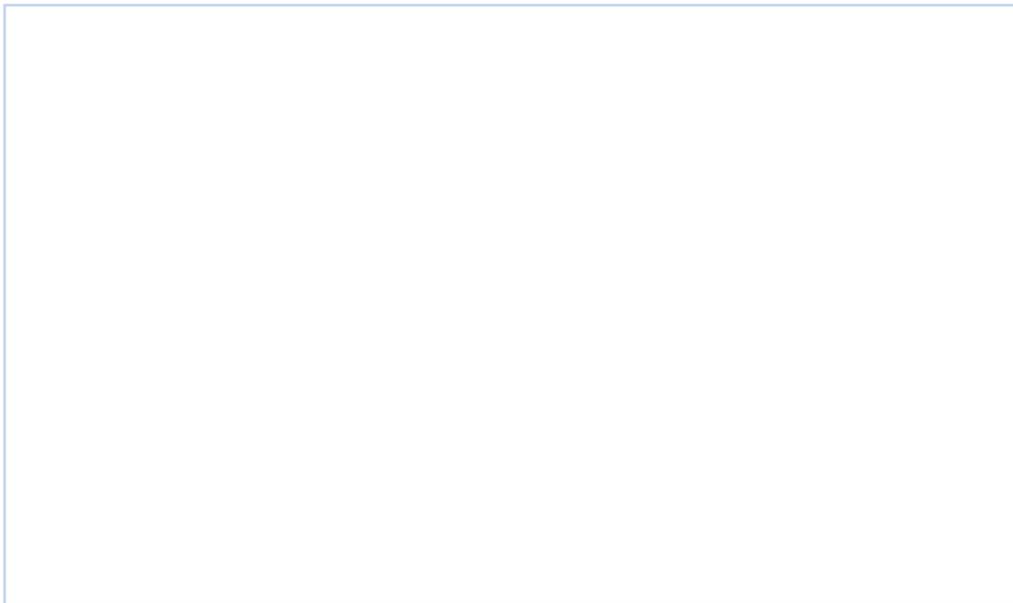


## Practice task 2

1. Think about your job role, or the role of someone you know well. What resources do you commonly use?



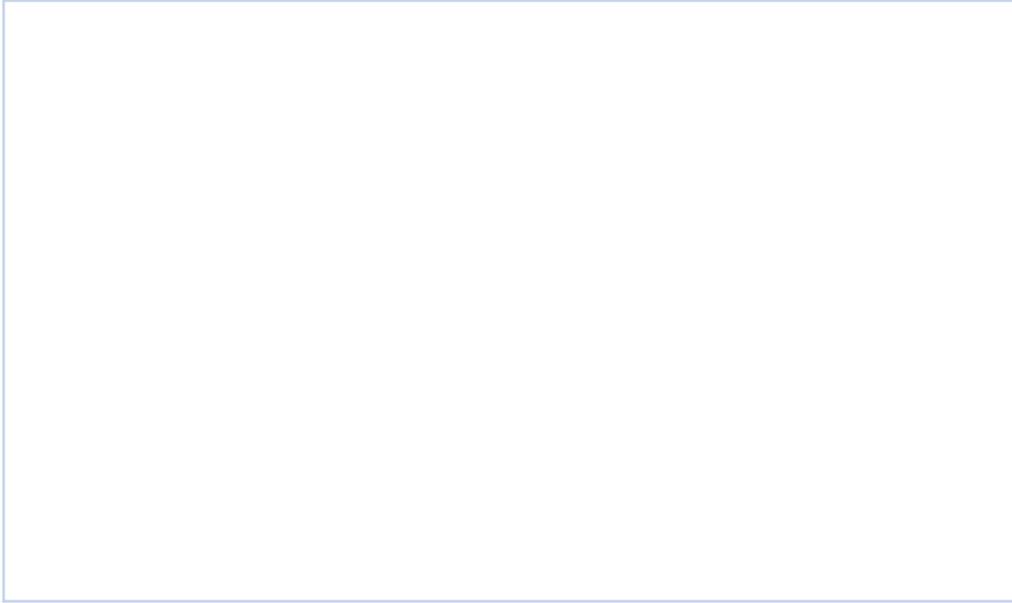
2. Make a list of the ways in which these resources are used.



*continued ...*

*... continued*

3. Can you identify any ways you could use these resources more efficiently?



## 1C

## Document and measure current usage of resources

Measurement is a critical part of improving performance in most things in business. Without measures, you won't know what your areas of opportunity are, or whether your performance is improving.



## Why measure and document resource usage?

The aim of environmental policies and procedures is to use resources more efficiently and to produce less waste. A way of measuring the effectiveness of a policy or procedure is to measure resource usage. You measure the resource use before you start a procedure, then use a current situation analysis to track how much you have improved. Measuring resource usage tells you where to focus your efforts.

Data on resource usage can be used to understand how your organisation compares to others, using best-practice information. Your organisation may have measured their resource usage and discovered that, while they are recycling a large proportion of waste, electricity usage is way above the industry best practice. In this case, they may decide to implement initiatives that reduce electricity usage before those that reduce waste going to landfill.

Measuring resource usage may also provide information on the cost benefit of environmental initiatives.

### Cost benefit of environmental initiatives

- Introducing paper saving initiatives will reduce the amount of paper required by the organisation.
- Installing more-efficient lighting systems will reduce the amount of electricity required.
- Using items with less packaging will reduce the amount of waste that needs to be collected.
- Measuring changes in resource usage helps you to be able to calculate cost savings.

## Techniques for measuring resource usage

If you are going to measure something regularly, it is important that the measurements are relatively simple to collect. If the measuring is too complex or requires people to manually record something, then it is possible it will be inaccurate or it will not be collected regularly because it takes too much time. Therefore, it is important to adopt techniques that use information that is readily available.

Some of the techniques used to measure resource use include measuring consumption, observing usage, estimating waste production and calculating greenhouse gas emissions.

## Measure consumption

Measuring consumption involves measuring how much of something your organisation uses. An easy way to do this is to track how much is purchased. Supplier invoices are a very useful tool here. You may need to consider how much is held in stock if you use this measure.

Observing something yourself can enable you to verify how a resource is being used. It can tell you a lot about patterns of usage. For example, you may find it useful to count how many computers are left on at the end of the day, or whether lights are on in storerooms when no-one is in there.



## Estimate waste production

Estimating how much waste is produced can be done by counting the number of bins emptied each day, or how much is collected by your waste contractor. Counting bins is not completely accurate, as the bins may not be full when they are emptied. A more accurate measure is to measure the weight of waste or to conduct a physical audit. Your waste contractor may be able to help.

## Calculate greenhouse gas emissions

Greenhouse gas emissions can be estimated by entering the amount of energy used by your organisation into a greenhouse gas calculator. Many suppliers now calculate your greenhouse gas emissions and report the amount on your invoice.

Otherwise, use the energy figures from your supplier invoice and an online calculator to work out the figure.

These and other measurement techniques are provided in the following example. You may sometimes need more detail than these measures provide. For example, the supplier invoices for paper may be for the whole organisation when you are seeking information for your department. If the supplier cannot help you, you may be able to use the stationery requisition records, or ask people to record each time they open a new packet. Remember that asking people to record something will provide less-accurate measurements than using invoices or requisitions.

Measurement techniques and examples are described below.

### Consumption patterns

How much of something does your organisation use?  
An easy way to monitor this is to track how much is purchased. Supplier invoices are a very useful tool here. You may need to consider how much is held in stock if you use this measure.

### Visual assessment

You can verify how a resource is being used by observing it yourself. This can tell you a lot about patterns of usage.  
For example, you may find it useful to count how many computers are left on at the end of the day or whether lights are on in storerooms when no-one is in there.

### Tangible waste audit

You can estimate how much waste is produced by counting the number of bins emptied each day or how much is collected by your waste contractor.  
Counting bins is not completely accurate, as the bins may not be full when they are emptied. A more accurate measure is to measure the weight of waste or to conduct a physical audit. Your waste contractor may be able to help.

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**Intangible waste audit**

Intangible waste use can be estimated by entering the amount of energy used by your organisation into a greenhouse gas calculator. Use the energy figures from your supplier invoice.

**Lighting assessment**

Review the workplace and lighting used. Are lights on in areas where people are not working or in areas where there is sufficient natural light to see without them? Review the type of lighting used in each area and how efficient it is. Use a map of the area to show any patterns.

**Heating and cooling**

Check what temperature the heating and cooling is set to, and when it is operating. Does it automatically turn off after hours? On weekends? For holiday shutdowns?

**Transport assessment**

Measure the number of kilometres travelled by employees travelling to different locations. Can any of their activities be done by video- or tele-conference instead?

## Measure resource use consistently

When collecting measures over a period of time, it is important that you use the same approach every time. This helps make the measures consistent and repeatable. For example, if you are conducting an assessment of how many computers are left on, it's important that you always check the same area. For example, if there are 10 computers left on during two separate checks, you might think there was no change. However, if the first check was of thirty computers and the second only twenty, it would mean that a higher proportion of computers were left on during the second check. In this instance, you could avoid the problem by reporting on the percentage of computers that were left on (which increased from 33 per cent to 50 per cent in this example).



Creating a simple map or checklist can help ensure that you measure in the same way every time and that if another person was collecting the information instead of you, they would also collect it in the same way. Your map or checklist may also help you to collect and/or record information more quickly.

## Document resource usage

If you are going to collect the same data regularly, then a template helps make the collection quicker and ensures that you are always collecting the same data.

It is easy to identify if there were errors, if the total paper requisitioned by each department did not equal the amount of paper ordered. If paper is held in stock, then you may need to consider this to ensure the paper ordered matches the paper requisitioned. Measuring the paper requisitioned provides data at a higher level of detail than may be available from the supplier and helps identify who is using the most paper.

### Example: paper use in an organisation

	February	March	April	May
<b>Data from supplier invoices</b>				
Paper ordered this year	25	30	28	25
Paper ordered last year	30	32	30	28
<b>Requisition documents</b>				
Sales department	8	9	9	7
IT department	5	7	5	4
Finance department	7	8	8	8
HR department	5	6	6	6
Total paper requisitioned	25	30	28	25

## Data comparison

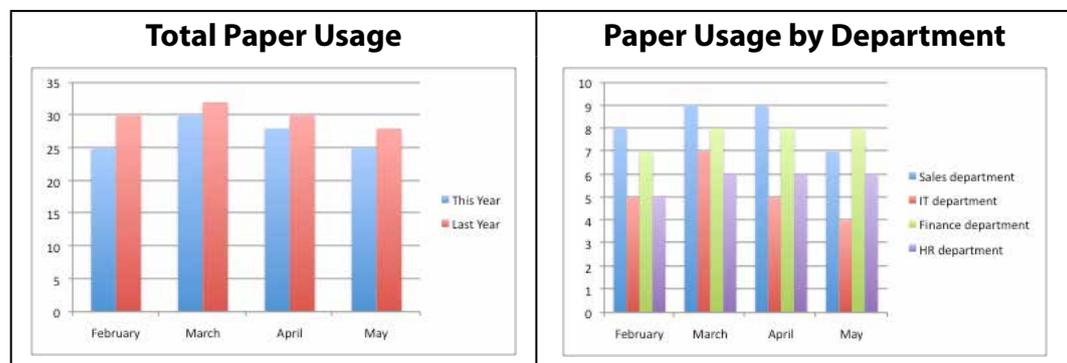
It is useful to compare two periods of data. On first review you may conclude that paper use increased in March. However, there may be another contributing factor; for example, there may have been more working days in March than in February. An alternative would be to measure the average amount of paper used per working day.

In general, it's easier to compare data that has had variables (such as the number of employees in a department or work days in a month) removed. Dividing paper usage by the number of employees creates average usage per person. Dividing again by the number of work days creates the average amount used per person, per day. This creates a figure that is easily compared across departments or even across organisations.

It is also sometimes helpful to present the information in a graph, which easily identifies trends.



### Example: compare data using graphs



## Practice task 3

1. How would you measure resource use in your own workplace or a workplace you are familiar with?

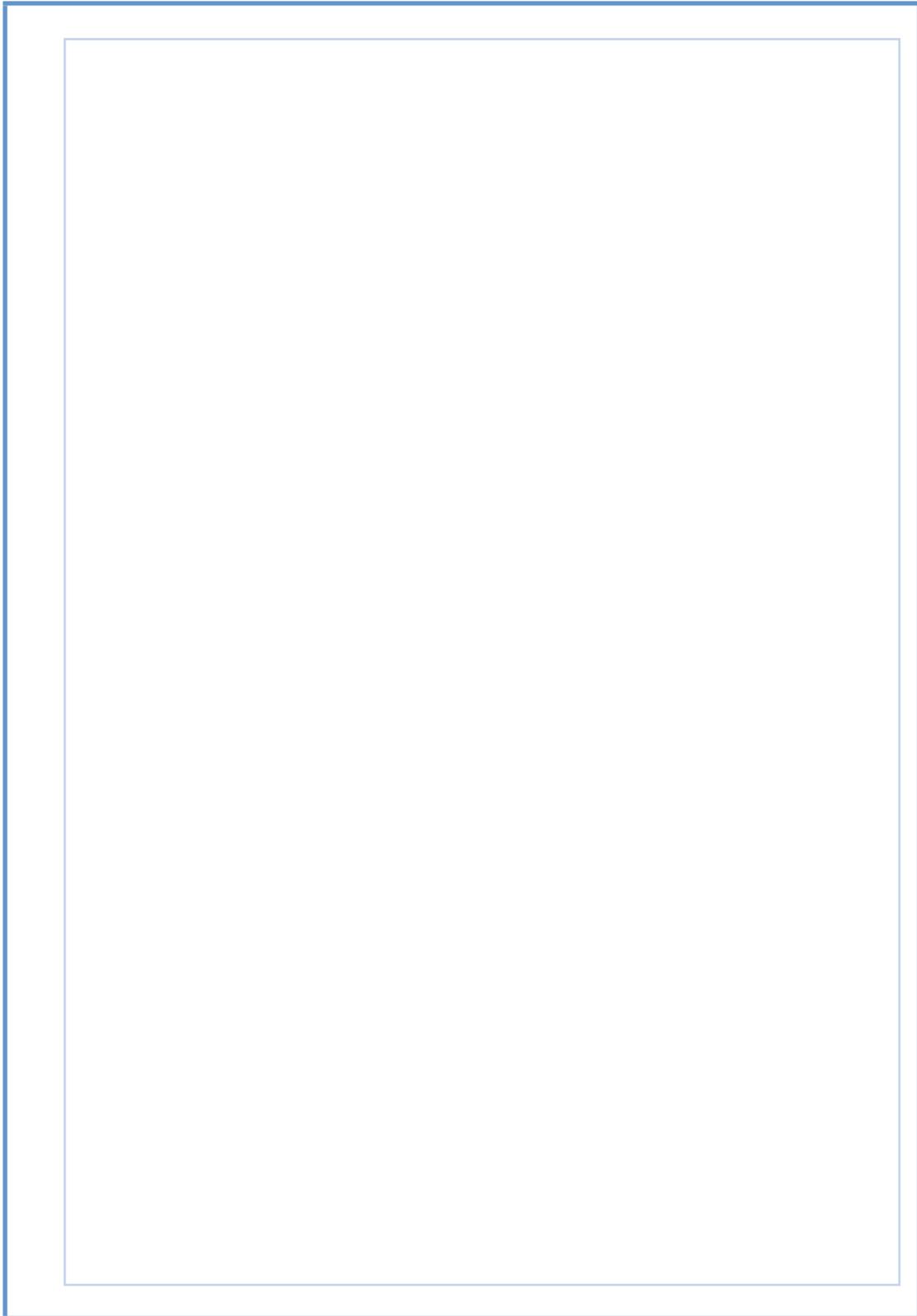


2. Develop a template for measuring this resource use. Make sure that it would be clear to someone else measuring the same data, so that they would get the same result. Then, using your template, carry out this measurement and record your data.



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# 1D

## Record and file documentation measuring current usage

Organisations record information, create documents and file them for future use as part of daily business activity. Filing can be one of the most frustrating jobs for any employee, but when it is done in a structured way it can be done quickly and save a lot of time when a document is required in the future. You need to select the most appropriate method for recording information based on what you are recording, the nature of your organisation and any particular procedures and guidelines that already exist. You need to ensure you familiarise yourself with your organisation's requirements.



### Why record and file documents?

The previous section explained the importance of measuring resource usage. This is because it helps provide information on how effectively an environmental initiative has reduced resource usage, identifies opportunities for improvement and helps us understand any cost savings.

It is important that this data is recorded and filed for future access. Some reasons for this are listed below.

#### Compliance

There may be workplace policies and procedures in place that require this data to be collected and stored for a period of time. Often these procedures are to support legal requirements, so it is important that the records are kept and stored for audit purposes.

### Trend data

Keeping records consistently over a period of time enables organisations to develop trend data; for example, comparing usage to the previous year. Filing data in a way that is easily accessible means this data can be used later. It can also be helpful for conducting further analysis.

### Audit purposes

Different data may be required for different procedure audits; for example, ISO is an international standards body that certifies organisations for different environmental management procedures.

### General purposes

Many documents are retained simply to help employees carry out daily business. For example, invoices for products such as paper will be stored by your organisation's finance department.

## Record and file documentation

It might be part of your job role to collect specific information relating to resource usage. You may simply be required to provide data for a report put together by someone else. Alternatively, you may need to produce a report yourself, to be distributed to your supervisor and management.

Different businesses might record and file information in a number of different ways. It is important you speak with your colleagues or supervisor and understand what system is in place in your organisation. If you think you can suggest improvements, discuss them with your supervisor before implementing them.

Consistency is critical to recording and filing data. If different reports on the same data are stored in different places, it will be more difficult for others to identify and use this information. It may mean some work is actually duplicated. You may not record or file the information in exactly the same way as someone else, but it is important that your work is consistent, meets organisational requirements and could be identified by someone else. It is helpful if your reports show how you collected the information, as this gives valuable context to people wanting to re-use or compare your results.

## How to record and file documents

Organisations should have policies and procedures governing how to record and file documents. You must understand the general principles of recording and filing documents so that you can suggest improvements or develop your own system as required.

Some documents must be stored in hard copy; for example, a signed copy of a contract or purchase order. There may also be legal or taxation requirements about keeping original copies of some documents.

In general, electronic records are more convenient than paper records. They can be stored so they are easily accessed by a variety of people, they take up less space and they use less paper, which means they have a reduced environmental impact. Documents that are received by the organisation in hard copy can be stored electronically. It is now common for organisations to scan documents and then file them electronically.

Documents must be stored in a way that protects confidentiality. Customer data, for example, must be protected so that it cannot be misused. Legal or financial documents should not be available to general staff and may have restricted access. When storing these documents electronically, they must be saved in an area where access is limited to people who have the authority to view them.

## Record documents

There are many things to consider when you are deciding how to record documents. Taking the time to answer the following questions before you develop your document will help ensure that it meets the requirements of the organisation and does not create more work for you later.

### What am I recording?

First, you need to clearly define what information is being gathered and presented. In most cases, this will relate directly to the measures you are collecting, but additional information may be required.

### Why is the information being recorded?

If the information is being recorded as part of legal compliance or external standards requirements, there may be guidelines for how it is recorded. Your supervisor may help you identify these. If it is not clear why the information is being recorded, then it may be appropriate to question the need for recording the information.

### Who needs the information?

How you present the information will depend on who is using it. If it is being used for further analysis, you might only need to enter the data into a spreadsheet or database, where it can be used and manipulated. If the information is for management review, you may need to present it as a report or in graphical format. If a graph is produced regularly, it may still be helpful to store the data in a spreadsheet or database to make it easier to create the report.

### How often is the data being recorded?

If data is being collected regularly, such as on a weekly or monthly basis, you should establish a clear template for collection to minimise the amount of work done each time. You should also ensure that the presentation method is not too complex and time consuming if it is regularly presented.

### Where is the information being presented?

If the information is distributed in a group presentation, visual representation may be better than a written summary of numbers. If it is being emailed to one person, then a short written summary may suffice.

### How often will the record be accessed?

If a record is required by different users on a regular basis, you should consider their needs when structuring the report. If appropriate, discuss the report with the users before creating it to understand what they require. Ensure that it is stored somewhere that is accessible to all users; for example, on an intranet site or a common server.

### Who is authorised to update the record?

To avoid creating inaccurate data, it may be necessary to limit the people who can enter new information. Depending on how important the information is, it might be appropriate to have more than one person who can enter the data, so that it can be collected regardless of staff absence. If only one person can update the record, there can be problems if they are away or leave the company unexpectedly.

