BSBSUS411

IMPLEMENT & MONITOR ENVIRONMENTALLY SUSTAINABLE WORK PRACTICES

BSBSUS411

Implement and monitor environmentally sustainable work practices

Release 1

Learner Guide

Aspire Version 1.1

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Before you begin

This Learner Guide is based on the unit of competency *BSBSUS411 Implement and monitor 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.

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	These highlight key 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.
Summaries	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.

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 provides definitions for each foundation skill.

Foundation skill area	Foundation skill description
Numeracy	▪ Analyses numerical information to measure usage and calculates metric measurements, quantities and ratios and financial data using appropriate tools
Oral communication	▪ Presents information and seeks advice using structure and language appropriate to audience ▪ Participates in discussions using listening and questioning to elicit the views of others and to clarify or confirm understanding
Reading	▪ Identifies and analyses texts to determine legislative and regulatory requirements relevant to work area ▪ Reviews reported information to evaluate workplace strategies and improvement practices
Writing	▪ Documents findings of investigations from written and oral sources according to organisational requirements ▪ Provides updates about progress using formats and language appropriate to the audience and context
Initiative and Enterprise	▪ Identifies and follows legislative requirements and organisational policies and procedures associated with own role
Teamwork	▪ Selects and uses appropriate conventions and protocols when communicating with internal and external stakeholders to seek or share information ▪ Collaborates and consults with a range of stakeholders to achieve shared understanding of individual roles in meeting objectives
Planning and organising	▪ Develops plans to manage routine and non-routine tasks for own work group with an awareness of how they contribute to the broader organisation ▪ Uses systematic, analytical processes to set environmental targets, gather relevant information, identify and evaluate alternative approaches ▪ Evaluates outcomes of decisions to identify opportunities for improvement
Technology	▪ Uses the main features and functions of digital tools to complete work tasks and access information

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: Establish sustainable work contexts	1A	Assessing organisational compliance	❑ Confident ❑ Basic understanding ❑ Not confident
	1B	Collecting data about environmental efficiency	❑ Confident ❑ Basic understanding ❑ Not confident
	1C	Analysing environmental efficiency data	❑ Confident ❑ Basic understanding ❑ Not confident
	1D	Consulting to improve sustainability	❑ Confident ❑ Basic understanding ❑ Not confident
	1E	Develop efficiency targets	❑ Confident ❑ Basic understanding ❑ Not confident
Topic 2: Implement sustainable work practices	2A	Using tools to set efficiency targets	❑ Confident ❑ Basic understanding ❑ Not confident
	2B	Integrate efficiency targets in existing operations	❑ Confident ❑ Basic understanding ❑ Not confident
	2C	Supporting team members to improve efficiency	❑ Confident ❑ Basic understanding ❑ Not confident
	2D	Seeking and act on feedback	❑ Confident ❑ Basic understanding ❑ Not confident

Topic	Key outcome	Rate your confidence in each section
Topic 3: Monitor performance of sustainable work practices	3A Monitor outcomes	❑ Confident ❑ Basic understanding ❑ Not confident
	3B Document and communicate outcomes	❑ Confident ❑ Basic understanding ❑ Not confident
	3C Identify improvement strategies	❑ Confident ❑ Basic understanding ❑ Not confident
	3D Promote successful strategies	❑ Confident ❑ Basic understanding ❑ Not confident

Topic 1 | Establish sustainable work contexts

1A   Assessing organisational compliance

1B   Collecting data about environmental efficiency

1C   Analysing environmental efficiency data

1D   Consulting to improve sustainability

1E   Developing efficiency targets

1A   Assessing organisational compliance

Businesses must be aware of their environmental obligations and establish systems that assess compliance.

Organisations today need to embrace environmentally friendly practices in order to ensure that environmental impacts are minimised in the workplace. This requires you to have a thorough understanding of environmental legislation, regulations and codes of practice relevant to your work area, role and responsibilities.

Legislation outlines the obligations of a business when operating. Failure to meet these obligations can result in potentially harmful environmental impacts and a financial penalty for the business. Managers are expected to have an in-depth understanding of environmental obligations and to clarify these issues with employees. An effective manager must be able to:

- identify relevant regulations that determine the organisation's environmental obligations
- understand how to assess the organisation's compliance with these regulations
- analyse key workplace documentation relevant to operating in an environmentally friendly manner
- understand the impact of corporate social responsibility on business operations.

Relevant federal legislation

Federal legislation is enforced by the Commonwealth government and applies to all organisations within every Australian state and territory.