## Record usage

How often you collect resource usage data will depend on the type of document you use to record your information. Generally, if you are collecting data regularly, it is most useful to record that data in a database format, whether in a spreadsheet or a database.



It is helpful, though not necessary, to name date columns with numbers, rather than text, as this helps keep them in order in some applications. For example, if you sorted months alphabetically your list would start with April, August, December – and end with September. Putting the year before the month means that it is easier to compare the same month in different years without confusion.

How you structure your table will depend on how you wish to present your data. For future analysis, it is helpful to keep one master table that summarises the key information and then select different fields to create any graphs or diagrams. If data is stored in several places, it's much harder to analyse results.

### Example: database sample

Resource	2016 01	2016 02	2016 03	2016 04
Electricity usage (kilowatts)				
Water usage (megalitre)				
Paper usage (no. of reams)				

## File documents

Documents are filed so that they can be easily accessed at a future date, whether for further business use or for legal compliance requirements. Filing can be done either electronically or in hard copy. Files are increasingly being stored electronically, as this is much simpler for organisations to manage and it is easier to control access.

## Identify the document

When identifying the document, first ask yourself whether the document needs to be retained. This will depend on your reason for recording the information. Some information needs to be kept for legal or tax reasons, so filing these is critical. Others are retained for business purposes, in case they need to be referred to in future. Some general working documents, however, may not need to be filed, or may only need to be kept for a short time.

## Classify the document

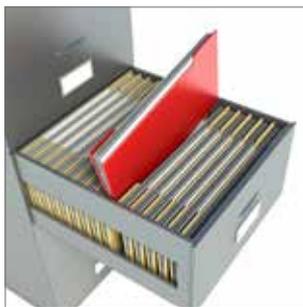
How will you or others look for this information? By date? By category? By name or number? It's important to consider this before you set up a filing system. Names for files, whether electronic files or paper files, should be clear enough that someone can recognise what the content is without opening the file. Using folders for electronic filing is also a helpful way of sorting documentation.

Your organisation may have guidelines for how you classify documents. If so, you should follow these guidelines. When you are classifying documents yourself, however, you should aim to remain clear and consistent in your methods. That way, it will be much easier to locate documents in future, which will save you time.

Guidelines may include:

- rules for or recommended folder and sub-folder structures
- a records management system to electronically manage key organisational documents and records
- a business classification scheme (generally used in conjunction with a records management system).

## Archive the document



Where you keep the information will depend on how often the information needs to be accessed, and by whom. Many large organisations outsource records storage to external records management and storage companies.

Whether a document is stored in paper or electronic format will depend on the organisation. Original copies are still required for some documents, so ensure that you meet these requirements when deciding how to file a document. Your computer support team will be able to help you understand the best location for storing documents within your organisation.

Where you store electronic copies will depend on several factors. If the document may be reviewed by anyone in the organisation, then it can be stored on a common server or the company intranet. If the document may only be reviewed by members of a certain department, then it should be saved in a directory that

is only accessible to those people. If it is a highly confidential document, then it should be password protected to maintain security. Most organisations have a regular procedure to back up documents stored on a server and as such allocate a personal directory for each employee on the server to save personal documents.

## Preserve the document

How long the information is retained is governed by the reason for recording the information. For compliance reasons, there will be clear guidelines on how long it should be stored. For business purposes, this may be less clear and require personal judgment.



Most large organisations have developed business classification schemes. These describe the types of documents that are used within the organisation and are linked to the organisation's retention schedule. Retention schedules reduce the need for staff members to understand the organisation's recordkeeping requirements and therefore improve the organisation's recordkeeping ability.

Some organisations may store paper documents in a central archive. When submitting these documents, you will need to clearly indicate the period for which it should be retained.

Documents uploaded to an intranet site may also require an indication of how long they should be displayed. Depending on processes, the file may then be deleted or stored somewhere not visible on the intranet.

## Destroy the document

Documents may also be reviewed periodically to determine whether they still need to be retained. Some documents may be retained for future use on a CD or another storage device. In this case, ensure that you create a document listing where the files are for easier sourcing.

Once the storage time lines (retention schedules) have been met, dispose of the information. Ensure that you meet any confidentiality requirements when destroying documents. Some documents, such as those that contain personal customer information, may need to be shredded before they can be recycled.

Regular review of documents for items that are no longer required is an important part of maintaining any filing system. This discipline can be hard to maintain in a busy work environment, but generally simplifies searching for documents and saves time in the long run if it's completed regularly.

## Practice task 4

Read the case study, then answer the questions that follow.

### Case study

Ryan is the office manager for the Fantastic Fireplace Factory. He has worked with his manager to develop a retention schedule for the organisation. Here is part of it.

Number	Activity	Retention period
1.	Finance	
1.1	Auditors' reports	Retain permanently
1.2	Bank deposit slips	Retain for 6 months from end of month in which deposit is made
1.3	Bank statements	Retain for 7 years from end of tax year
1.4	Employee expense records	Retain for 4 years
1.5	Employee payroll records	Retain for 6 years after employee leaves organisation
1.6	Budgets	Retain for 2 years
1.7	Budget calculations	Retain for 6 months after Budget accepted

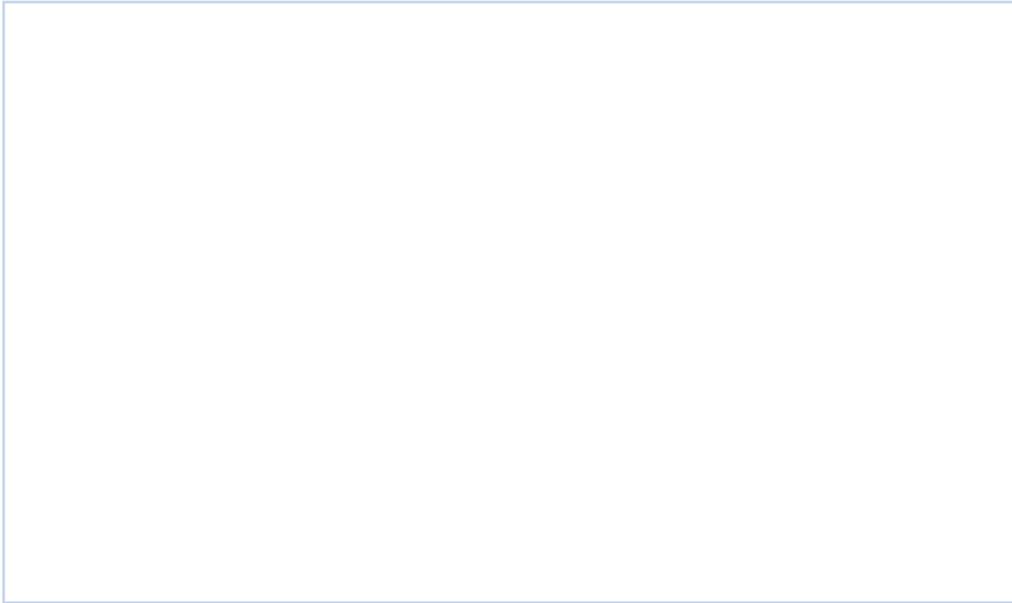
1. What action should Ryan take with the following documents?

- Last month's bank statement
- A memo giving figures to be included in the budget documents
- Payroll records
- A colleague's expense claim form
- An audit report from an interstate factory.

*continued ...*

*... continued*

2. Using the method 'identify, classify, archive, preserve and destroy' and Ryan's retention schedule as a guide, describe what happens to a bank statement at each point.



3. What are some of the environmental benefits of managing electronic records instead of paper records?



# 1E

## Identify and report workplace environmental hazards

Workplace environmental hazards exist in all organisations. These hazards include air and noise pollution, hazardous chemicals and substances, and potentially hazardous materials. It is important to understand what these hazards are, how to identify them, and how to report them so that the risks to employees and the environment are kept to a minimum.



### Hazards versus environmental hazards

A hazard is anything with the potential to cause harm. Hazards are present in all workplaces, schools and homes, but generally present minimal risk if they are appropriately managed. An environmental hazard specifically relates to something that creates a risk to the environment or to the workers as a result of that environment.

For example, disposing of some particular types of wastes presents an environmental hazard. This may be because of their effect on the natural environment when they enter the stormwater system, for example, or it may be because of the risks presented to the worker when disposing of them. These kinds of risks to the worker are usually managed by personal protective equipment (PPE) such as gloves or masks, which minimise exposure to the hazard.

Another environmental hazard may be the level of lighting in a particular work area. If it is too low, then employees risk deterioration of their eyesight if they regularly work in that environment. It is important to realise that environmental hazards are not restricted to manual workplaces – they can be present in offices too.

## Workplace environmental hazards

Workplace environmental hazards include noise pollution, air pollution, chemicals, dust, fumes and disposal hazards.

When considering what environmental hazards might exist in a workplace, think about what might happen if things go wrong. For example, storing chemicals may not be a significant environmental hazard, but a leak or spill can create a more significant hazard. Therefore, when assessing environmental hazards, you should think about all possibilities, not just what happens in daily business. Here are some examples of workplace environmental hazards.

<b>Noise pollution</b>	Prolonged periods in a noisy environment can cause damage to hearing such as tinnitus (ringing in the ears) or permanent hearing loss. This can occur in manufacturing environments, for example. If you work in such an environment, you may be required to use protective equipment such as ear plugs or ear muffs to protect your hearing.
<b>Air pollution</b>	Air pollution can come from many sources, the most common being general smog levels, vehicle emissions and industrial emissions. Air pollution can cause a range of health problems including eye and throat irritations or more severe conditions such as bronchitis.
<b>Chemicals</b>	There are many potentially hazardous chemicals used in workplaces. These include corrosives such as sulphuric acid and caustic soda, irritants such as ammonia, and sensitising agents. Exposure can cause skin disease, poisoning or respiratory illness. These chemicals must be handled using the appropriate procedures and protective equipment.
<b>Dust and fumes</b>	Dust and fume hazards can be created in a variety of ways and may result in respiratory concerns. Most people are aware of the risks when handling lead or asbestos but some timbers, other building materials, paints and cement can also potentially affect your health and the environment. Be sure to use the appropriate protective equipment.
<b>Disposal hazards</b>	There are regulations for the correct disposal of many chemicals and other potentially hazardous materials. It is not appropriate to pour some chemicals down the sink or to throw some things, like batteries, into general rubbish. These materials are usually clearly marked and you should follow the instructions carefully.

## Identify workplace environmental hazards

Risks arise when a hazard may actually cause harm. The size of the risk depends on the likelihood that it will happen, the severity of the harm if it does happen, and how many people may be affected if it does happen.

Your employer is required to minimise environmental risks presented by such hazards. As an employee, you have a general duty to take reasonable care of your own health and safety and to cooperate with your employer's efforts to make your workplace safe. This may include following workplace policies and procedures, attending health and safety training, and identifying potential hazards and risks.



## How to identify hazards

It is every employee's responsibility to identify potential environmental hazards. This is because all employees have a responsibility to cooperate with an employer's efforts to make a workplace safe. You can fulfil this responsibility by continuously observing your work environment and reporting any potential hazards. The responsibility to report hazards is not limited to environmental hazards. It extends to any potential workplace hazard that may impact health and safety.

Many hazardous substances must be clearly identified by law. You may have seen warning labels on containers or doors, such as 'hazardous material', 'HAZCHEM', a skull-and-crossbones symbol or signs like 'Danger: High Voltage'. You should always handle any of these substances or enter such areas with respect and caution.

Generally, you will identify a hazard by observing a work practice that creates a potential risk.

Some ways you can identify hazards include:

- walking around your work area and observing work practices, how materials are used and the general work environment
- using your knowledge of workplace procedures and potential safety hazards to identify any risk
- reviewing material safety data sheets (MSDSs) for chemicals and other hazardous products to identify possible concerns
- investigating any accidents that do happen to understand what caused them and take steps to prevent a recurrence.

## Report workplace environmental hazards

Once you have identified a possible environmental hazard, you should report it to the appropriate personnel. There may be times when you identify an environmental hazard that is currently occurring. You must report this immediately. Even when you identify a potential future risk, it is still important to report this promptly so that appropriate measures can be taken to prevent it occurring. An environmental hazard can potentially cause illness or injury for a colleague or damage to the environment, so prevent them wherever possible.



## How to report environmental hazards

Every organisation has a different structure. Large organisations may have a workplace health and safety (WHS) department. Smaller organisations may have someone in each department who acts as a WHS officer. Others may have an environment officer who is responsible for environmental hazards, but not for other WHS issues.

All organisations have a responsibility to provide a safe work environment. In some small organisations, workplace health and safety may not be clearly assigned to anyone, so hazards should be reported to the manager. It is possible, particularly within larger organisations, that you may need to report different hazards to different people.

You need to establish who is responsible for managing environmental hazards in your workplace. You can ask your supervisor or if your company has an intranet, source the information there. Alternatively, you may choose to speak to a manager in the area where you observed the hazard.

Some of the things that might affect this are:

- the category of the hazard; for example, whether it is an environmental hazard or a safety hazard
- the location of the hazard; for example, whether it has been identified in the administration department or in the company warehouse
- who was observed carrying out the procedure that represents the hazard
- the time at which the hazard was observed and what staff are available to report it to.

## When to report environmental hazards

You should report any environmental hazard as soon as possible after it is identified. If this hazard currently presents a risk to you, your colleagues or the environment, you must report it immediately. Safety is the key priority and should come before other work deadlines, personal commitments or returning phone

calls. A delay may place people or the environment at further risk. For example, if you smell something odd, if you notice a change in the air quality through the vents or if you notice some malfunctioning equipment, even waiting until after lunch may be too late.

If you identify a future potential risk, you should still report it promptly. If you notice that a policy or procedure is not being followed, if you identify gaps in staff training that might affect their awareness of appropriate safety or environmental policies and procedures or if you simply identify something that might present a future risk, report it immediately.

## What to report about environmental hazards

You may report environmental hazards either verbally or in writing. If the hazard being reported is currently occurring, then it is probably not appropriate to submit a written notification. In this situation, a verbal notification to responsible personnel will help the situation be resolved quickly. You may still be required to provide written information afterwards, so note down any details so that you can provide them when required. It is also sensible to keep note of any verbal notifications for your own records.

Some organisations will have structured forms for you to complete about environmental hazards. Whoever you notify of the hazard will be able to tell you what form to complete and where it can be accessed.

These forms may be available in hard copy from the environment officer or the WHS officer. Your supervisor may also have copies. Alternatively, you may be required to complete an electronic form, which may be available from an intranet site or on a common server.

While the forms will vary according to your organisation's requirements, some of the information likely to be required is listed below.

Information likely to be required
<ul style="list-style-type: none"><li>• Where the hazard was observed; for example, in the office, warehouse, kitchen or a specific department</li><li>• Who was involved, if appropriate; for example, if the hazard relates to a particular procedure not being followed</li><li>• The nature of the hazard; for example, a brief outline of what was observed</li><li>• The nature of the risk presented; for example, the likely outcome if the hazard continues</li><li>• When the hazard was observed; for example, the time of the occurrence or that it occurred when the weather was very hot or cold</li></ul>

## Example: environmental hazard report form

Environmental hazard forms will differ according to the organisation and their internal structure. Here is an example of an environmental hazard form for your reference.

<b>ENVIRONMENTAL HAZARD REPORT FORM</b>				
<b>Environmental officer to complete</b>				
Grade: _____				
Incident no.: _____				
Date entered: _____				
Name: _____				
<b>This section is to be completed by the employee involved and handed to the manager or supervisor within 24 hours.</b>				
Employer: Sustainable Workplace, 123 Safety First Street, Metropolis				
This is an:      Incident              Accident              Near miss              Minor injury				
Major injury    Property damage    Other _____				
Time of occurrence:      am/pm    Date of occurrence: _____				
Location/address of occurrence: _____				
Postcode: _____				
Details of occurrence: _____				
_____				
_____				
Describe what happened and include: exact location of the occurrence within the workplace (for example, desk, stairs, plant room); details of any plant and equipment involved; the process or substance involved. Attach separate sheet if insufficient space.				
Name of person/s involved in the incident or injured, incapacitated:				
First name: _____      Surname: _____				
Position: _____				
(if more than one person attach a separate sheet)				
Risks or potential risks identified:				
_____				
_____				
Witnesses:				
_____				
_____				

## Environmental risk register

Many organisations are required to compile an environmental risk register as part of their compliance with workplace health and safety regulations. This is a summary of the environmental risks present at the organisation and may include an assessment of the likelihood of the risk occurring, the severity of the potential risk and any preventative measures taken. The information you provide may become part of this register, so it is important that it is correct.

For more specific information on workplace environmental hazards, visit [www.safeworkaustralia.gov.au](http://www.safeworkaustralia.gov.au). This is the website of Safe Work Australia (SWA), which provides links to specific information for each state.

### Practice task 5

Read the case studies, then answer the questions that follow.

#### Case study 1

Jason needs to print a large series of letters and documents for a customer mail-out. He is running late to catch the post. After about 15 minutes of printing, the computer flashes an error message. Frustrated, Jason opens the printer to see if there is a paper jam. It seems much hotter than usual, and there is a very strong smell. He also notices a wisp of smoke.

Jason checks his watch. If the printing isn't finished in the next hour, he'll miss the deadline. He returns to his desk and sends the documents to another printer.

#### Case study 2

Ali works in the front office of a factory. The factory is closed today because they are carrying out maintenance work, but the office is still open. The office workers can hear a lot of construction noise in the background and, after a couple of hours, are conscious of a strange smell, which seems to be coming through the air vents. Ali has a bit of a headache, but decides it's probably because he's been sitting at his computer staring at spreadsheets for too long. He decides to take his lunch break outside and get some fresh air.

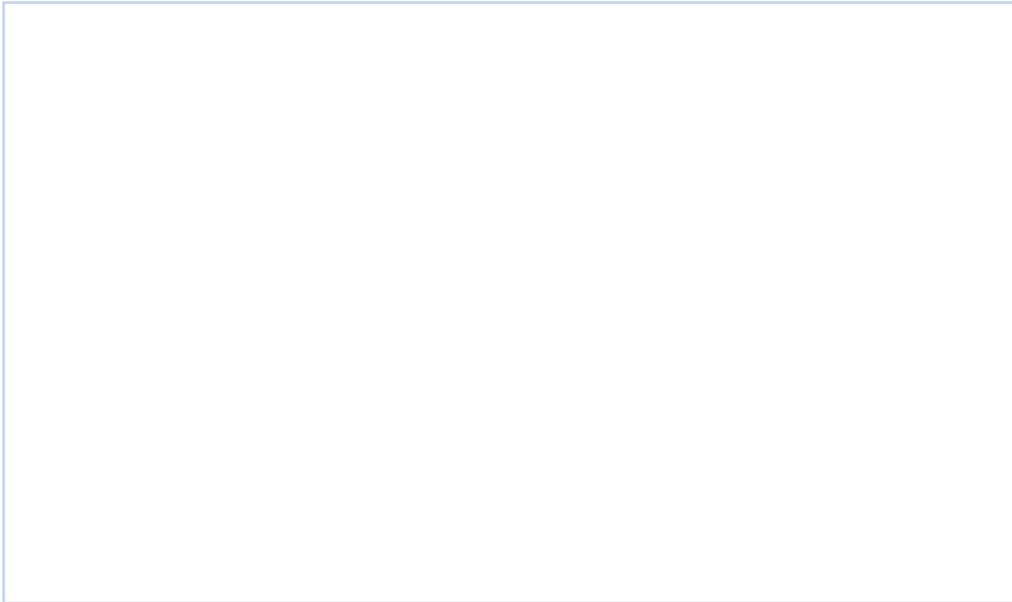
#### Case study 3

Chantal coordinates induction training for new staff. She realises that there has been a lot of new staff in the warehouse in the last month, but that the person who is responsible for health and safety training has been sick. She has a lot to do to prepare for a new intake of staff next week, so she decides to wait until the workplace health and safety officer is back at work, so he can train all of the new staff together.

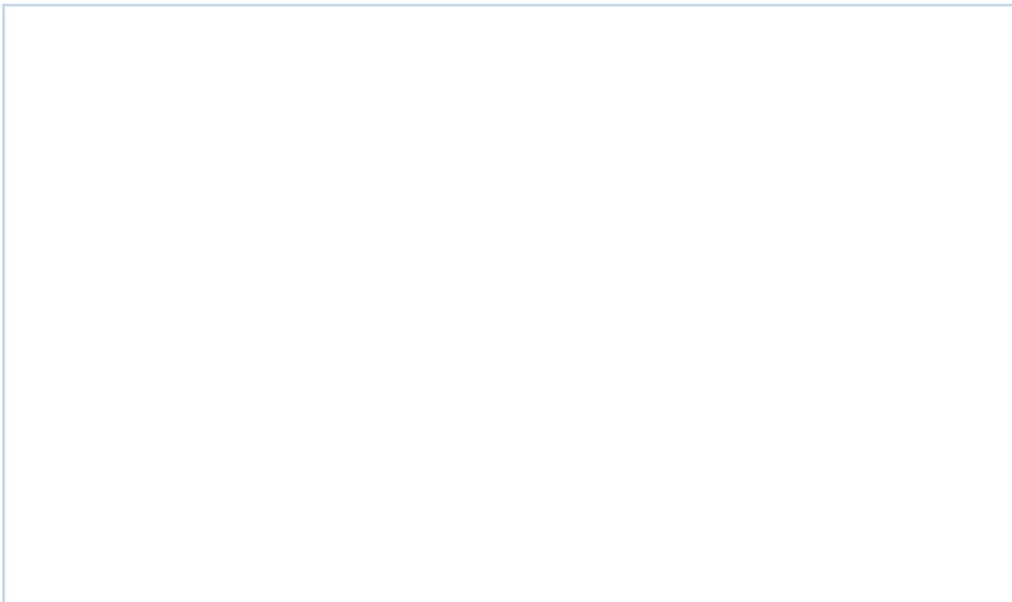
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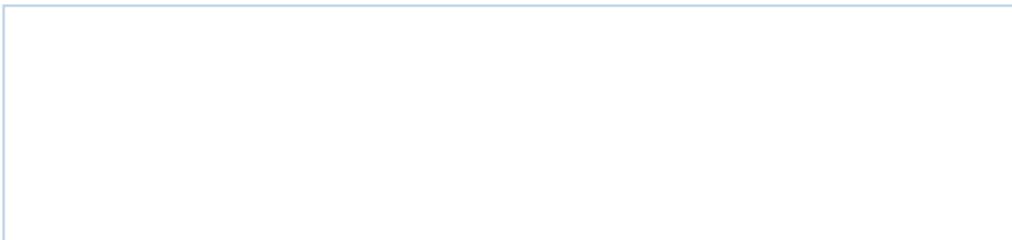
1. Identify the environmental hazards in the case studies.



2. What could the people have done differently?



3. What are the possible consequences of not identifying these hazards?



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4. In each case study, who might the person have reported the hazard to?

5. When should each hazard be reported?

## Summary

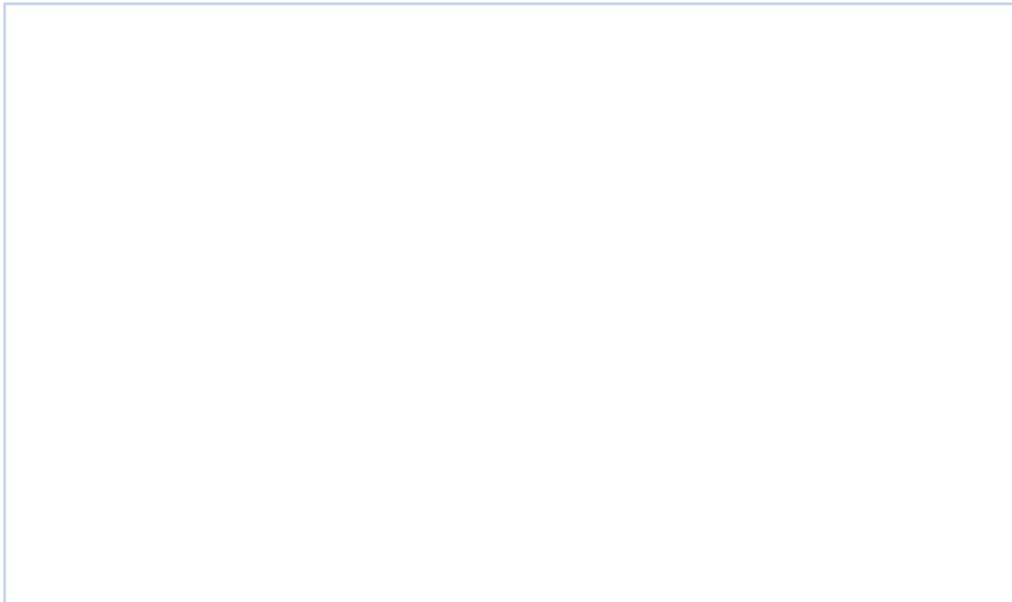
1. Environmental and resource efficiency issues affect all workplaces.
2. All organisations use resources like energy, water, paper, fuel, aluminium and steel.
3. Measuring and documenting resource use is an important part of increasing how efficiently they are used.
4. Information relating to resource use should be recorded and filed in a clear and logical manner so that it can be retrieved for future use and analysis.
5. Environmental hazards exist in all workplaces, but with careful management should present minimal risk to employees.
6. All employees have a responsibility to identify and report environmental hazards.

## Learning checkpoint 1 Identify current resource use

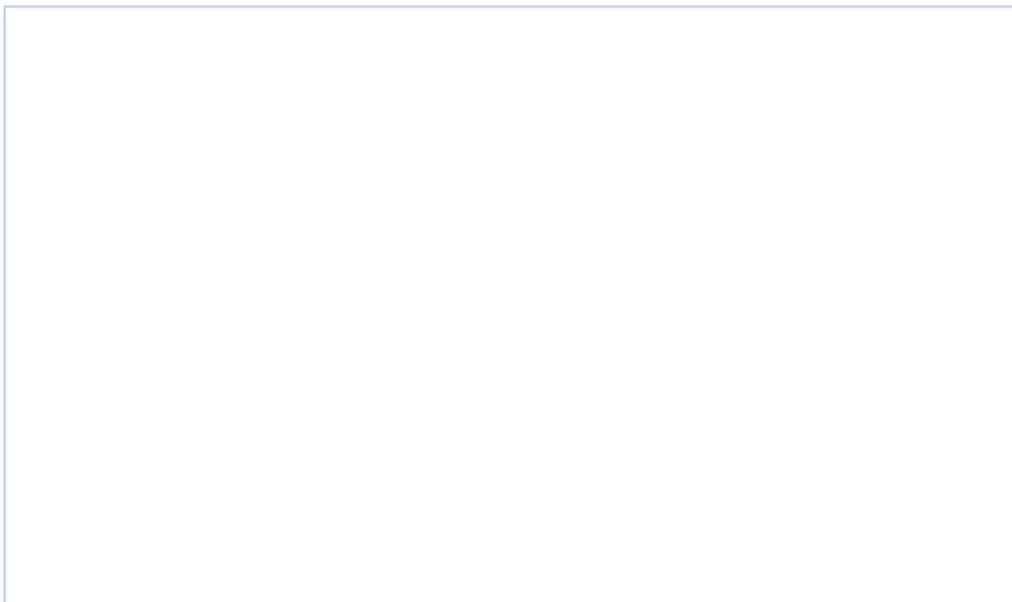
This learning checkpoint allows you to review your skills and knowledge in identifying current resources for the workplace.

### Part A

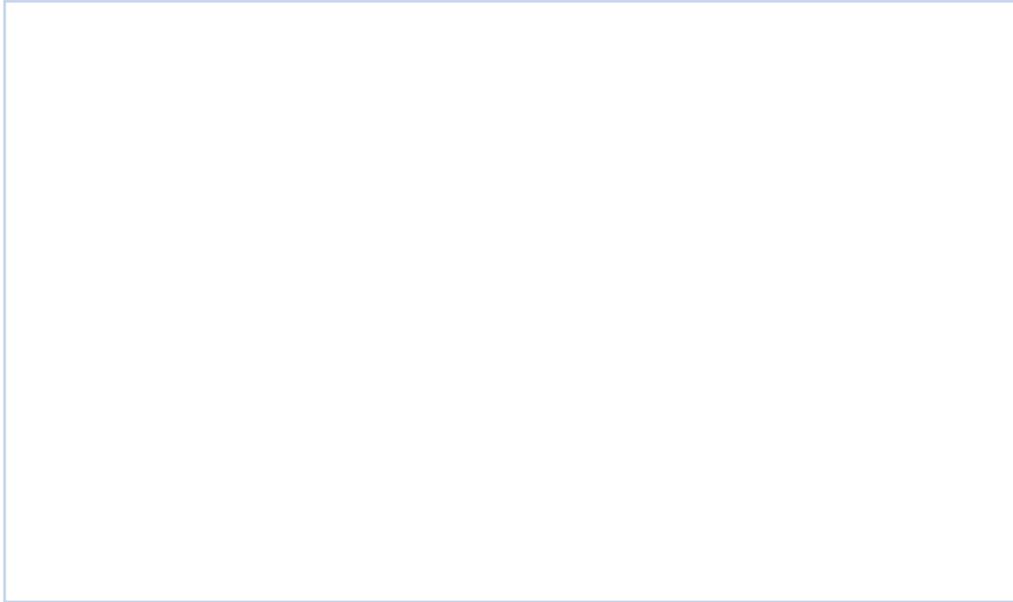
1. What are environmental and resource efficiency issues?



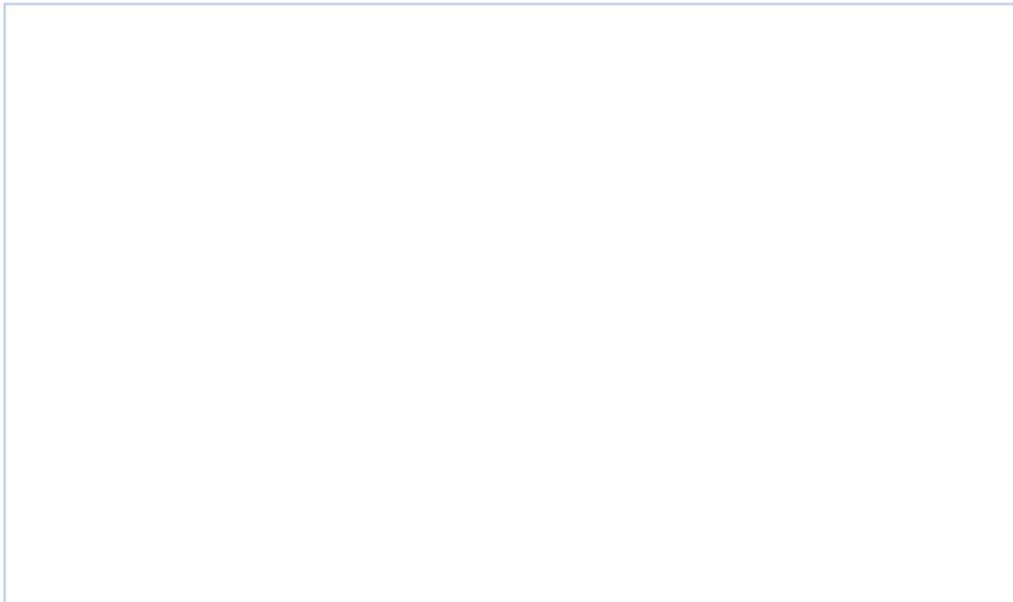
2. What should you consider when documenting resource use? Give an example explaining how paper use in an office might be recorded.



3. What do you think is the best way of filing records for future analysis? Why do you think so? What are the advantages of your chosen method compared with other methods?



4. What would you do if you saw someone handling hazardous material without following the appropriate procedures? Why?



## Part B

Read the case study, then answer the questions that follow.

### Case study

Jaidyn works in the front office of Lambswool, a small knitwear factory. He is responsible for managing the accounts, creating weekly reports for the office manager, following up late payments and ensuring supplier invoices are paid. He also coordinates deliveries to the warehouse, which means he goes from the office, through the factory and into the warehouse several times a day.

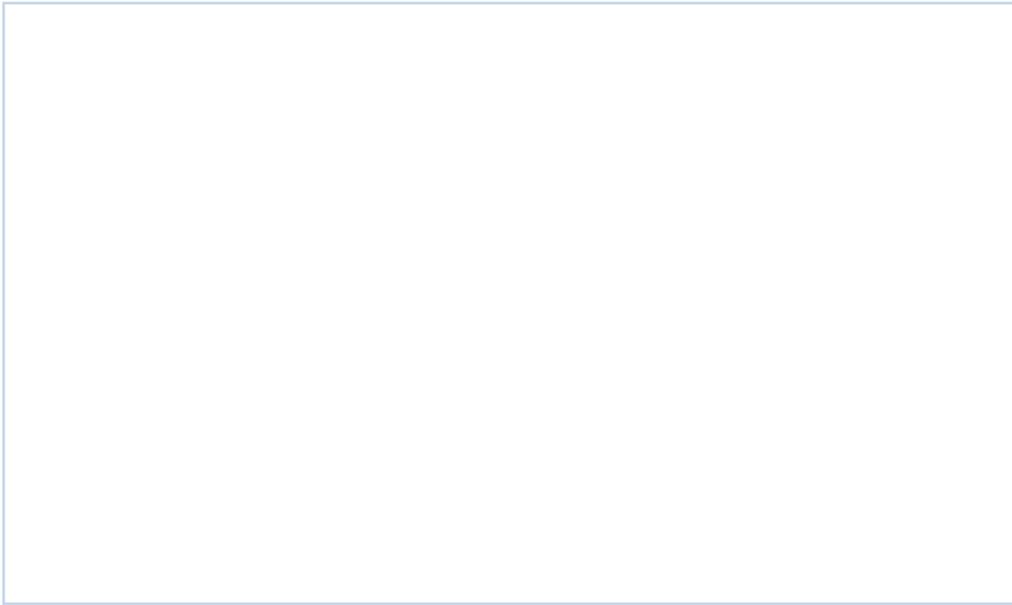
There are six staff who work in the office with him (including the office manager and the general manager), 12 staff who work in the factory (including a factory supervisor and production manager) and two staff who work in the warehouse. The office is at the front of the building, and there is a small area for customers to come and purchase samples and seconds. There is a small kitchen for staff to use and a large grassy area at the back of the warehouse where they often eat lunch.

Jaidyn is asked by the office manager, Chelsea, to consider how they might reduce the whole company's environmental impact, but particularly that of the front office. She thinks that the general manager will only agree to introduce some environmental initiatives if she can show him that they will use less resources and therefore save some money.

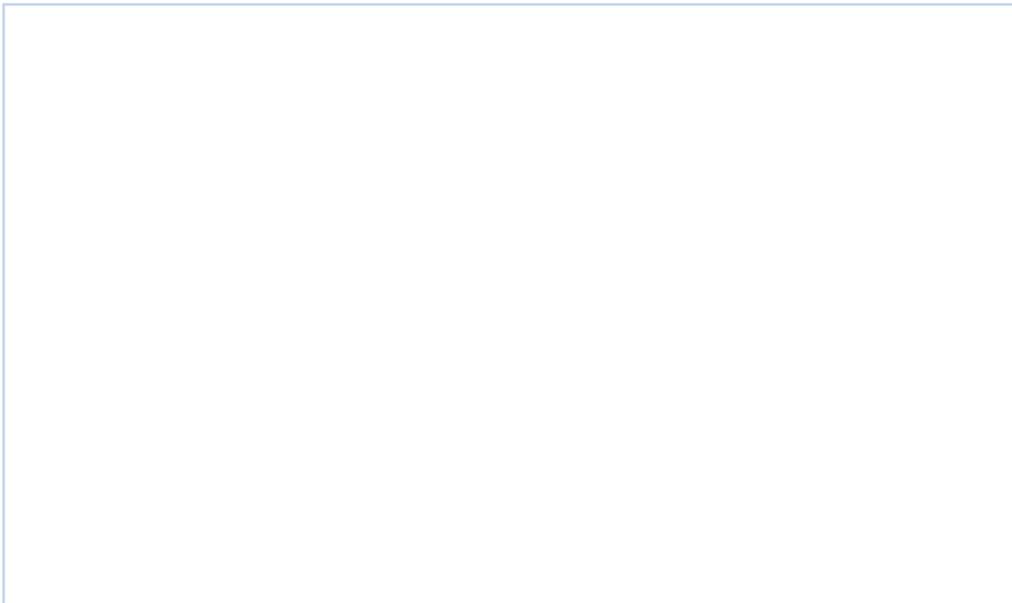
Chelsea also thinks it is important to explain to the general manager any environmental risks that may exist for Lambswool. She would like to start an environmental risk register, and asks Jaidyn to draft a standard form that employees could use to identify and report environmental hazards.

1. What are some of the environmental issues that might exist for Jaidyn and his colleagues in the office?

2. What resources do you think Jaidyn would use regularly?



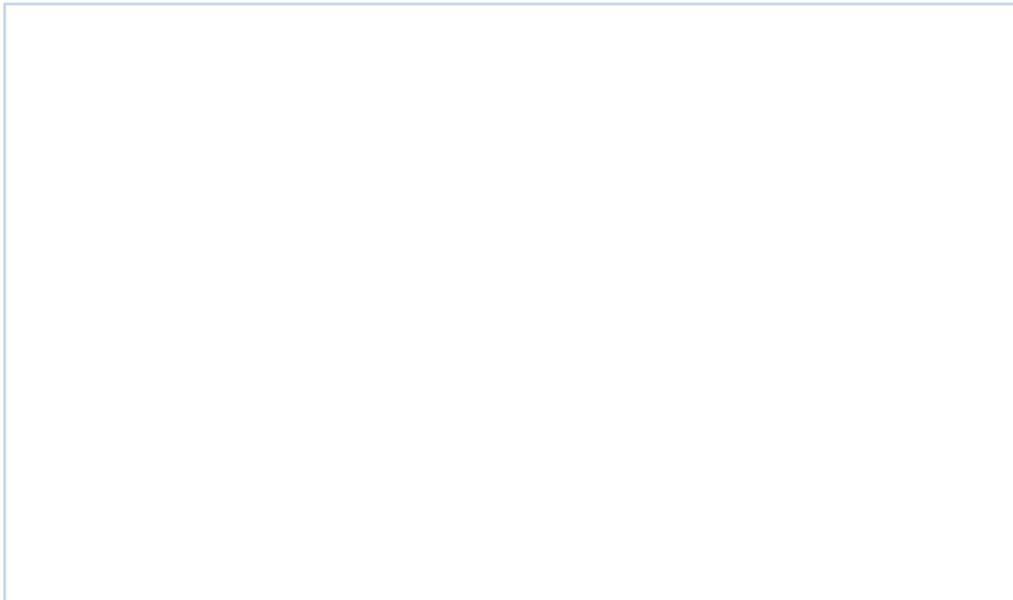
3. Based on the resources you think Jaidyn might use, how could he measure their usage? How often would you expect Jaidyn to measure this usage? Why do you think so?