Environmental protection is vested in the Australian federal government and requires passing laws that limit the actions of organisations. For example, an organisation may need to dispose of hazardous waste. It would be inexpensive to dispose of it in a local waterway however this could have serious environmental impacts. Therefore, laws are enacted to ensure that organisational behaviour is not harmful and there are severe penalties for breaching these laws.

Full text of these laws can be found at: aspirelr.link/legislation

The following Commonwealth acts are administered by the Department of Agriculture, Water and the Environment.

Environment Protection and Biodiversity Conservation Act 1999 (Cth)	Aims to protect the environment, in particular land or animals of national significance. It covers world and national heritage sites, threatened species or ecological communities, the Commonwealth marine area and nuclear actions.
Hazardous Waste (Regulation of Exports and Imports) Act 1989 (Cth)	Covers the movement of hazardous waste in and out of Australia. Domestic movement is governed by state or territory laws.
Ozone Protection and Synthetic Greenhouse Gas Management Act 1989 (Cth)	Controls the manufacture, import and export of all substances that may reduce ozone. It also grants the Commonwealth the power to create a national system to manage these substances.
Renewable Energy (Electricity) Act 2000 (Cth)	Introduced to ensure Australia achieves the renewable energy target of 20 per cent by 2020. It details the targets and defines renewable energy sources.
Environment Protection (Sea Dumping) Act 1981 (Cth)	Regulates what may be dumped at sea, including what may be burnt at sea and artificial reef placements.
Sea Installations Act 1987 (Cth)	Governs how sea installations such as floating hotels or tourism operations may be used in federal waters, including what may be built or how it may be used.
Water Efficiency Labelling and Standards Act 2005 (Cth)	Defines water efficiency standards and labelling procedures including those used on appliances such as dishwashers and washing machines.
National Greenhouse and Energy Reporting Act 2007 (Cth)	Provides for the reporting and distribution of information about greenhouse gas emissions, greenhouse gas projects, energy production and energy consumption.

Relevant state and territory laws

An organisation must also comply with environmental laws legislated by the state or territory where it operates.

States and territories also carry responsibility for the environment. For example, the *Sea Installations Act 1987* (Cth) covers what may be installed in federal waters. The first three nautical miles from the coast are coastal, not federal, waters and are therefore governed by legislation and regulations specific to each state and to the Northern Territory.

Accordingly, each state and territory has its own departments and agencies relating to the environment. For example, in New South Wales the regulatory body is the Department of Planning and Environment. In Victoria there are both the Department of Environment, Land, Water & Planning, and the Environment Protection Authority (EPA) Victoria.

State laws are often made in conjunction with federal authorities, however they generally contain some additional requirements.

You need to be aware that there are laws and regulations that differ between states and territories, especially if you work for a national organisation. You should review practices in your organisation and consider which may be affected by environmental legislation or regulations.

Relevant international laws, regulations and standards

In addition to federal and state legislation, organisations must also be aware of other legal requirements.

International laws

Australia is signatory to several international environmental agreements, including the Basel Convention, which controls the international movements of hazardous waste and the Kyoto Protocol, which is an international agreement on greenhouse gas emissions. The federal government may produce Commonwealth legislation to ensure that these requirements are met. It is important to check periodically for amendments as all legislation is regularly reviewed.

Regulations

Legislation is the process of making laws (acts) and is a broad and general directive by a legislative body of legal requirements. Regulations are the rules and procedures developed to support legislation; the processes by which the laws are monitored and enforced. This means that regulations are often more prescriptive and managers may find them useful when determining how to ensure their organisation is compliant.

Here are some examples of regulations.

Renewable Energy (Electricity) Regulations 2001 (Cth)

    Contains detailed rules on issues including eligibility criteria for renewable energy resources, accreditation of power stations and electricity requirements for solar water heaters.

Environment Protection (Sea Dumping) Regulations 1983 (Cth)

    Provides information about the permits required to dump items at sea or to build artificial reefs, includes costs and defines what materials are considered contaminants.

Organisations also need to be aware of and comply with local council regulations. Local governments are usually responsible for waste management and disposal and establish clear regulations on what can be disposed of, how it is to be disposed and when it can be disposed. A manager should contact their local government to clarify any issues they have.

International standards

The International Organisation for Standardisation has outlined a collection of operating standards that support organisations to minimise their negative impacts on the environment and comply with relevant laws in the countries where they operate. ISO 14001:2015 - Environment management systems Standard focuses on embedding processes within organisations resulting in lower and cleaner energy use, a reduction in operating costs and implementation of 'greener' operations.

Relevant codes of practice and policies and procedures

Organisations should also follow non-legislated environmental requirements such as codes of practice, policies and procedures and industry standards.

A code of practice or industry standard is a set of guidelines applying to a specific industry. Members are not legally obliged to comply but do so because they have agreed it is in their collective interest. Not complying may also generate bad publicity for an organisation which may harm their business. Organisations will often advertise that they meet a particular industry standard which will be appreciated by customers and suppliers and may lead to increased trade or prolonged relationships.

For example, the Packaging Council of Australia has developed the Australian Packaging Covenant, an agreement between companies in the supply chain and all levels of government to reduce environmental impacts of consumer packaging.

Codes of practice and industry standards exist to protect people and the environment. While it is not a requirement for you to know all the details, you should be aware that they determine the rules contained in your workplace policies and procedures.

Green workplace policies and procedures

Many workplace policies and procedures arise from the requirement to comply with laws and regulations. These policies and procedures relate specifically to operations with your organisation and are based on the number of employees, the physical size of the workplace, workplace procedures and potential environmental impacts.

As an employee, you have a responsibility to follow policies and procedures to ensure your organisation complies with laws and regulations. For example, your workplace may wish to reduce greenhouse gas emissions and introduces a policy stating that employees must switch off all lights when not in use. In big organisations a policies and procedures manual may be available in print form or on the intranet. Policies and procedures should be explained during an employee's induction. In small organisations you may need to ask your supervisor or colleagues about workplace policies and procedures.

If you are unsure what the green workplace policies and procedures in your organisation are, or you don't know how to comply with them, speak with your manager or supervisor.

Example

Environmental policies and procedures

Below is an example of a policy that usually features in workplace policies and procedures. A business should endeavour to minimise wastage of resources and a recycling program can successfully achieve this. The following policies and procedures should be included in staff training and monitored to ensure they are effective.

Reduce

Print or copy as few things as possible. Do not automatically print an email but consider first if you need to keep a hard copy. Printing or copying on both sides of the paper will reduce the amount of paper you use. Buying paper made from recycled products reduces environmental impact.

Reuse

Wherever possible, reuse paper. If you have finished with a copy of something use the reverse side for notes. If it is something that several people need to read, consider setting up a system to circulate one copy for everyone to share.

Recycle

When you have finished with the paper make sure it is recycled. Use a box to collect paper for recycling at your desk then transfer it to the recycling bins when full.

For some documents, it is important to comply with your organisation's requirements for storage and disposal. Some documents, such as client letters or orders, may need to be printed for legal reasons. Other documents may need to be shredded before they are recycled to maintain confidentiality.

What is sustainability?

Sustainability means an organisation operating in a manner that has no long term negative impact on the natural or social environments it trades in.

Most things we do have an environmental effect; whether driving a car, cooking or printing a document. As it is not realistic to expect that we completely stop using cars or appliances we need to look at using them in ways that reduces the environmental impact.

In recent years the principle that organisations should adopt environmentally sustainable practices

has broadened to a wider system of corporate social responsibility (CSR). This concept promotes ethically oriented practices within organisations and recognises that corporate responsibilities extend beyond profitable performance. Strategies to support CSR can be multi-dimensional and include engagement with the local community, modelling of ethical behaviour, ethical labour policies and philanthropy.

Here are some definitions of what is meant by environmental sustainability and CSR.

Using the earth's resources responsibly

Environmental sustainability means using the earth's resources without compromising the ability of future generations to have access to the same things and while retaining natural environments. It is a reasonable expectation that sun and wind will continue to be available, therefore electricity produced from wind or solar energy is considered a renewable, clean resource. Choosing to buy electricity produced from renewable resources is a good way to promote environmental sustainability.

Using non-renewable resources

Environmental sustainability also means using non-renewable resources such as coal and oil at a slower rate. For example, using less paper reduces tree logging which may, in turn, reduce the amount of greenhouse gases in the atmosphere.

Corporate social responsibility

This requires that organisations work ethically and consider human rights as well as the social, economic and environmental impacts of their operations. Examples could include:

- pharmaceutical companies donating product to third world countries
- companies donating goods or services to local sporting or community groups.

Socially responsible initiatives could include:

- paid volunteer leave
- family friendly practices such as paid parental leave
- encouraging diversity in the workforce
- ethical labour practices e.g. not using child labour, observing legislated pay rates and conditions.

CSR Standards

Businesses who are recognised as socially responsible must comply with Australian legislative and international standards.

A growing number of businesses wish to establish themselves as ethical corporate bodies that contribute to a more cohesive community. Accordingly, standards have been established to enable businesses to determine if they meet the required operational benchmarks. These standards also impose laws that mandate compliance with particular aspects of social responsibility.