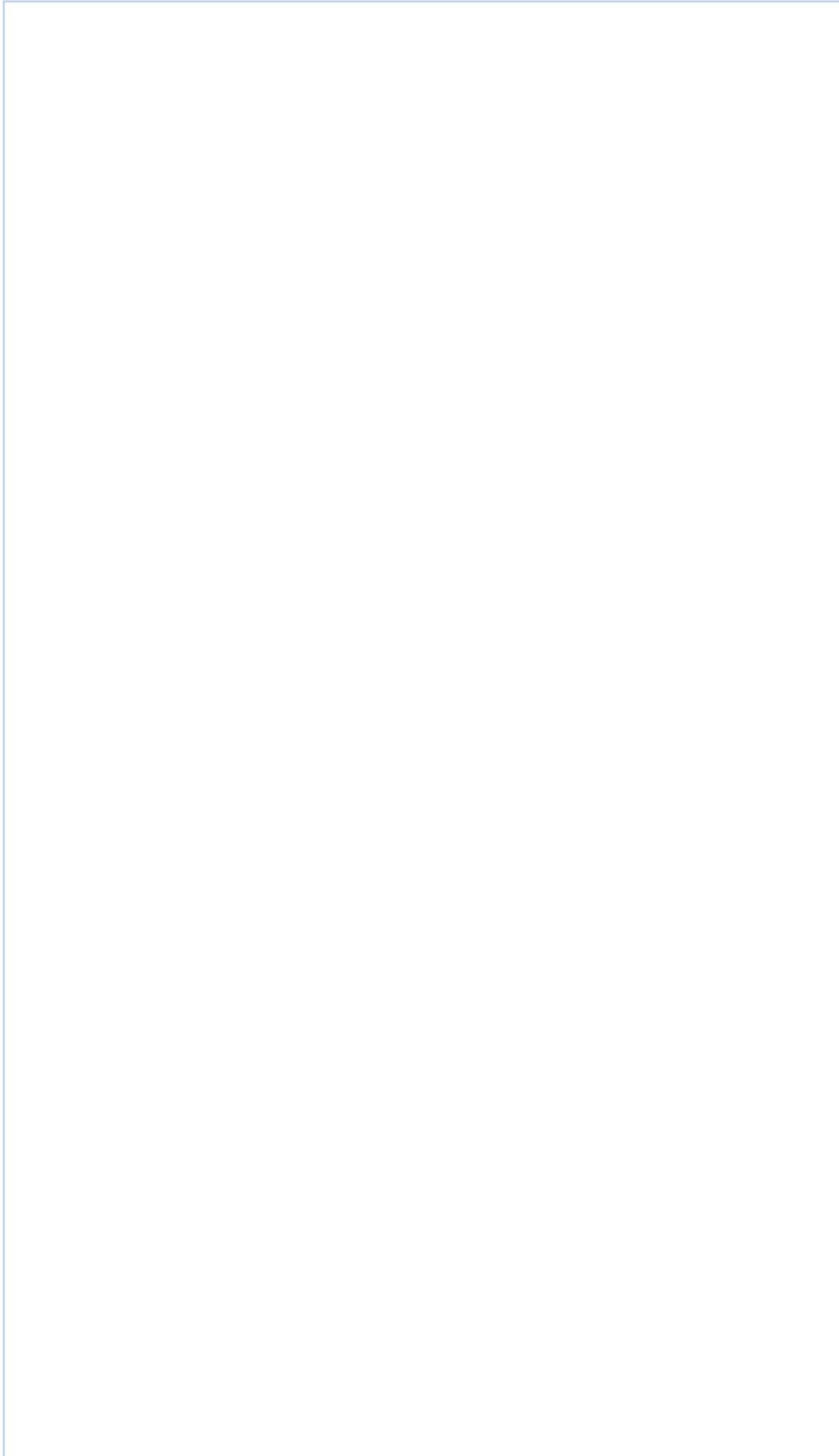
4. Where should these records be filed? Why do you think these records should be filed in this way?



5. What environmental hazards might exist at Lambswool? You should consider which risks exist in the office, the factory and the warehouse, and which might affect all work areas.



6. Draft an environmental hazard report form for Jaidyn to give to Chelsea.  
Explain why you have included the sections you have chosen.

A large, empty rectangular box with a thin blue border, intended for the student to draft an environmental hazard report form and explain their choices.

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## Topic 2

# Comply with environmental regulations

Organisations develop policies and procedures about all areas of their business. These procedures govern how things are done in that organisation. Most organisations also have environmental policies and procedures, which, if followed correctly, minimise risk to employees and the environment. They also help an organisation ensure that they are following any external laws and regulations.

If procedures are not followed correctly, there may be a risk to employees or the environment. It may also mean that the organisation is not complying with the relevant laws and regulations. Just as employees have an obligation to report environmental hazards, they also have an obligation to report on breaches of environmental policy and procedures.

In this topic you will learn how to:

- 2A Follow procedures to ensure compliance
- 2B Report breaches to appropriate personnel



## 2A

### Follow procedures to ensure compliance

Organisations have procedures that govern how things are done. These procedures can range from verbal instructions to formal documented procedures. Policies and procedures help ensure employees understand what is expected of them, help supervisors and managers monitor the work being done in the organisation, and help ensure that employees complete their work in a way that ensures the organisation complies with any external obligations.

Organisations develop workplace policies and procedures to explain how they want particular activities to be done. Workplace policies are often quite general, while workplace procedures are usually more detailed and may include specific work instructions.

Some have policies and procedures related to environmental activities. An example of an environmental policy could be 'We shall strive to reduce our greenhouse gas emissions', while an environmental procedure may include specific work instructions such as 'Employees must switch off equipment and lighting at the end of the day'.

Workplace procedures and work instructions may include:

- written or verbal procedures and instructions
- procedures for hazard and risk identification
- procedures for avoiding or minimising environmental risks
- signs that label toxic or hazardous chemicals
- procedures for reporting hazards and incidents
- procedures to be followed if spills or accidents occur
- procedures detailing practices designed to reduce environmental impact.

### Develop workplace procedures

How organisations develop policies and procedures may vary, depending on the size and nature of the organisation. Sometimes an organisation may simply document its current business practice, which creates a record of workplace procedures that can then be used for training new employees.

Larger organisations may develop policies and procedures to help ensure that their employees clearly understand what is expected of them. This can be particularly helpful when there are many employees in each area. It also helps organisations ensure that employees follow set procedures.

Some policies and procedures may be developed in response to external laws and regulations. Such procedures will include specific steps and measures to ensure that they comply with these laws and regulations.

## Types of workplace procedures

Employees are affected by many types of workplace procedures, including those described below.

### Daily activities

#### Daily activities

There may be many workplace procedures that govern how you carry out your daily activities, regardless of which area of the organisation you work in. Your supervisor, colleagues or trainer should be able to assist you in identifying these procedures. They may include data backup procedures, procedures for appropriate use of company emails or instructions relating specifically to your job role.

### WHS

#### Workplace health and safety (WHS)

Many organisations will have documented workplace procedures to ensure they comply with WHS laws. You should generally receive some training in these procedures when you join an organisation or new area. You have a responsibility to follow these procedures and to take reasonable care for your own safety. WHS procedures could include procedures for using appropriate protective equipment to ensure safety in areas with moving machinery, procedures for manual handling or for adjusting workstations to minimise injury risk.

### Rights

#### Employee and employer rights

It is important to understand what your employer can reasonably ask of you, and what you are obliged to do for them. Many organisations develop workplace procedures so that, if followed, the rights of both employee and employer are met and respected. For example, you may have a right to four weeks of annual leave, but your employer has a right to reasonable notice of when you plan to take that leave. There will be a policy stating how much notice you need to provide your employer so that you can take your leave at a mutually convenient time.

### Equal opportunity

#### Equal opportunity

There are a range of federal and state laws that aim to protect people from all sorts of discrimination, including age, race, disability and gender discrimination. Many workplace policies and procedures exist to ensure that organisations comply with these laws. Procedures may include guidelines for how to write inclusive communications, procedures for inducting new employees or a general policy to encourage diversity in the workplace.

## Understand workplace procedures

It is important you understand the workplace policies and procedures that govern your specific job role and also your rights and obligations as an employee of an organisation. When you first start a job, you should receive training that provides some of this information for you. You must be aware of where information on workplace policies and procedures is kept, so that you can review it to ensure you are complying with all relevant procedures.

Once you have identified the policies and procedures relevant to you or your job role, you need to be sure you clearly understand what is expected of you. Even if you feel a little foolish asking questions, it is much better to be sure you know what to do ahead of time, rather than dealing with a mistake in the future.

While some mistakes are to be expected, and are part of the learning process, making an error relating to the environment or WHS can have broad consequences that are best avoided. Make sure you clearly understand what to do, and if in doubt, speak to your supervisor. Sometimes, your question can reveal something that needs to be clarified in the procedure, making it easier for all employees.

## Identify sources to assist with policies and procedures

Possible sources of information to assist you with organisational policies and procedures include your supervisor, colleagues, internal intranet, human resources (HR) staff and workplace trainers.

Supervisors should be the first point of contact for any questions about procedures relating to daily tasks, complying with any workplace policies and procedures or sourcing current copies of policies and procedures. Colleagues in a similar position may also be able to offer assistance.



Organisations often store workplace policies and procedures on the internal company website or intranet, display them on company noticeboards or store them in binders that are kept in general office areas or common areas for all employees. If you are reviewing a policy or procedure stored in a binder, you should ensure that you are reviewing the latest policy and that it has not been updated.

HR representatives may be able to assist with some procedures, such as those relating to your rights or equal opportunity, or they may be able to source information about other procedures. If you received training when you joined the organisation or a particular department, the workplace trainer may be able to provide further information on those detailed in the training.

## Comply with workplace procedures

Policies and procedures may be developed in response to external requirements. Organisations develop workplace procedures to ensure that their work practices are conducted in a way that they comply with the appropriate laws and regulations.

Workplace policies and procedures exist to ensure that organisations comply with these and any other regulations. It is important that employees participate in training about the policies and procedures and that they follow them. This is important for the organisation to comply with their guidelines, for the environment and often for the employees' own health and safety.

Further information on Commonwealth environmental laws and regulations can be found on the Department of the Environment's website at [www.environment.gov.au](http://www.environment.gov.au). For further information regarding your state and local requirements, visit your relevant state department and agencies and local council.

Here are some of the environmental laws and regulations that may affect organisations.

### Commonwealth legislation

Commonwealth legislation governs activities such as hazardous waste disposal, disposing of materials in Commonwealth waters, generating enough renewable energy to meet mandatory target levels, protecting the ozone layer by controlling use of certain substances and labelling products with information about water and energy efficiency.

### Commonwealth regulations

Commonwealth regulations (rules) develop the objectives set out in Commonwealth legislation, similar to how workplace procedures support the achievement of general workplace policies.

### State and territory legislation and regulations

State and territory legislation and regulations govern environmental practices in areas including vehicle emissions, water use and WHS.

### WHS laws

WHS laws cover a range of issues relating to workplace safety; for example, activities that may affect air quality, disposal and storage of hazardous material and the use of appropriate personal protective equipment.

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#### Industry guidelines and regulations

Industry guidelines and regulations are specific to particular industries; for example, building and manufacturing regulations that must be complied with by workers and organisations in those industries.

#### Local council by-laws and regulations

Local council by-laws and regulations cover a number of environmental issues, including waste disposal.

## Assess compliance

Some of the tools commonly used by organisations to assess compliance with workplace policies and procedures will differ depending on the requirements being assessed and how the data will be used. Some commonly used tools are summarised below.

<b>Best practice</b>	<p><b>Best practice comparison</b></p> <p>Write out a best practice procedure step-by-step. Then write out the current procedure in your organisation, including the written procedure, and what is actually happening. Compare the steps. Where are they different? The differences will help you identify what you need to do to improve your procedure.</p>
<b>Audit or survey</b>	<p><b>Audit or survey</b></p> <p>Conduct an audit over two weeks, to check if computer screens in your work group are left on overnight. You could count the monitors left on, or use a map each day to see if there are obvious trends.</p>
<b>Checklists</b>	<p><b>Checklists</b></p> <p>Identify whether the required elements are being undertaken by completing checklists that list key criteria. This is a quick and easy way to assess compliance and may allow the reviewer to rate how well something is being followed. Checklists can also usually be completed regularly.</p>

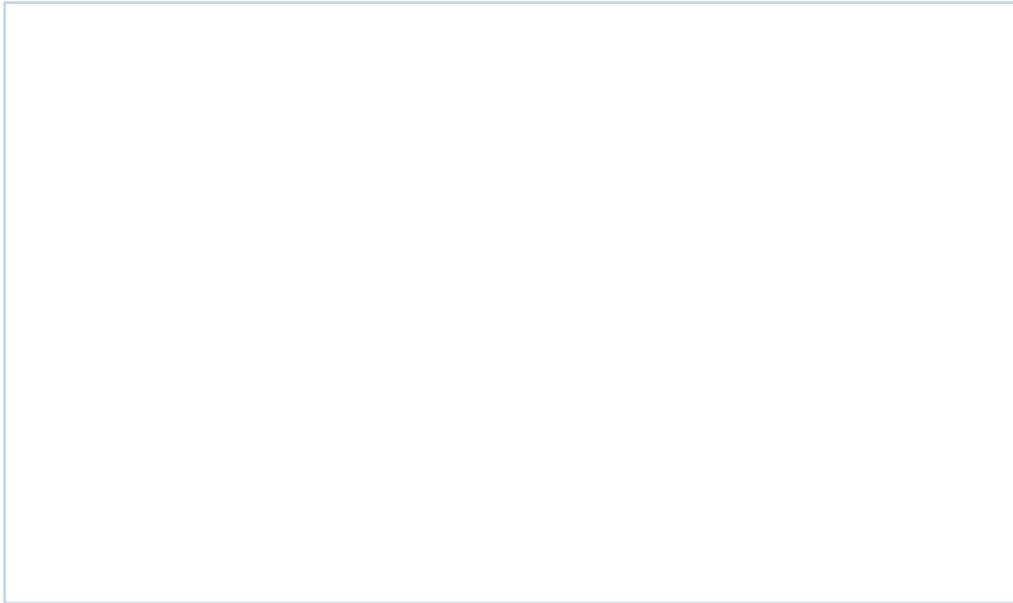
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<b>Plans</b>	<b>Objectives, targets and action plans</b> Consider what it means if your procedure is working. What will be a sign of improvement? Set an objective or target amount, saying by how much you think it will improve. List the steps you will take, who will take them, and when, to help you achieve this target.
<b>Performance process</b>	<b>Environmental performance process</b> Make regular measurements of key criteria; for example, the number of reported incidents. Compare this to previous measurements and agreed targets.
<b>Performance reporting</b>	<b>Performance reporting</b> Provide summaries of performance to your supervisor and other key stakeholders. This tells them when you are doing well and encourages their support to fix any concerns.
<b>Risk register</b>	<b>Environmental risk register</b> Make a list of potential environmental hazards in your area. Consider whether they are in your control, whether they may cause legal compliance issues and how severe the impact would be if there was an incident. This is a helpful tool for deciding the most important thing to address first.
<b>Training register</b>	<b>Training register</b> Record who attends training at each session. This will help identify any employees who have not been trained, so that they may have training scheduled.
<b>Quality assurance</b>	<b>Quality assurance systems</b> Complete procedures detailed in these often quite formal systems related to complying with external quality systems. The systems may include a range of compliance tools to ensure that the requirements of external systems are being met, including audits by external people.

## Practice task 6

What environmental workplace procedures or regulations should be complied with at your workplace or another organisation you are familiar with?



## 2B

### Report breaches to appropriate personnel

Organisations develop environmental policies and procedures to help minimise risk to their employees and the environment. They also develop them so that they know their organisation will comply with the relevant laws and regulations, as long as the procedures are followed. Any time the procedures are not followed, there may be a risk to employees and the environment, and the organisation may not be complying with external requirements.

You should report any breaches or violation of these procedures promptly, and to the appropriate personnel.



### Breaches of environmental regulations

A breach is a violation or breaking of an obligation or duty by someone who has a responsibility to perform it. A breach of a workplace procedure occurs when an employee acts in a way that violates that procedure. This can be in relation to any workplace procedure. Here are four ways in which breaches of environmental regulations can occur.

#### Accidental breach

A breach of a workplace policy or procedure may be accidental. If an employee has not received training in the policy or they have not been advised of the policy, then they may breach it without knowing. For example, they may not follow the office procedures for using recycled paper or printing on both sides, or they may handle chemicals without appropriate protective equipment.

#### Unintentional breach

A breach of procedures may occur when, even though the employee is aware of the procedure, they breach it without intentionally doing so. For example, an employee may be in a hurry to meet a printing deadline and ignore fumes and warning messages from a photocopier. Or, even though they know that there are special ways to dispose of hazardous chemicals, they may not be aware the cleaning solution they are pouring down the drain is classified as hazardous. Environmental procedures and regulations are in place to protect employees and the environment, so it is important that they are always followed.

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**Intentional breach**

Sometimes breaches are intentional, carried out in full knowledge of the policy. These breaches may result in disciplinary action for the employee. Like all breaches, they can also put employees and the environment at risk.

**Potential breach**

A potential breach could occur when an employee takes an action, whether knowingly or not, that could put the organisation at risk of violating environmental regulations. Some organisations describe these breaches as near misses, and encourage reporting of them. This is not to punish employees, but to identify potential risks to employees and the environment and to take action that prevents the risk from occurring. Examples include identifying a spill that may cause a slip hazard or identifying hazardous materials stored in an area where they may be accessed by unauthorised personnel.

## Identify breaches of environmental regulations

Just as all employees are responsible for identifying environmental hazards, they must also identify any breaches of procedures and regulations. This means that you need to be aware of the environmental procedures and regulations that are part of your daily work and you should consider how any of your actions may breach, or potentially breach, these procedures.

You should also remain observant of activities that take place around you and identify any breaches or potential breaches made by others. Generally, you may identify a breach or a potential breach by observing a work practice that violates the policy and procedure.

Remember, breaches of environmental regulations can place employees and the environment at risk. It is therefore important to identify these breaches.

You can ensure you are able to identify breaches or potential breaches of environmental regulations by:

- ensuring that you have completed the appropriate training so that you are aware of correct procedures and environmental regulations
- critically reviewing your own work and actions and ensuring they are consistent with workplace procedures and environmental regulations
- using your knowledge of workplace procedures to observe work practices in your area to identify any potential breaches
- reviewing material safety data sheets for chemicals and other hazardous products regularly and updating them to reflect procedural changes
- understanding any breach that may have been performed by others and ensuring you know how to avoid repeating this breach

- following any signage displayed in areas outside your normal work area
- asking for information from people who work in different departments to ensure that you follow their workplace procedures when relevant.

## Report breaches and potential breaches

Once you have identified a breach or potential breach, you should report it to the appropriate personnel. This can be difficult when you have identified a breach or potential breach performed by another employee. Most people do not like to feel like they are creating trouble for their peers or colleagues. However, you must remember that breaches can put you, other employees or the environment at risk. In some cases, they may also affect the organisation's compliance with external laws and regulations.



## Who to report to

How you should report the breach or potential breach will depend on your organisation's structure. You should find out who in your organisation is responsible for managing breaches or potential breaches of workplace procedure, particularly those relating to environmental regulations.

Your organisation may have an environment officer who has responsibility for the whole organisation or there may be a representative in each department who reports to the environment officer. The person responsible for workplace health and safety may also have responsibility for environmental hazards and breaches. In smaller organisations, this role may not be specifically assigned, requiring you to report it to the owner or manager.

Different breaches may need to be reported to different people, particularly in larger organisations. Your supervisor should be able to advise who a breach is reported to. Even if you report it to another supervisor or manager, you should still inform your supervisor.

Things that might affect who you report a breach to include:

- where the breach occurred, which will affect if you tell your supervisor or one in another area
- the time at which the breach or potential breach was observed and who is available to report it to
- whether it is an actual breach that is currently occurring and represents a risk, or a potential breach that requires preventative action.

## Report a breach of any kind

If you identify a breach that has already occurred, you must report it as soon as possible. This is critical if the breach represents a risk to you, other employees or the environment. Immediate reporting will allow corrective action to be taken as soon as possible. In most circumstances, as soon as you have taken any steps necessary for your own personal safety, you should report such breaches immediately, regardless of what other work you are currently doing.

Some breaches will place the organisation in violation of external laws and regulations. In these cases, how quickly the breach is reported and how quickly corrective action is taken can make a difference to the possible consequences for the organisation. The quicker a breach is reported and action is taken, in general, the better for the organisation.

If you identify a potential breach, you need to report it promptly. It is important that preventative action be taken so that the breach does not actually occur.

Your organisation may have specific guidelines about how soon a breach or potential breach should be reported. You must ensure you adhere to these at all times.

## How to report breaches and potential breaches

Breaches or potential breaches may be reported either verbally or in writing. For those that are currently occurring and represent a risk, you need to advise the appropriate personnel verbally immediately. You may be then required to provide a written report at a later date, but your priority should be to alert the appropriate staff to the breach to either stop it occurring or move them away from an unsafe area. If no written report is required, take notes on the information you provided to assist with any queries or follow-up required later.

Some organisations will have structured forms for you to complete about breaches of procedures. These forms may be available in hard copy from your supervisor or the person responsible for managing breaches of procedure. Alternatively, you may be required to complete an electronic form, which may be located on the organisation's intranet site or a common server.

While the forms will vary according to your organisation's requirements, they are likely to gather some of the information below.



### Information about a breach

- Where the breach was observed; for example, in the office, the warehouse, the kitchen or a specific department
- Who was involved
- The nature of the breach; for example, a brief outline of what was observed
- The nature of the risk presented; for example, the likely outcome if the breach continues
- When the breach was observed
- What policy or procedure was breached

## Practice task 7

Read the case studies, then answer the questions that follow.

### Case study 1

Marcus works in purchasing at StopLeak, a plumbing supplies business. One of his responsibilities is to process the invoices that accompany deliveries of stock to the warehouse. One day, he receives a batch of invoices from a new supplier for a new type of pipe adhesive. He finds the material safety data sheet (MSDS) for the adhesive mixed in with the invoices. Marcus doesn't see these usually and as he reads through it, he realises it explains how the adhesive should be stored and what should be done in the event of a spill. Since Marcus doesn't have anywhere to file the MSDS, he throws it away.

### Case study 2

Maria works in the front office of a car repair workshop. It's always really cold in her office because the mechanics leave the workshop door open much of the time. Maria has a small heater under her desk to try and keep her warm. As she walks through the workshop one day, Maria notices that the mechanics are all on their tea break, even though a car is left with its engine running for some kind of test. Since they're all in the staffroom, she decides to close the workshop door so that she's warm out the front, even if just for a few minutes until they all come back. She pushes the button to close the roller door and returns to her office.

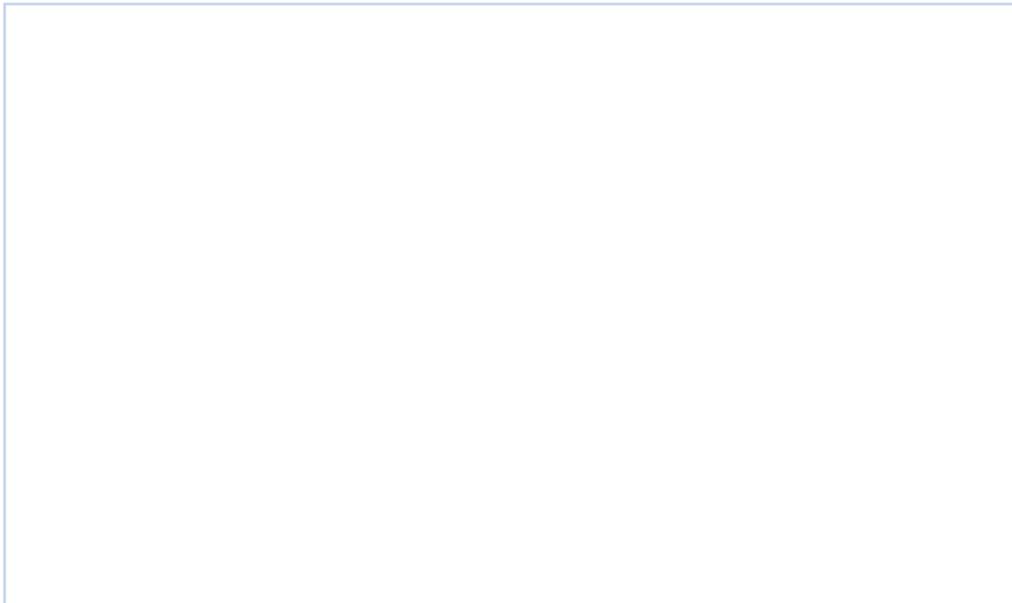
### Case study 3

Thong is a forklift driver in a warehouse for FitRight Footwear. He has been working there for more than a year and has always driven the same forklift. One day, he notices some lights on the console that don't usually stay lit when he's driving. He thinks he can also smell a bit more exhaust than normal. It's a really busy day, though, and he wants to get out on time, so he keeps going and doesn't mention it to anyone.

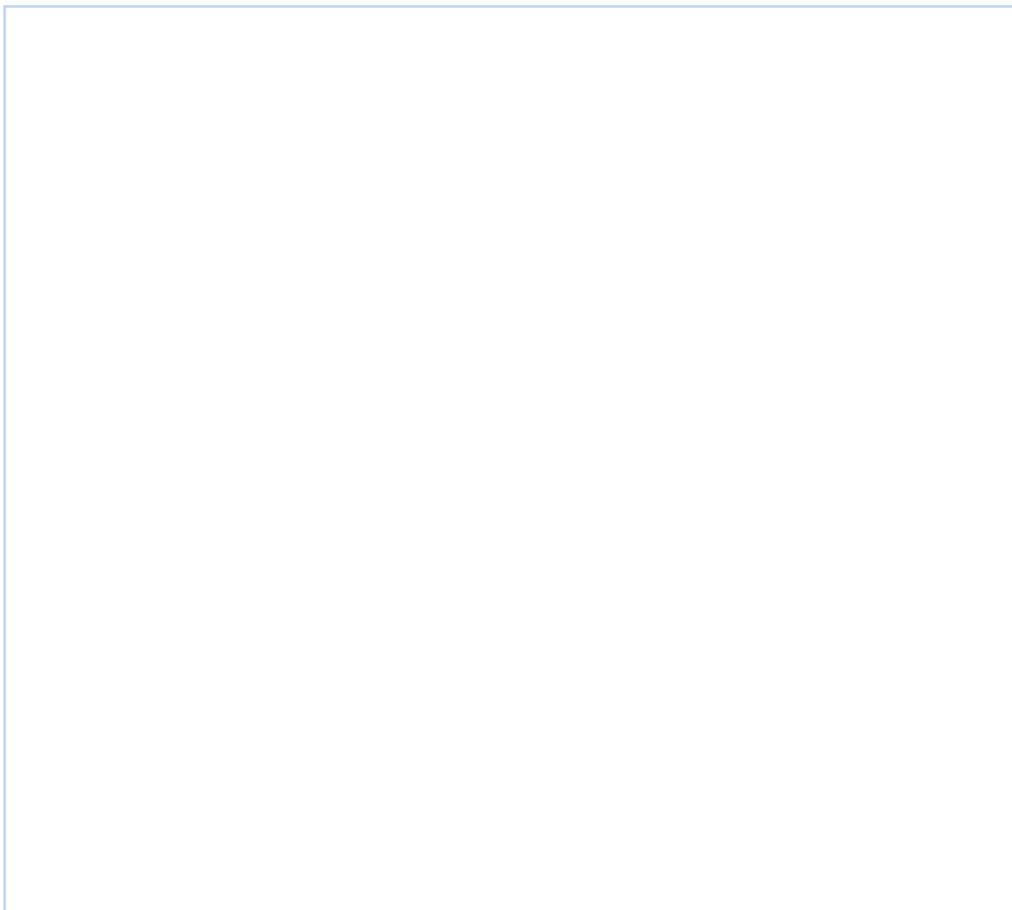
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1. Identify the breaches of environmental procedure in these examples and explain the possible risks to employees and the environment presented by these breaches.



2. Imagine you work in these organisations. How would you report these breaches? Give an outline of the information you would provide in reporting these breaches. Include suggestions on who to report the breach to, and in what timeframe.



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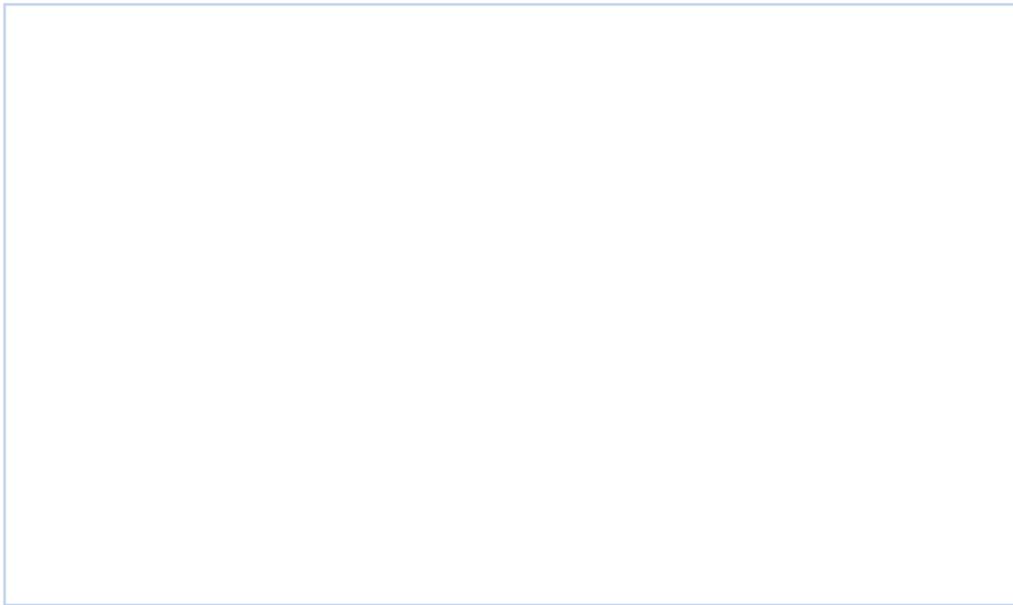
## Learning checkpoint 2

### Comply with environmental regulations

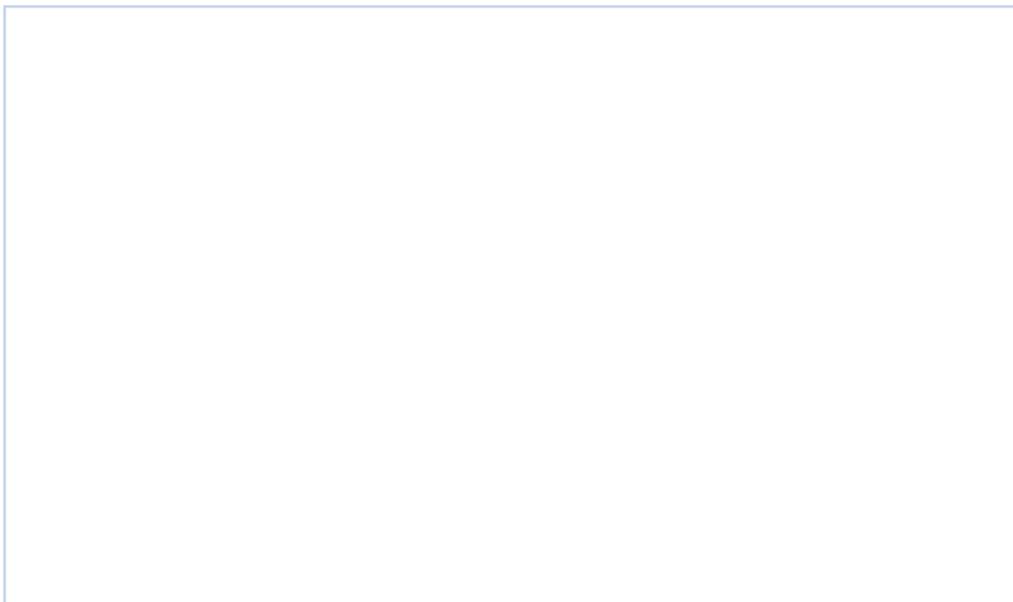
This learning checkpoint allows you to review your skills and knowledge in complying with environmental regulations within your workplace and reporting breaches to appropriate personnel.

#### Part A

1. What are workplace policies and procedures? How are they different?



2. What are some of the benefits of having workplace policies and procedures?



3. Give three examples of environmental policies and procedures.

4. Why should breaches of these policies be reported?

## Part B

Choose an environmental procedure from your school, training organisation or workplace.

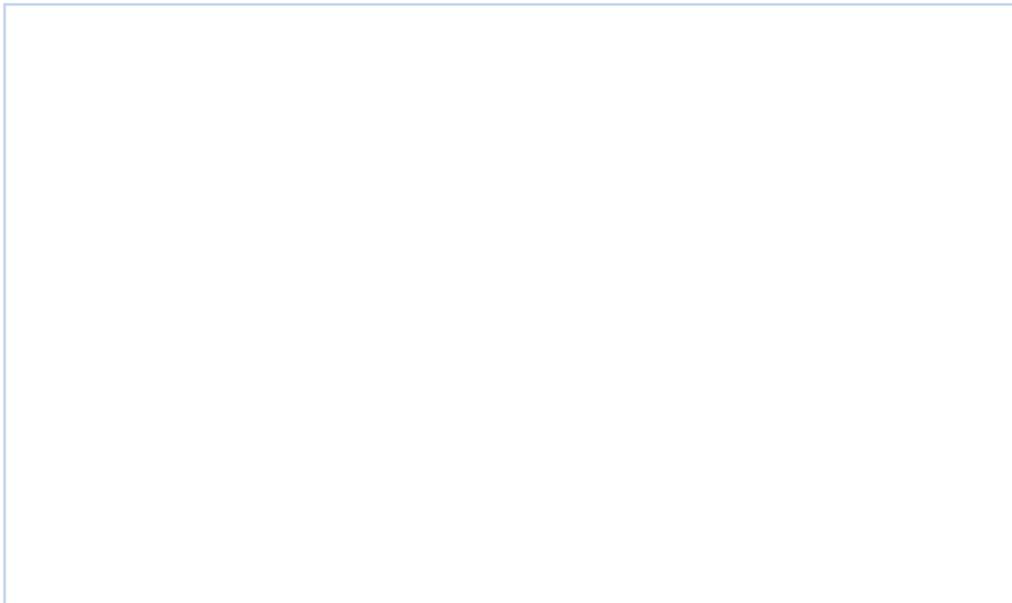
1. List five reasons why you think this procedure was developed.

2. Does the procedure help the organisation comply with external laws or regulations? If so, which ones? If not, what environmental or sustainability legislation, regulations and codes of practice are relevant to your role?

3. If the procedure was breached, how might it be identified? What risks might this present for the organisation?



4. If you identified a breach or potential breach, who would you report it to? What information would you provide? When?



## Part C

Read the case study, then answer the questions that follow.

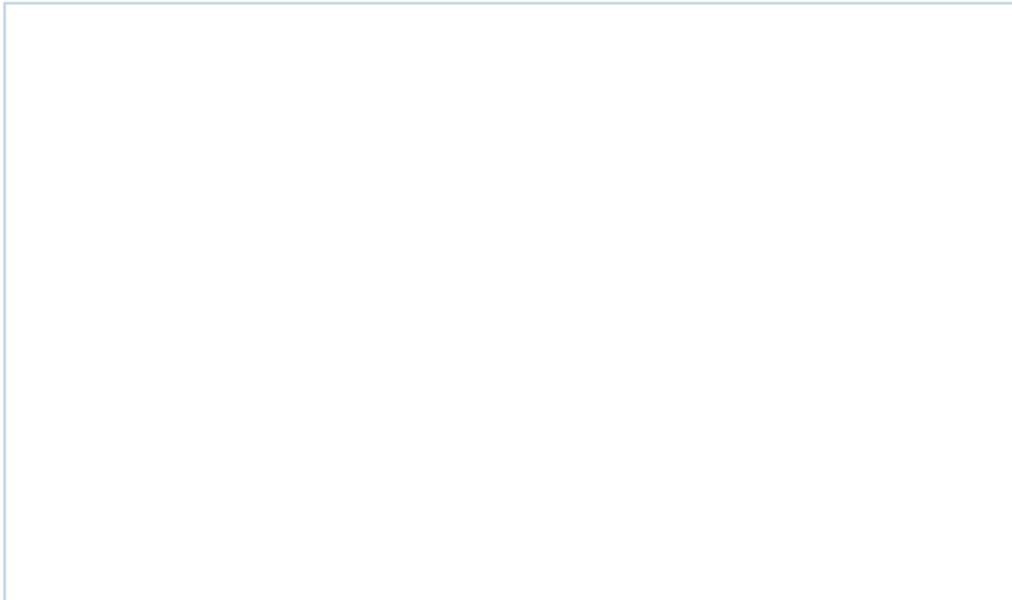
### Case study

Shannon works in the head office of Natural Adventures, an eco-tourism group that runs hiking and camping holidays in wilderness areas including national parks. As eco-tourism operators, they are very concerned that they minimise their impact on the environments they visit. Not only is this important to their reputation, but it's also necessary if they wish to maintain their access to national parks.

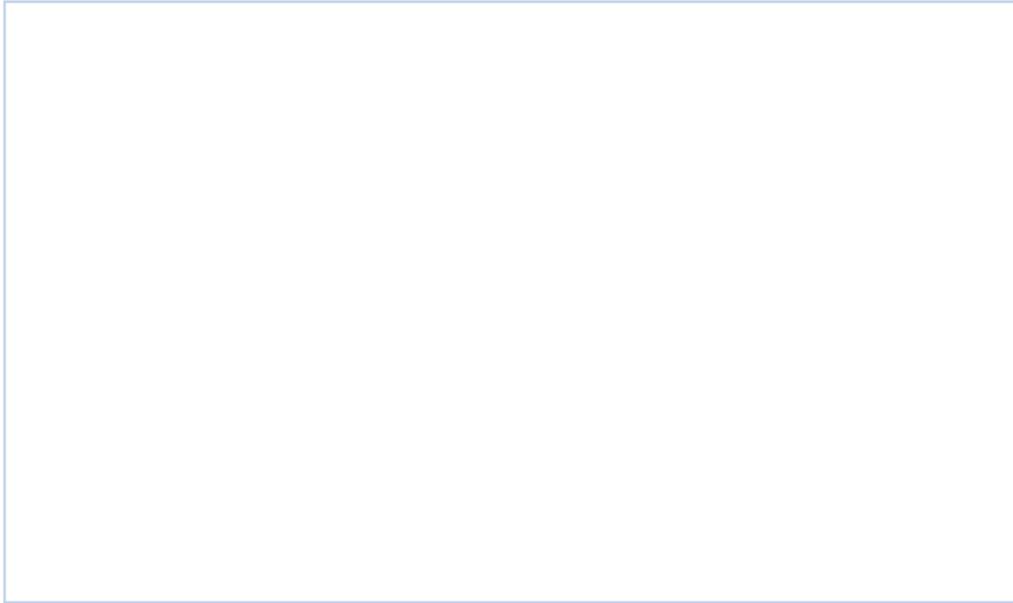
One of Shannon's responsibilities is reviewing the guides' reports at the end of each trip and identifying any environmental risks that are reported. She then enters these on an environmental risk register, which her manager reviews each month to decide the appropriate action.

One of the reports Shannon receives this week details a problem with some guests who didn't obey the rules for disposing of soapy water. Instead of pouring it away on land, they kept pouring it into the billabongs. The guide reported that he continued to explain that this endangers the wildlife, and they finally got the message. Shannon decides that it's a very minor issue and doesn't update the register.

1. Do you agree with Shannon's decision? Why or why not?



2. What are some of the possible consequences of not updating the environmental risk register?





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## Topic 3

# Seek opportunities to improve resource efficiency

Organisations improve their environmental performance and resource efficiency in a number of ways. Existing procedures will usually be supported by a range of documents, collectively known as organisational plans. These help provide structure to employees, and the schedules, budgets and proposals often included in organisational plans can aid the smooth implementation of new ideas.

New ideas are usually generated by employees identifying opportunities for improvement. These are then suggested to supervisors and managers with some supporting information. All employees should make suggestions about opportunities to reduce the environmental impact of their daily tasks, as they are the most knowledgeable about these tasks.

In this topic you will learn how to:

- 3A Follow plans to improve environmental practices and resource efficiency
- 3B Work as a team to identify possible areas for improvements to work practices
- 3C Suggest improvements to workplace practices



# 3A

## Follow plans to improve environmental practices and resource efficiency

An important part of achieving any objective is to develop a plan for achieving it. When a business has an objective such as improving resource use or reducing their environmental footprint, they must develop a detailed plan to help them achieve it. In fact, in a business where there may be many people involved in achieving an objective, it is even more important to have a clear plan with supporting procedures, schedules and work plans, so that all employees know what is expected of them. This is called an organisational plan.

An organisational plan is a detailed outline of the work that must be completed for a business to achieve its objectives. Some organisations refer to this as the business plan.



### Develop organisational plans

Some organisational or business plans are developed and updated annually, as part of the regular business planning process. Often, organisational plans are developed in such a way that the work being done throughout the organisation is in line with the key objectives.

There are usually several steps to developing the plan:

1. Develop key objectives
2. Develop departmental objectives
3. Develop team objectives
4. Develop individual objectives

### Develop key objectives

Key objectives are generally limited to between three and five goals; however, there may be numerous supporting projects to achieve these objectives.

Usually completed by senior management, these objectives are generally very high level.

### Examples of objectives

- Increase profit by 25 per cent
- Increase customer satisfaction to 90 per cent
- Reduce greenhouse gas emissions by 30 per cent

## Develop departmental objectives

Each department in the organisation will determine how they will contribute to the key objectives. For example, the purchasing department may contribute to the increased profit by developing a target to reduce overall purchasing costs by 20 per cent, while the sales department might have a corresponding target to increase sales by 30 per cent. Each department may have different projects that support the objective of reducing greenhouse gas emissions.

## Develop team objectives

Your manager or supervisor will develop objectives for the team that correspond to your areas of responsibility. Your team objectives must support the departmental objectives. Even if there are only five key objectives, you may have a number of different supporting projects, work plans or initiatives.

## Develop individual objectives

Your manager or supervisor may develop individual objectives for you that correspond directly to your team objectives and are linked to your major activities and key responsibilities. If they aren't, you should clarify this with them.

The amount of detail in an organisational plan increases at each level of the organisation. The objectives for the general manager will obviously be at a much higher level than for you or your supervisor.