A key focus of CSR is the protection of human rights. Protection is enabled by:

- The Australian Human Rights Commission promotes human rights in Australia including social justice for Aboriginal and Torres Strait Islander peoples, the rights of children, the elderly, asylum seekers, refugees and the LGBTI community.
- The Commonwealth Disability Discrimination Act 1992 includes provisions which make it illegal to discriminate against someone on the basis of their disability with respect to employment and right to service.
- The Age Discrimination Act 2004 protects individuals from age-based discrimination in employment and the provision of goods and services.

Employment rights and working conditions are enforced by legislative standards. Federally, the Fair Work Act 2009 defines the rights and responsibilities of workers and employers including minimum entitlements to annual and other leave, rates of pay, grievance and termination procedures.

Internationally, ISO 26000 - Social responsibility and SA8000 - Social Accountability lay out the requirements for a business to be socially responsible. These are optional international guidelines that provide guidance on how businesses can effectively implement CSR initiatives. ISO26000 is based on key CSR areas including implementing practices that support human rights, improving sustainability and instituting fair operating practices that respect the rights of employees, suppliers and customers. SA8000 outlines required compliance in key CSR areas including abolishing child labour, allowing for worker's voices to be heard via unionisation, the abolition of forced and compulsory labour and improved workplace health and safety.

Assessing compliance

Once an organisation is fully aware of its precise obligations in meeting legislative requirements, standards and workplace protocols, it must assess whether it complies with these requirements.

You need to make sure that all the environmental regulations relevant to your workplace are complied with. It may be part of your role to look at potential environmental issues in your work area and to think about or devise some solutions to these problems. It is important to know your level of responsibility.

Assessing compliance is an essential requirement for two main reasons. Firstly, non-compliance can incur financial penalties from an enforcement body which may put the financial solvency of your organisation at risk. Secondly, a compliance check can instruct your organisation's relevant managerial staff on what parts of operations must be improved to be environmentally sustainable.

Below are some methods to determine if your business is compliant with environmental standards and legislation.

Contract auditors	• Private contractors can perform environmental audits that evaluate an organisation's compliance with environmental standards and legislation through an analysis of business operations.
	• These contractors provide comprehensive reports that identify specific areas of non-compliance and how to correct these issues. These services can be expensive; however, their analysis is typically thorough. Consult with your financial manager prior to engaging their services.

Government auditors	· Government audits are analyses of an organisation's environmental impacts. These audits are performed by appointees of a government authority. This will usually be a state government, although local councils can be involved in the process. A government audit is not requested by a business; it is usually instigated when concerns are raised by local stakeholders about the environmental practices of the business.
	· The audit will identify areas of non-compliance and provide instructions on timings to rectify these practices.
Self-assessment checklists	· Relevant government websites include self-assessment checklists for businesses. The checklists provide a list of processes and standards that a business must implement to meet environmental requirements.
	· The checklists often require simple observations or measurements so are more suited to smaller business that may not have the financial resources for a contract auditor.

Practice Task 1

Question 1

Which of the following statements are sustainability requirements a business must comply with? Tick all that apply.

○ Complying with equitable treatment legislation based on international human rights Standards.

○ Recycling regulations established by local councils.

○ Federal legislation about energy appliance Standards.

○ Policies and procedures about marketing Standards.

○ Policies and procedures about appliance usage.

Question 2

List two methods a business can use to ensure compliance with environmental requirements.

1B Collecting data about environmental efficiency

Organisations should measure usage of resources to determine if efficiency can be improved.

Although assessing an organisation's compliance with relevant legislation and Standards is paramount, determining its resource efficiency will measure the effectiveness of a policy or procedure and identify how resources are being used. The overall goal of an organisation's environmental policies and procedures should be to maximise efficient use of resources.

Efficiency means operating the business effectively while using the least amount of energy possible. This benefits the environment as less resources are being used and also lowers costs.

You can use resource usage information to track improvements after new procedures are implemented. Measuring resource use can also tell you where to focus your efforts. Prior to collecting data about resource efficiency, you need to know:

- the types of data you need to collect
- the purposes of data collection
- principles to follow to collect data effectively
- how to utilise staff to support this process.

Resource usage that should be measured

A manager needs to identify types of resources used in the workplace to effectively collect data on resource usage.

Resources are materials, stock or energy required by an organisation to operate effectively. You can see and touch many resources within your workplace; other resources are more intangible. All resources contribute to an organisation's operations, but usage incurs a cost and may have a negative environmental impact. Below are examples of resources commonly used in workplaces.