At a department level, the organisational plan may include workplace policies and procedures, work plans and schedules, targets and budgets.

Workplace policies are generally written at quite a high level. They may be developed in response to individual objectives in the organisational plan or they may cover general, ongoing objectives of the business. Workplace procedures usually provide detailed information on how a task is completed. They may also include specific work instructions.

Work plans and schedules are usually developed to support a particular initiative. These usually provide detail about who is responsible for a particular action, what will be done and when it will be done. For large projects, there may be a number of work plans relating to different areas of the project, such as the communications plan or general action plan.

## SMART targets

Initiatives that require investment or ongoing funding need a supporting budget. In the early part of a project, this may be an estimate. Some businesses use the annual process of developing the organisational plan as a way of allocating funding for the rest of the year, so it is important these estimates are as accurate as possible.

Targets are developed to support objectives and provide something to measure success against.

Targets should be SMART, that is:

- specific
- measurable or verifiable
- assigned to someone
- realistic
- time-bound, with a particular deadline.



## Access organisational plans

It is important you are aware of the organisational plans in your workplace and how your daily activities contribute to their achievement.

Different parts of the organisational plan are kept in different locations. Policies and procedures may be more generally available than information on work schedules and budgets. Many organisations store policies and procedures on the company intranet or on notice boards so that they are accessible to all employees. If a policy is only relevant to a particular department or work group, then it may be stored at a specific location that is only accessible by them.

Your supervisor should be able to help you find organisational plans that are relevant to your work. If you are unclear about an organisational plan that is relevant to your work, then you should speak with your supervisor for further information and clarification.

You need to be clear on what you are required to do to help the organisation achieve its objectives. You cannot carry out your responsibilities if you do not know what they are. If your supervisor can't clarify this for you, then it may be appropriate to speak to their manager or supervisor for further information.



## Organisational plans and the environment

While businesses may use organisational plans as part of a regular planning process, they can also use the elements of organisational plans for almost any project. Work plans, schedules, targets and budgets are all commonly used for individual projects and initiatives.

Different teams and departments may have different organisational plans relating to developing environmentally sustainable work practices.

Some different types of organisational plans include:

- green office programs
- supply chain programs for purchasing sustainable products
- environmental management systems.

## Manage a green office program

Green office programs can cover a wide range of initiatives designed to reduce resource use in an organisation.

Different organisations may manage their programs differently by:

- using an environment officer who is responsible for implementing green initiatives across the whole organisation
- using a green team to develop green initiatives together and take responsibility for implementing them in their own work areas
- using the person responsible for WHS to manage the environmental initiatives (which may also benefit their WHS requirements)
- using a more informal approach, where different green initiatives are managed by different individuals as their workloads permit.

## Green office program initiatives

There are a wide range of green office initiatives that your own organisation may be already taking part in. Any initiative that aims to reduce the amount of resources used or minimise waste generated could be considered to be part of a green office program.

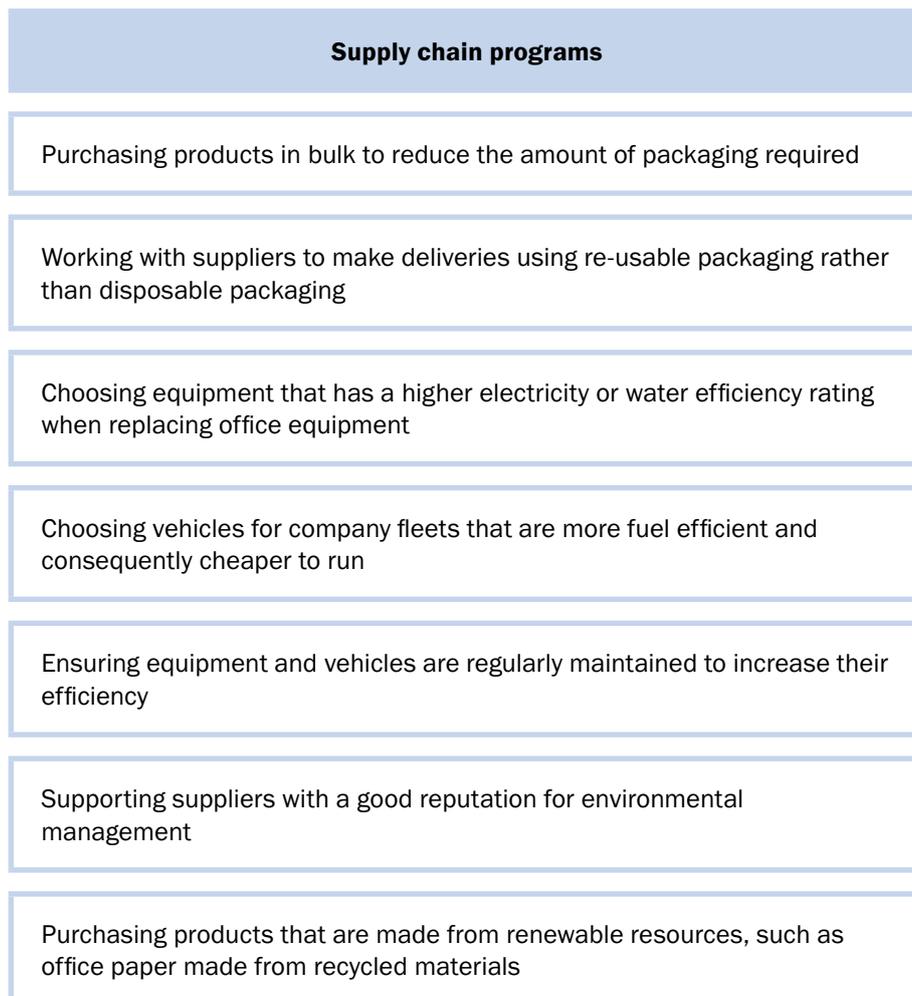
Some of the initiatives that may be managed as part of a green office program are:

- recycling programs such as paper recycling programs that encourage printing and copying to both sides of the page
- commingled recycling programs, where items such as paper, glass, cans and plastics are recycled together
- biodegradable recycling programs; for example, for composting food scraps
- electricity reduction initiatives, such as using power-save options on office equipment and switching equipment off when it is not in use

- lighting initiatives, such as changing to more efficient forms of lighting or installing sensor lighting in less frequently used work areas
- making adjustments to office climates, so that the air-conditioning and heating systems run more efficiently
- waste reduction programs.

## Supply chain programs

The employees responsible for managing purchasing can help reduce the organisation's environmental footprint by making environmental issues one of the criteria for their purchasing decisions. Cost, value for money, reliability and product warranty will remain important criteria, but often purchasing items with good environmental credentials will also be financially beneficial. For example, a printer that can print on both sides of the paper and is more energy efficient may be more expensive to purchase, but it will have reduced running costs because it uses less electricity and paper, so it may be cheaper in the long run. Other supply chain initiatives that can contribute to environmental sustainability are outlined below.



## Environmental management systems

Some larger organisations adopt an environmental management system (EMS). This is usually a series of measures related to environmental performance. Different measures relate to different aspects of environmental performance, such as waste disposal, resource use, and vehicle and other emissions.

You may have seen some organisations displaying ISO 14001 certification. This is an internationally recognised EMS. These firms incur a significant cost to participate in regular certification, to ensure that they are compliant with these standards. This helps them by suggesting what environmental measures are appropriate to their business, and also serves as a way of advertising their environmental credentials to other businesses and the general community.



## Follow organisational plans

Once an organisational plan has been developed, it is important to follow all of its elements. Many people set goals and objectives, with time lines for achieving them, then forget all about them until the deadline has passed. The only way an organisation will achieve its key objectives is if all employees complete the tasks and assignments that underpin those objectives.

Following organisational plans relating to environmental sustainability is the best way for you to help reduce the environmental footprint of your organisation. All employees need to contribute to reducing the environmental impact in whatever way their job responsibilities allow.

You may sometimes feel that the actions you are taking are too small to matter very much. If everyone felt that their contribution didn't matter, then no-one would change anything and the environment would be the loser.

Similarly, some things can take a long time before they are successful, and you may feel it's not worth the effort. Even if you get very frustrated, the savings to the environment are significant and are worth the perseverance.

## Practice task 8

1. What organisational plans are in place to help use resources more efficiently in your workplace or an organisation you are familiar with?

2. How did you find out about these plans?

## 3B

### Work as a team to identify possible areas for improvements to work practices

Many of the most effective changes to improve environmental practices and resource efficiency are simple changes that can be made with little or no financial investment. Those that do require investment are often paid back by savings from reducing use of the resources required.

You should continually look for opportunities to improve environmental work practices and resource efficiency in your home, school or workplace. Identifying these opportunities gives you and your colleagues the chance to implement them and help reduce the environmental impact of your daily activities.



### Work practice improvement opportunities

Most workplaces, schools and homes have a number of opportunities for improvement in environmental work practices and resource efficiency. This can be for various reasons, including that:

- current practices have been in place for a long time and have not been reviewed with the objective of reducing the environmental footprint
- staff changes have meant that procedures designed to reduce environmental impact are not being followed thoroughly
- existing procedures for reducing environmental impact have been successfully introduced, but further refinement will increase their success
- other changes in the organisation have created additional opportunities for reducing environmental impact
- there has not previously been a focus on improving environmental work practices or resource efficiency.

## Identify improvements to your work practices

Some opportunities for improvement might be quite obvious when you take a moment to think about them; for example, making sure you switch your own computer off at the end of the day. This is something you can immediately implement yourself.

Even where opportunities to improve environmental performance are not obvious, it's still important to seek them out. Capitalising on these opportunities will help reduce environmental impact. By taking advantage of these opportunities for change and introducing new or revised work procedures, you and your organisation will begin to use less resources, generate less waste and reduce environmental impact.

Every employee should look for opportunities for improvement. It's easy to say that suggesting change is something managers are responsible for; however, it's often the employees who carry out a procedure who are in the best position to suggest improvements. If you do something every day, it's easy to think of ways to improve it. You might be able to think of several of your daily tasks that you can perform more quickly than your supervisor, because you get more practice. Therefore you are also often the best qualified to suggest improvements for these activities.



## Opportunities to improve environmental practices and resource efficiency

To look for opportunities for improvement, try thinking about all the times you use common workplace resources such as paper, electricity, gas, fuel and water during your day. Is there any way you can reduce use of these?

Whenever you put something in the bin, ask yourself whether that waste could have been avoided by using a different method, or whether it could have been recycled if there was a system in place. If you do this for a day or two, you are likely to identify a number of opportunities for improvement.

You can also use external sources to help find opportunities for improvement. Learning more about what other organisations do may help you see opportunities in your organisation through using best-practice methods. You might read an article in the paper about an environmental initiative at a different organisation. Your industry organisation may also have suggestions that are relevant to your industry.

Common opportunities for improvement in environmental practices and resource efficiency include:

- using renewable resources; for example, buying paper products made from recycled material
- accepting less packaging; for example, using re-usable packaging for deliveries or encouraging customers to use boxes instead of bags
- recycling more waste; for example, reminding employees to recycle office paper and increasing the number of recycling bins
- using less energy; for example, making sure computers and equipment are switched off rather than in stand-by mode
- using less water; for example, only running washing machines and dishwashers when they are full and using eco settings
- travelling less; for example, using teleconferencing and video conferencing where appropriate to reduce vehicle emissions and fuel usage.

## Share ideas for improvement

Looking for opportunities to change your own habits is a good way to start improving environmental practices or resource efficiency. However, by formally identifying these opportunities to your supervisor, manager or whoever is responsible for environmental procedures at your workplace, you can help initiate a change to practices for all employees in that area. Not only does this help increase the impact of the change, as more people will be doing it, but you may also be helping your colleagues to save time and your organisation to save money.

As a member of a work group, it's important to share ideas for improvement. If you identify an opportunity to reduce the amount of resources used, then this may encourage other team members to start thinking in the same way. They may follow your example and identify further opportunities. This sharing of opportunities for improvement does not need to be limited to environmental practices, but can extend to any improvement ideas. Over time, working together will lead to daily tasks being done more efficiently, more effectively and with less environmental impact.

## Suggest ideas to your supervisor

For a simple initiative like printing on both sides, it can be helpful to trial it yourself before raising it with your supervisor. This may not be possible with more complex ideas or those that require funding. If you have regular meetings with your supervisor, you may choose to raise the idea then. Alternatively, schedule a discussion or mention it in a staff meeting. Choose a time when you think your supervisor will be receptive to the idea and do it in private if you think they may have questions or concerns, rather than in front of the team.



Make your supervisor aware of any work required to implement the idea. Depending on how much set-up is required, or how much funding, you may choose to develop a short proposal, which explains the benefits of the idea and why they justify any work or funding required.



## Communicate with your work colleagues

Discuss the most appropriate way to communicate your proposal with your supervisor. For example, you may choose to do this in a team meeting or by email. In general, if you are asking people to do something new, it's best to try to communicate it in person so that you can respond to their questions and gauge the level of support. Be sure to explain any set-up requirements, and to provide support if necessary.

Changing habits takes time, so posters or other displays can help remind people of the initiative. Try to position displays near where the activity takes place. This can also be a good way to provide any necessary instructions, such as how to use duplex photocopying.

## Follow up and report progress

You should let people know if their actions are making a difference. For example, you might find that the company is using less paper, and therefore saving money, so tell the team. This should encourage them to keep going. Even if it's not going so well, reporting progress can be a good way to remind people to participate.

## Practice task 9

Read the case study, then answer the questions that follow.

### Case study

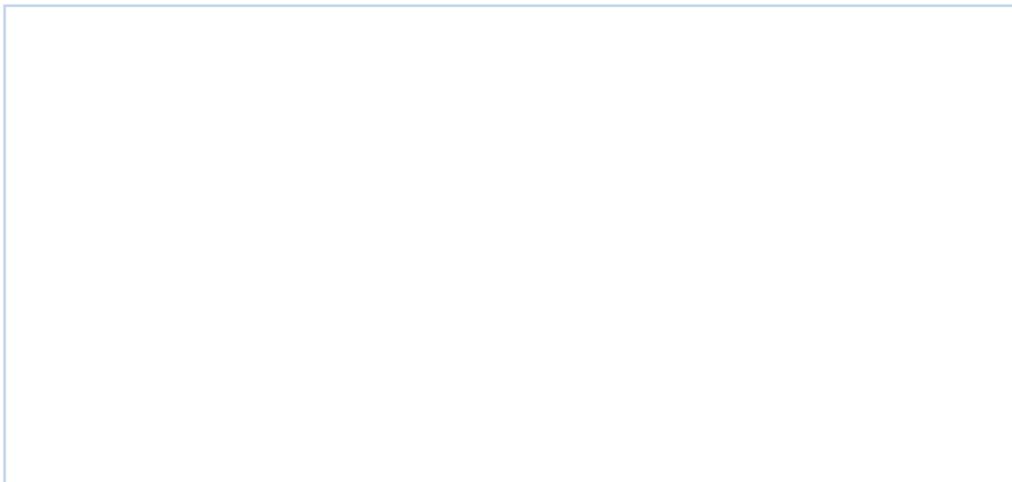
Mario has recently joined Sell It!, an advertising company, as an accounts clerk. At his last company, Mario was the green team representative for his work group, so he helped introduce a number of changes to improve environmental practices and resource efficiency. He decides to look for any opportunities to introduce similar initiatives at Sell It!, and to see if his supervisor is interested.

At the end of his first month, Mario's supervisor, Renee, hands him a copy of a report and explains that he will be responsible for compiling the report. She asks him to produce six copies and a series of transparencies of the main graphs and data tables so that she can present them to the management team. She shows him where the files for updating the report are and leaves him to it.

Mario looks through the report. It's long, printed in colour on one side of the page and bound using plastic spiral binding. He wonders how many people review the document again after the meeting. He sighs, thinking how long it will take him to print them and bind them. He'd better get started.

The next afternoon, Renee asks Mario to set up for the meeting in the main conference room. As he goes in, he notices the light is already on, even though no-one was using the room that morning, and that it's very hot as the door has been closed all day. He locates the overhead projector and notices that there is a projection unit in the ceiling for delivering PowerPoint presentations. He gets a water jug, but can only find plastic cups. He leaves the transparencies in a folder next to the projector and returns to his desk.

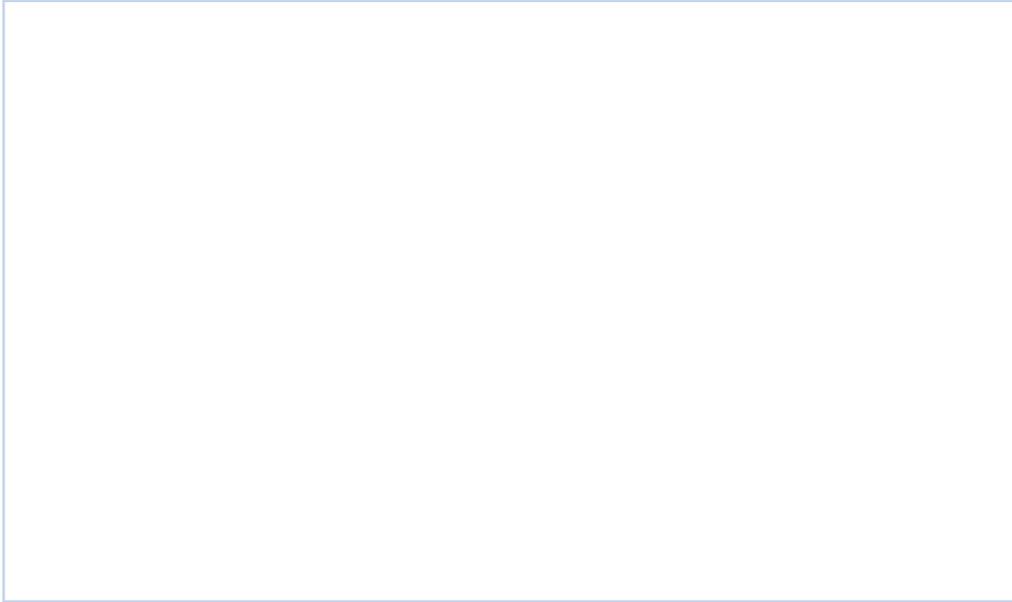
1. Identify some areas for improving environmental practices or resource efficiencies.



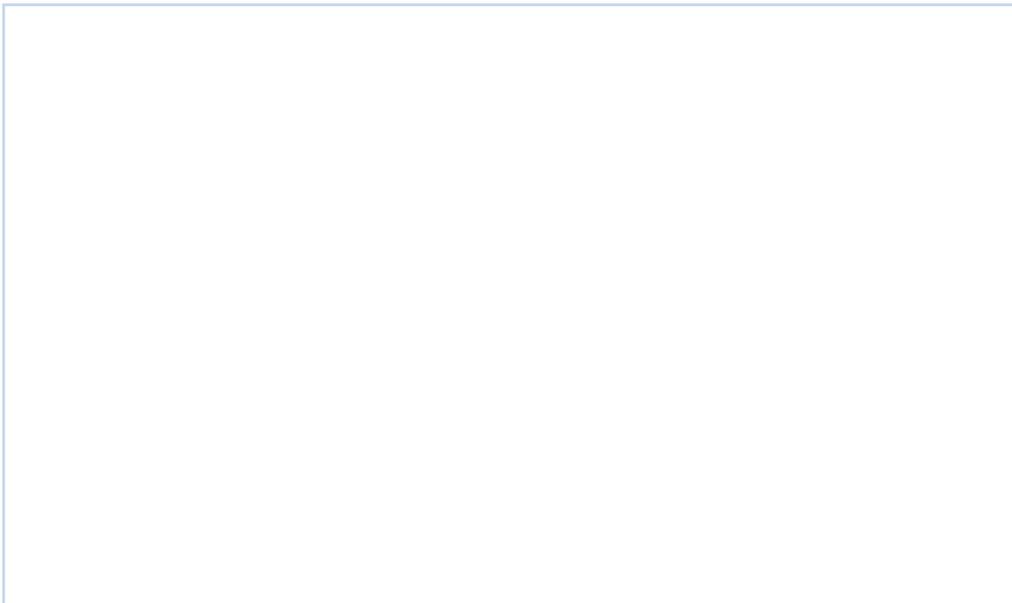
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2. List the set-up requirements Sell It! would need to undergo to implement your suggestions.



3. List the benefits to the environment and to Sell It! if they were to implement your areas of improvement.



## 3C

## Suggest improvements to workplace practices

The previous section explained how to identify opportunities to improve environmental performance and resource efficiency. Making suggestions for improvement can benefit the whole workplace, as well as the environment. How you make a suggestion can affect how successful you are in persuading your team or supervisor to participate. This section provides some information about how to make suggestions.

Making suggestions for improvement is part of your role as a member of a team or work group. If you have thought of something that makes your work easier or reduces the amount of resources used, then you should share it so that other members of the team benefit. Your suggestions may help other people in the team and, in turn, they may also make suggestions that can help you.



## How to make suggestions

How you make suggestions will depend on several things, including the type of suggestion, the nature of your work group, the size of your work group and your supervisor's preferences.

In a relaxed, relatively informal work group, it may be appropriate to offer verbal suggestions during team meetings, without prior notice. This may work for simple suggestions, with little or no funding required; for example, suggesting that everyone use a cardboard box at their desk for recycling office paper to make it easier than walking to the recycling bin several times a day.

Written suggestions may be appropriate for more-complex suggestions, which may require either a significant set-up effort or initial funding. In this case, you may develop a short proposal to present to your supervisor. Your proposal may include the objective, background, outline, funding, advantages, risks and recommendations. These are described in detail here.

**Objective**

Briefly explain what the suggestion should achieve; for example, reduce electricity usage, reduce paper cost by reducing the amount of paper used or improve the work environment. This section should present the key advantages of the suggestion.

**Background**

Provide relevant background information; for example, whether the suggestion helps resolve any concerns with a current procedure, whether it follows the successful implementation of another procedure or a management request to improve environmental performance.

**Outline**

Briefly explain what is involved in the initiative. Depending on the complexity of the suggestion, you may include an action plan or a communications plan in this outline. The content here will vary widely depending on the suggestion and how much discussion or planning has been completed.

**Funding**

Summarise what funding is required to implement the initiative; for example, paying for new, energy efficient light globes to be installed. It is important that any savings are also identified here, even if they will not occur for some time. For example, energy efficient light globes use less power and are generally replaced less often.

**Advantages**

Briefly summarise the advantages to the environment, the organisation and the work group. It is useful to put the items you think are most persuasive first if you are making a list.

### Risks

Identify any risks, inconveniences or possible disadvantages with the suggestion. When identifying them, explain how these risks will be minimised. For example, the risk that people will not use the duplex function on a new printer will be minimised by asking the IT department to set it as a default for everyone's computer.

### Recommendations

Briefly recommend implementing the suggestion, with some persuasive comments about the advantages. Use brief, clear sentences and bullet points where possible. A short proposal that generates interest and further discussion is often more effective than a longer, more informative one that is put aside until your supervisor has time to read it.

Written suggestions may also be appropriate if you work in a more formal environment, or if you do not have regular team meetings where suggestions can be raised. Even if you have prepared a written document, it is usually more effective to arrange a meeting where you review the document with your supervisor, so that you can address any questions or concerns.

## When to make suggestions for improvements

Deciding how to present a suggestion will depend on your judgment. For example, think about how your supervisor behaves in team meetings. Do they respond favourably to new ideas? Or are they in a hurry to complete the agenda and finish the meeting? Does your supervisor like time to process an idea before deciding what to do?

For complex suggestions or those that may require substantial set-up effort or funding, you should generally try to raise the idea with your supervisor privately, before suggesting it to a group. You may still choose your time carefully; for example, don't make a suggestion if your supervisor seems rushed or under pressure. Wait until they have time to listen properly and consider the suggestion carefully.

If you have a regular private meeting with your supervisor, this is a good time to discuss suggestions. You may choose to raise it briefly with them and then offer to develop a written proposal that gives full details for their approval.

Employees who make well-considered suggestions for improvement and follow them through are considered highly by their supervisors and managers.

## Renewable resource improvements

Most energy companies offer a green power alternative that can be used for either some or all of the organisation's energy requirements. This electricity is generated from renewable resources such as wind or solar energy, rather than from coal, so it generates less greenhouse gases. Your energy company can provide information on green power, including any associated costs. Most organisations would require approval from the purchasing officer to make such a change. A written suggestion would therefore be most appropriate to initiate this change.



## Packaging improvements

How you make suggestions for packaging improvements may vary, depending on what sort of packaging you are discussing. For example, buying office supplies in bulk or taking re-usable bags for smaller purchases are simple ways to generate less packaging, and could be suggested verbally.

However, changing the packaging offered to customers or that used in warehouse deliveries may generate changes in other parts of the organisation. You should gain supervisor approval for any changes that will affect customers, but whether it is written or verbal will depend on how complex a suggestion it is.

Generally, changing packaging for warehouse deliveries will involve cooperation from the supplier. It may require some initial investment to fund the re-usable pallets, for example, which may be paid for through ongoing savings from not using disposable packaging. This would likely involve the purchasing officer and should therefore be formalised with a written suggestion. Your purchasing team and the suppliers should be able to help with more information.

## Recycle more waste

Employees sometimes need reminding to use an existing system more effectively, such as recycling office paper. You may suggest making some displays to encourage people to recycle more paper, or having individual containers for recycling at each desk. These sorts of suggestions are simple with little or no cost, so verbal suggestions in a group environment are appropriate.

Initiating a new recycling system usually requires set-up time for researching alternatives, coordinating changes with the waste contractor and communicating what is required to employees. It may also require some investment in designated rubbish bins and signage. A written suggestion is therefore most appropriate.

Recycling systems do not need to be limited to paper. You can investigate commingled recycling where paper, glass, plastics and cardboard are collected together. Biodegradable recycling may also be an option, including composting certain food scraps.

## Energy-saving ideas

There are many ways to reduce electricity usage. Some are simple and may be suggested verbally, while others are more complex and require a formal proposal. More complex suggestions may require some initial funding before the savings are realised, while simple methods may involve employee action rather than cost.

Most energy suppliers have suggestions for saving energy on their websites. Visit your provider's website for ideas.

### Energy-saving ideas

- Switch equipment off at the unit or the wall, rather than using the remote to leave it in stand-by mode
- Initiate an end-of-day procedure where all office equipment is fully switched off to save power overnight, on weekends and during holiday shutdowns
- Activate power-save options for office equipment like photocopiers and printers so they switch to a more efficient energy usage after a pre-set time
- Switch off computer monitors when they are not in use for more than a few minutes, rather than using screen savers
- Switch off lights when they are not in use, particularly in areas like conference rooms and storage areas
- Install sensor lighting in rooms used less frequently, such as storage rooms, so that lights turn off automatically when no-one is present
- Adjust heating and cooling settings so that it is not less than 26° C in summer or above 20° C in winter and encourage people to dress appropriately
- Use blinds to help manage the temperature; for example, blocking direct sunlight stops a room heating excessively in summer
- Consider energy and water efficiency as key criteria when purchasing or replacing lights or equipment
- Regularly maintain office equipment to help ensure that it is operating efficiently

## Water-saving ideas

Some simple suggestions for using less water include:

- using eco settings on washing machines and dishwashers, and only running them when they are full
- installing half-flush devices on toilets if they are not already in place
- installing a rainwater tank for watering gardens
- installing a greywater system for re-using wastewater.

Most water providers have suggestions for saving water on their websites.

## Create less vehicle emissions

Wherever possible, encourage people to share transport, catch public transport use or use bicycles.

Question whether all meetings require personal attendance. Could people attend by phone or a video conference instead?

Establish guidelines for customers so that they order according to planned delivery schedules where possible. As customers and roads change, the most efficient delivery routes may vary, so review routes regularly.

Always ask yourself whether a courier is required, or whether delivery can be made through standard means.

Vehicles that use LPG gas instead of petrol are more efficient. Hybrid vehicles may also be appropriate for your fleet. Some fleet management companies offer a Greenfleet option, which is a carbon offset program for vehicles on their fleets. These organisations estimate the carbon dioxide emissions based on the vehicle type and mileage, then plant trees to compensate for the carbon dioxide created.

Planting trees is a common form of carbon offset. Trees use carbon dioxide, a greenhouse emission, and produce oxygen, which we breathe. Therefore, planting more trees offsets the amount of carbon dioxide produced. Greenfleet is an organisation that offsets vehicle emissions. Visit [www.greenfleet.com.au](http://www.greenfleet.com.au) for further information.

Reducing vehicle emissions will require approval, so a written suggestion is appropriate.

## Minimise environmental risk

After you have identified a possible environmental hazard or observed a hazard, you may be able to think of the appropriate preventative or corrective action to minimise the environmental risk. You should write your suggestion for minimising environmental risk using a written report or organisational relevant forms and submit it to your supervisor or manager for their consideration. Your organisation may have an environmental officer, who may be a more appropriate person to submit your report to. If this is the case, you should also send your supervisor or manager a copy to keep them informed of your suggestion.



## Practice task 10

1. List four environmental improvement suggestions and the methods in which you would submit these to the relevant personnel at your workplace or an organisation you are familiar with. Ensure you describe the role of the person you would submit to.



2. Describe why you chose these suggestions.



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3. Choose one suggestion and write the proposal that you would submit to your workplace for their approval for consideration.

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## Summary

1. Businesses use organisational plans to help them achieve their objectives.
2. By following the work plans, procedures, schedules and budgets in an organisational plan, employees are contributing to achieving the organisation's objectives.
3. Employees should continually review their work environment for ideas on how to improve environmental performance.
4. Reviewing how we use common resources and seeking to reduce waste that is sent to landfill are effective ways to identify areas for improvement.
5. By making suggestions for improvement in the most appropriate way, employees can benefit other employees, the environment and the organisation.

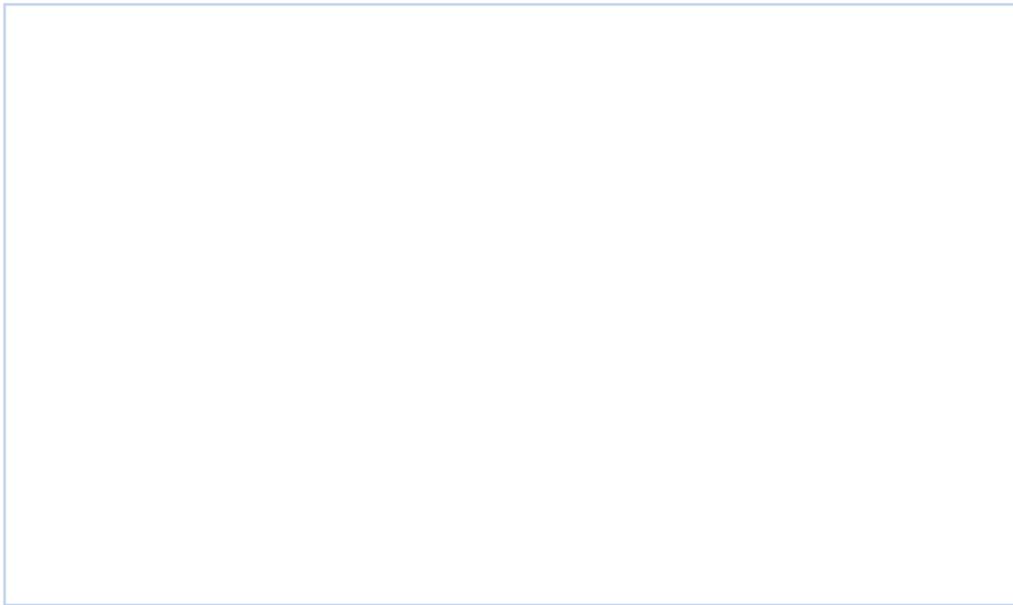
## Learning checkpoint 3

### Seek opportunities to improve resource efficiency

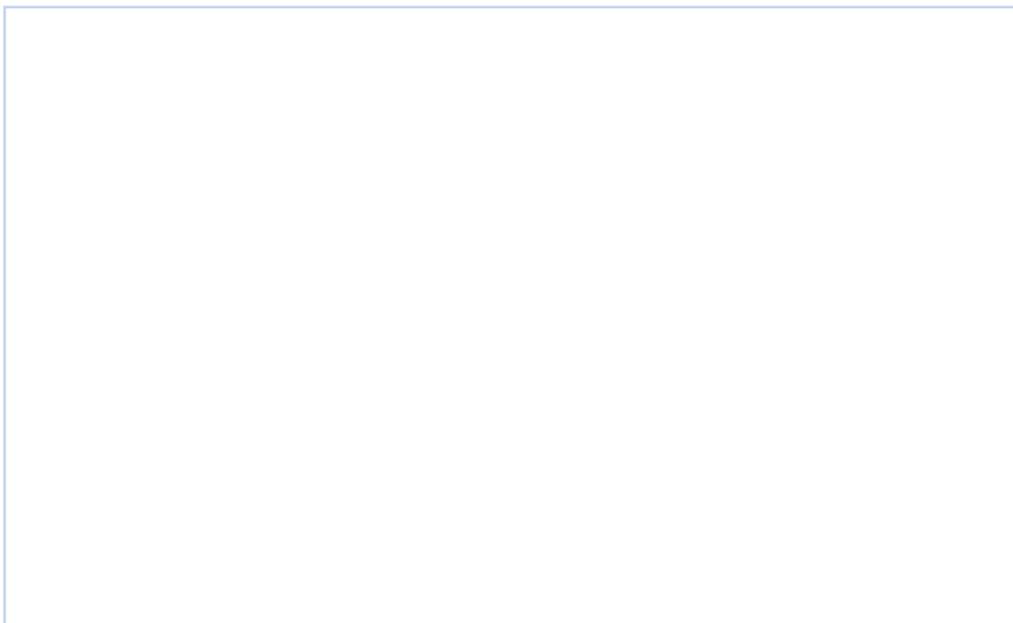
This learning checkpoint allows you to review your skills and knowledge in seeking opportunities to improve resource efficiency within your workplace.

#### Part A

1. What are organisational plans? Give some examples of workplace organisational plans that might exist to improve environmental performance.



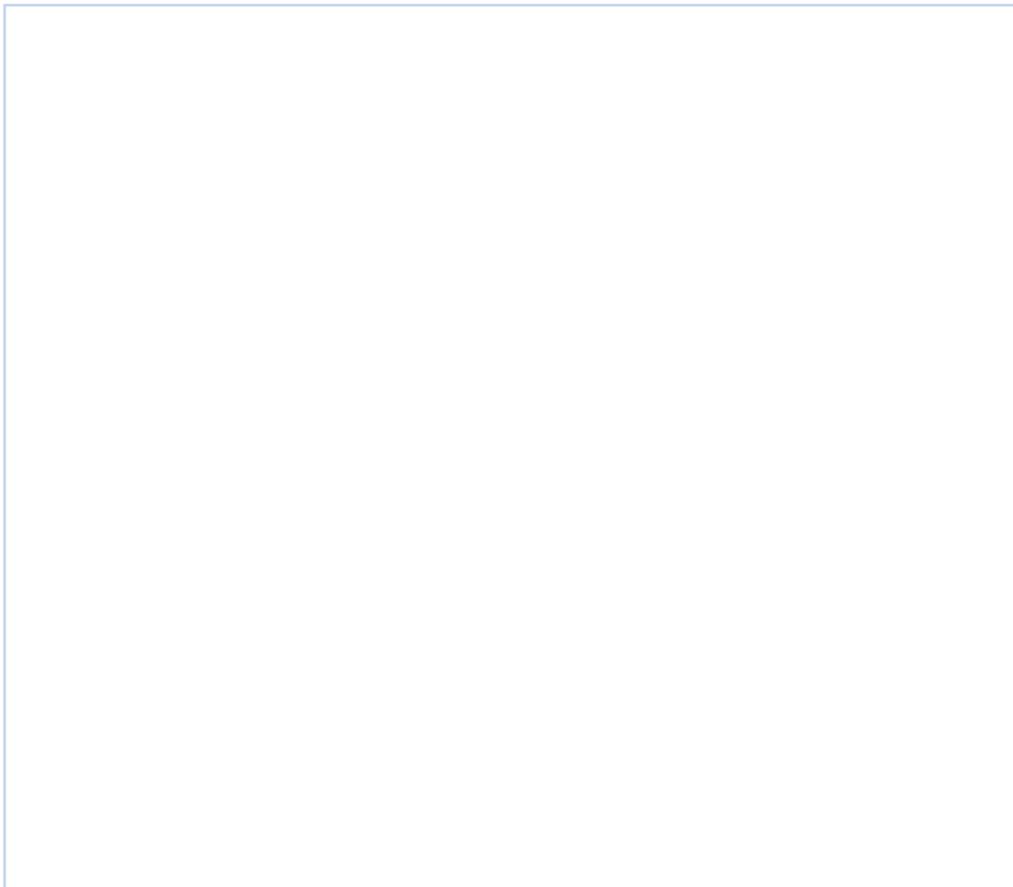
2. Why is it important for employees to identify opportunities for improving environmental performance?



3. List at least eight different suggestions for reducing electricity usage in a workplace. Separate your suggestions into two groups: suggestions that you would make verbally, and suggestions that would require a written proposal.



4. Describe how you have or will participate in and support discussions to improve resource efficiency in your workplace.



5. What are the advantages of participating in a carbon offset program?

6. What are some other ways to reduce vehicle emissions?

7. What other activities can have their carbon emissions offset?

## Part B

Read the case study, then answer the questions that follow.

### Case study

Pablo has just started work at NorthWest Institute of TAFE in the student administration area. He is currently being trained by Sue, who is going on maternity leave shortly. In addition to keeping student records, supporting the office manager and handling student inquiries, Pablo will take Sue's place as the administration representative on the green team.

As part of his training, Sue takes Pablo through the files she uses for the green team. They are all in a directory on the server, which all members from each department can access. Sue sets up Pablo's access and shows him how to use it. They have just finished implementing a commingled recycling scheme in the finance department, which, if successful, will be implemented in other parts of the workplace. Sue shows Pablo the action plan and schedule that are reviewed at each green team meeting.

Sue and Pablo also review the document submitted to the management team for approval of the commingled recycling scheme, so that Pablo understands some of the background to the program, and they go over minutes from the last three meetings. Sue explains that she had been assigned to document the work procedures involved in the recycling program when the trial is completed, so Pablo will have to do this. He will also lead the implementation of the program in their work area if it is approved.

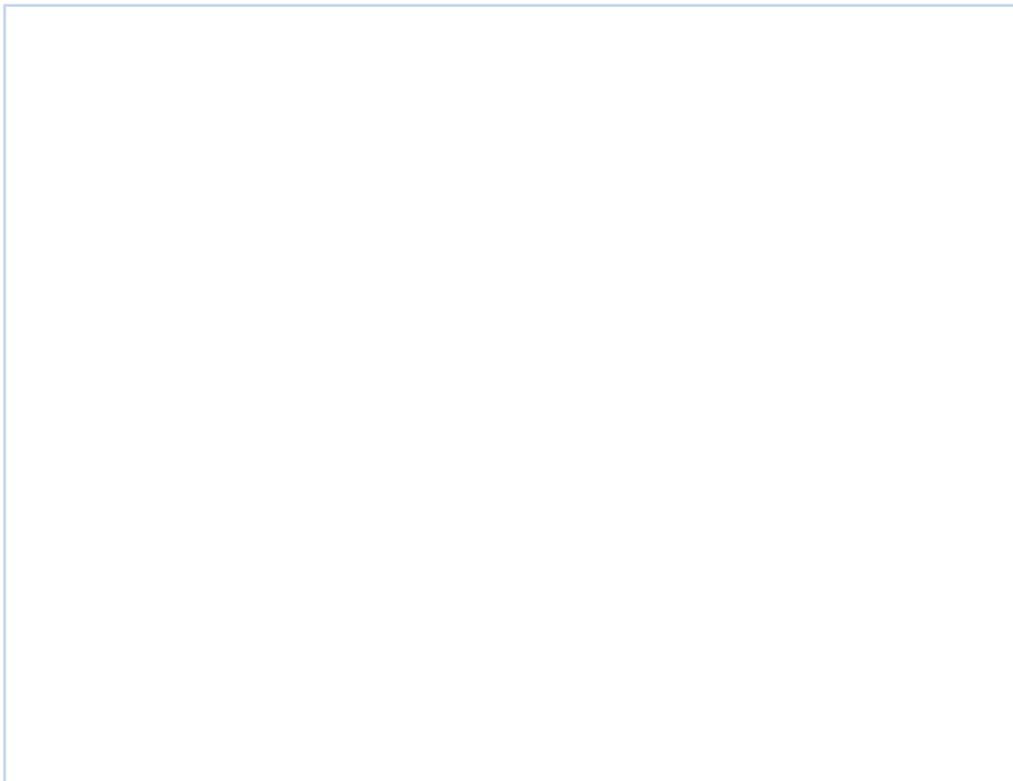
Sue explains that, as part of the annual business plan and budget allocation, the green team has to present a proposal for the environmental initiatives they plan to launch next year. Part of this will be completing the implementation of the commingled recycling scheme in other areas of the workplace, but the team wants to start another initiative. Sue suggests that Pablo think about what they could do since he might bring some fresh ideas.

1. By the time it is implemented across the workplace, the green team will have used several organisational plans to help them suggest and implement the commingled recycling program. What organisational plans will they have used?

2. What are the advantages of using organisational plans when a cross-functional team is working together?



3. What do you think Pablo should do to identify opportunities for the next green team initiative?

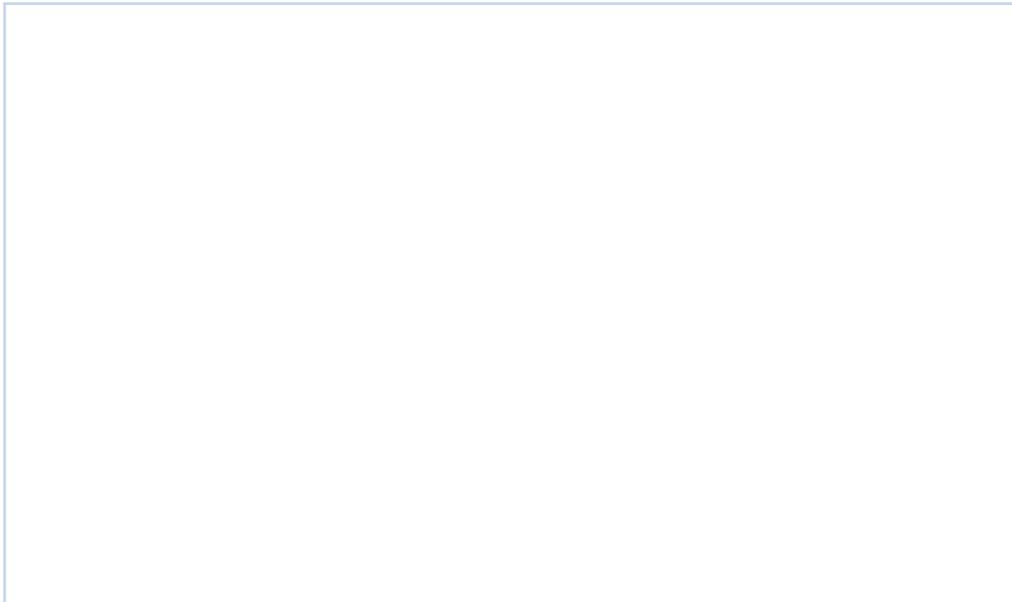


**Case study cont'd**

In preparation for writing the work procedures for the commingled recycling program, Pablo decides to research some recycling programs online. As he does so, he finds some information about recycling food scraps. He thinks about the staff kitchens and the student cafeteria, and imagines there are a lot of food scraps currently being thrown away.

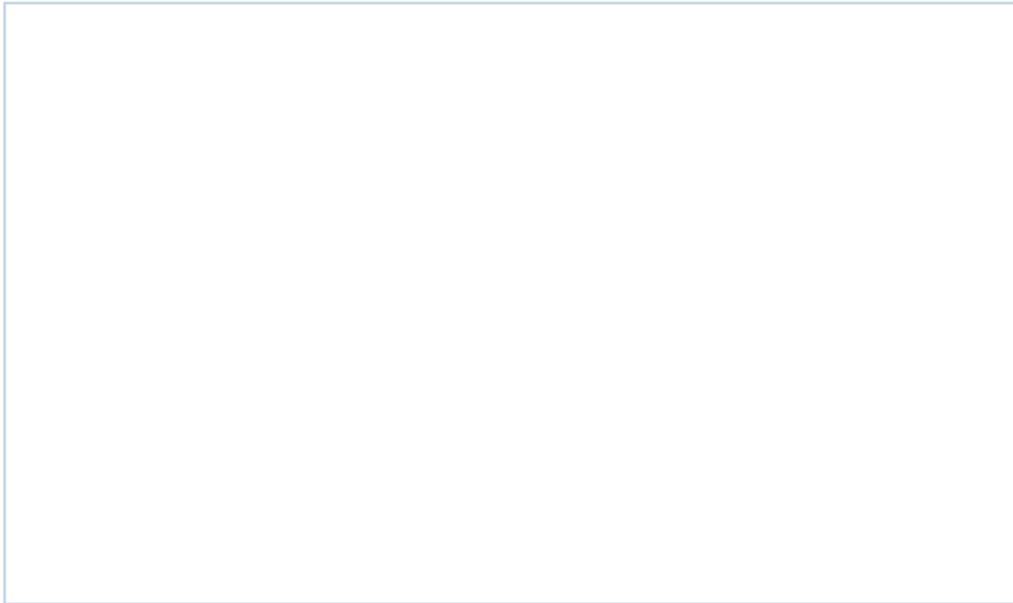
He also notices that there are often classrooms empty during the day that still have lights and heating left on. He decides to suggest some simple energy-saving ideas for each department to implement as well.

4. What are some simple energy-saving ideas that Pablo might suggest to the green team?

**Case study cont'd**

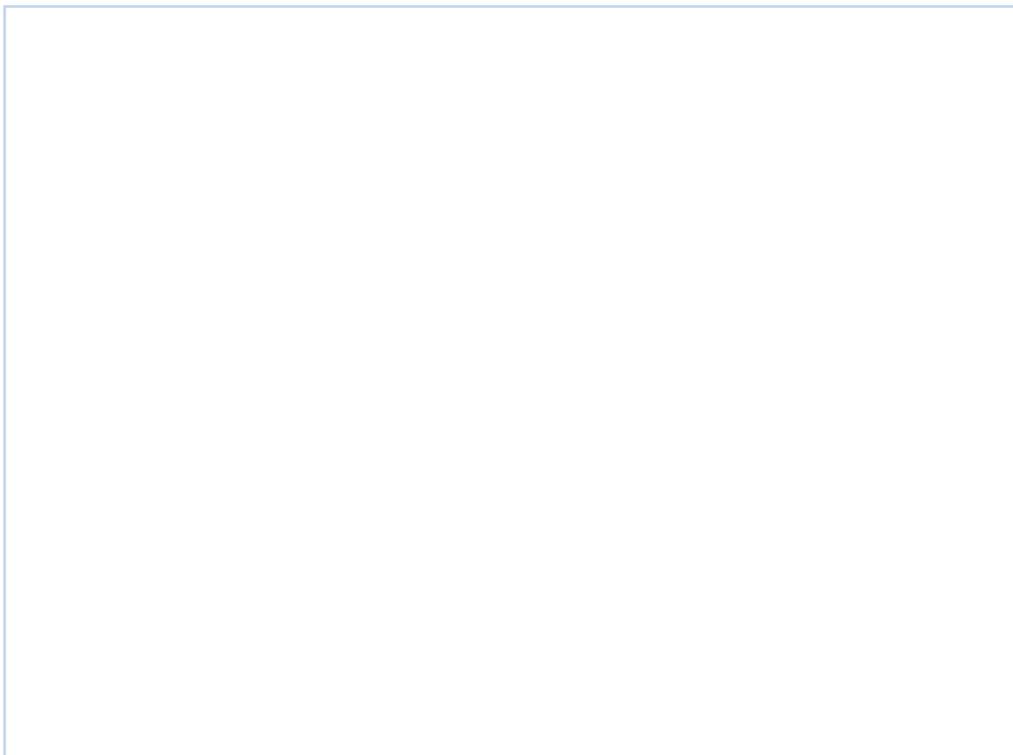
During the next meeting, Pablo nervously makes his suggestions to the group. He briefly explains what he thinks would be involved in the recycling program for food scraps, but also says his other ideas could be easily done with limited spending. Hamish suggests changing over the lights to more efficient light globes. Simone from finance mentions that some of the office equipment is due for replacement next year, so they should encourage the choice of environmentally responsible replacements. The team is enthusiastic about all ideas. Pablo, Hamish and Simone are asked to draft written proposals before their next meeting, when the team will choose which suggestion to put forward for the business plan.

5. Where might Pablo find more information about recycling food scraps?

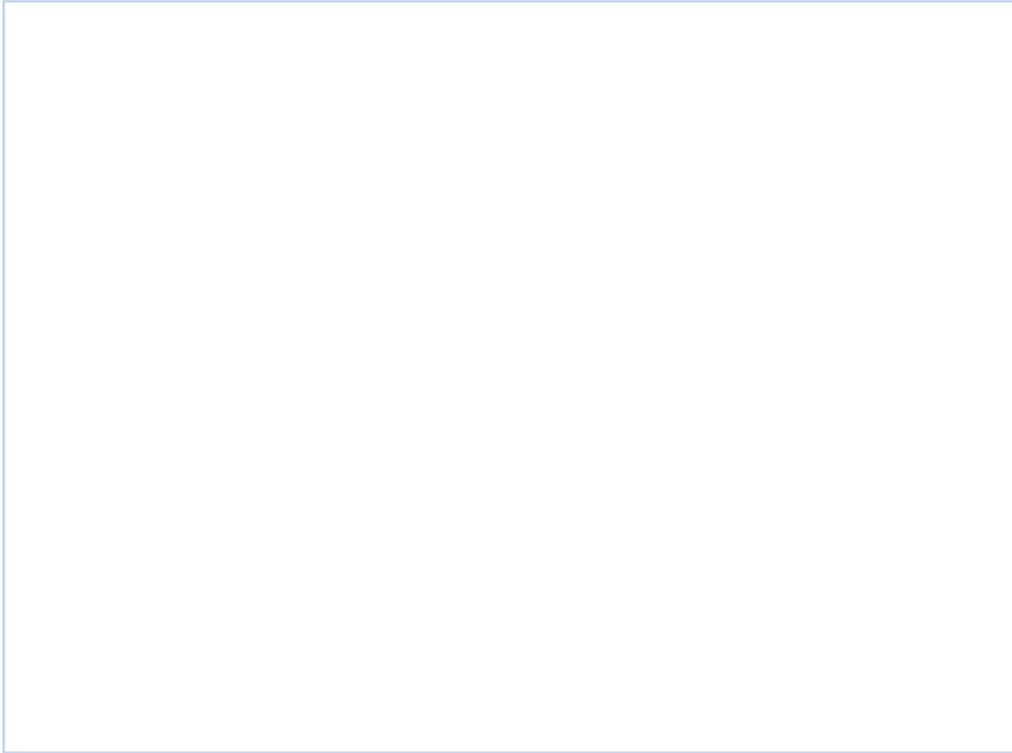


6. Do some research about biodegradable recycling on the internet. Then list some points under each heading below that Pablo might include in his written proposal for introducing the recycling of food scraps.

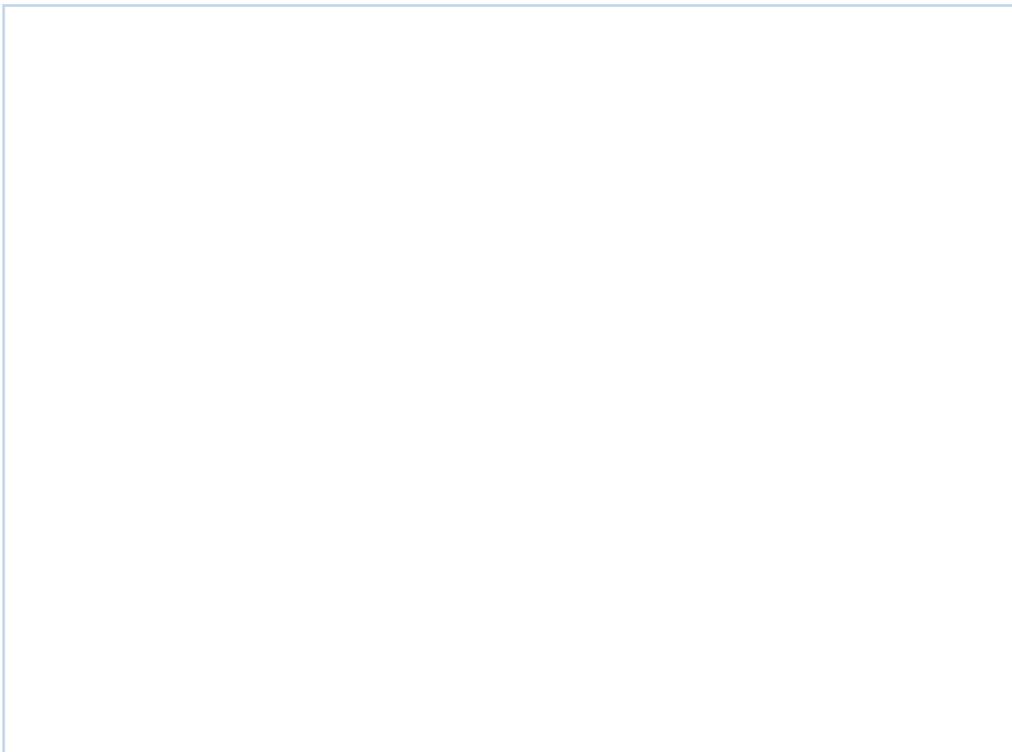
Objective



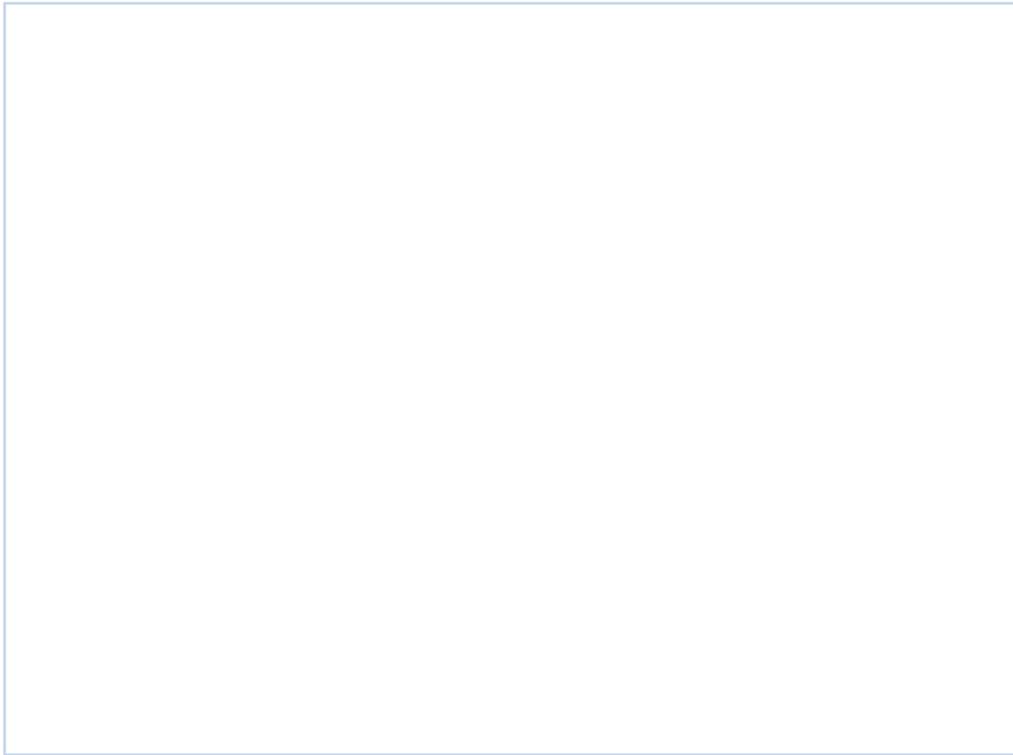
**Background**



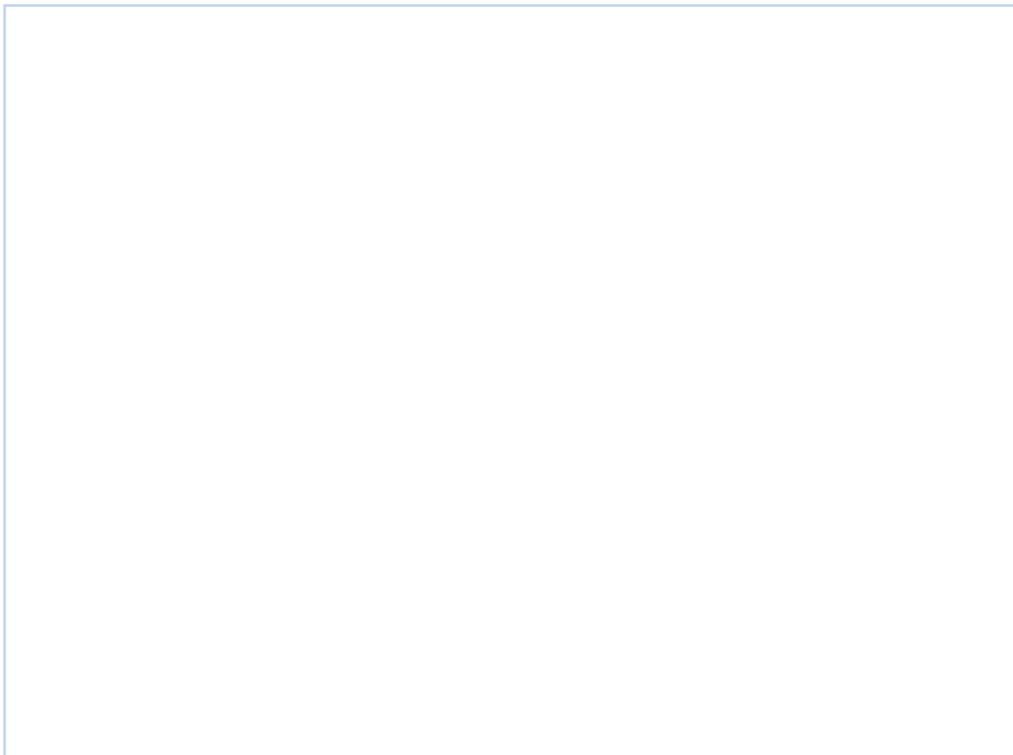
**Outline**



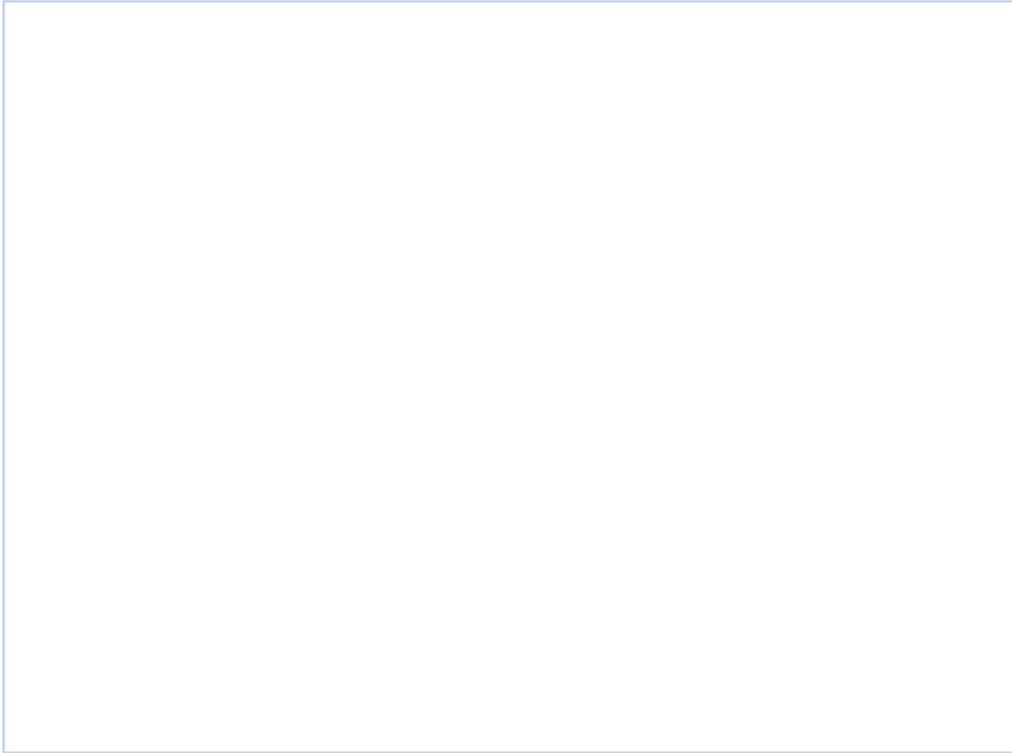
**Funding**



**Advantages**



Risks



Recommendation