Paper

You could measure overall paper usage and recycling including the paper used in packaging, paper towels used in kitchens and bathrooms, and newspapers and magazines distributed among the team. Looking at purchase invoices will give you information about how much is used.

Energy

You could measure the gas and electricity used by each department, if data is available. Heating and air conditioning are key contributors to energy usage, as are common appliances used in your workplace including office equipment, fridges and televisions.

Transport

Physical distribution consumes large amounts of energy. You can measure the transport required to distribute products to your customers or for employee business travel. You could also consider how many products are imported that could be sourced locally.

Waste

There are different categories of waste including recyclable waste, such as paper or plastics; biodegradable waste, such as food scraps; waste for landfill and hazardous waste, such as batteries, that requires special disposal measures. Your waste contractor can help you measure waste in weight, which is more accurate than volume or number of bags.

Water

Dishwashers, washing machines, toilets and gardens require large amounts of water, as do some manufacturing processes. Look at the water usage information from your supplier for this information.

Production materials

You could review the materials used to produce goods or services for sale to customers, at where they are sourced and whether they are able to be recycled. You could also look at energy and water used. You may need help from other departments for this.

Packaging materials

You could measure the quantity of packaging used in purchased items by measuring waste disposal. You could also measure how much packaging you used in producing your own goods and services by monitoring invoice values.

Types of data you should collect

There are many types of data. The type you collect should be based on your organisation's information needs.

You can collect large volumes of data about resource usage in your organisation. In order to maximise efficiency of resource usage you should collect very specific types of data. A data collection process that is not selective may result in you gathering a wide breadth of information that cannot be analysed. Below are some examples of specific types of data you can collect.

Total resource usage

This data will provide information on the total volume of resources that have been used. The units of measurement will differ. For example, you may measure paper usage in total reams or used or sheets used. Electricity is measured in kWh, and water is measured in litres.

Resource costs

This data displays the costs to an organisation of the purchase or use of resources. Some resources such as paper or ink cartridges are paid for by number of units purchased. Other resources such as electricity or water are costed by quantity used.

Wastage

You should collect data on resources not used or used inefficiently. Examples can include paper that is disposed of without being utilised in business operations. This can be measured in sheets or reams. Other examples can include appliances or heating left on after hours.

Environmental impact

This data will focus on the direct environmental impacts of business operations. This data can include greenhouse gas impacts which are caused by energy emissions. An organisation can measure environmental impact by converting energy usage to carbon emitted.

Patterns of usage

This type of data measures trends of usage of resources. This can include;

- How long (in terms of time) a resource is measured?
- What times of the workday is it used most often?
- Which specific employees are using the resource?
- What specific workplace operations are using certain resources?

How to collect data about resource efficiency

Methods of data collection will vary according to the type of data you require.

Once you have determined what resource usage you need to measure, and the type of data you require, you must identify how you will collect the data. Collection methods vary and the most appropriate depends on the type of data you require. Some collection methods require you to make physical observations and records; other collection methods require you to collate data that has already been measured.

Consumption patterns	Review supplier invoices over a set period. Success depends on the level of detail provided in the invoice. Your suppliers or contractors may be able to help with more detail.
Visual waste assessments	Inspect all bins in an area to estimate the volume of each waste type (e.g. cardboard, plastic, general). This also helps to assess the effectiveness of recycling; for example, is there paper in the general waste bin?
Physical waste audits	Sort, weigh and record contents of bins and skips. You can separate the types of waste disposed in the bins for increased accuracy.
Waste disposal methods	Use waste assessment/audit information to check whether all recyclable materials are being recycled.
Lighting assessment	Review lighting used in the workplace. 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 determine any patterns.
Heating/ cooling usage	Check what temperature the heating and cooling is set to and when it is operating. Does it automatically turn off after hours, on weekends or for holiday shutdowns? Gather information from your digital energy account, or from usage bills, about specific amount of usage.
Procurement decisions	Check the energy rating of all equipment purchased. Check whether power-saving modes are activated or if equipment can be programmed so the most efficient setting is the default.

Transport usage	Measure the number of kilometres travelled by employees to different locations. Could the same work be achieved using video or teleconference?
Usage bills	Usage bills from power, gas and water companies will supply you with information about costings. They also supply information about usage, including the total amount of consumption and consumption trends across long time periods. Electricity and gas will typically be measured in kilowatt-hour (kWh) whereas water consumption will be measured in litres or kilolitres (kL). You should always retain digital copies of these bills.

Strategies to follow when collecting data

Managers should use a systematic approach when collecting, collating and sorting relevant efficiency data.

As a manager, you will play a vital role in collecting the required data to make informed decisions about environmental sustainability policies and procedures. When working within large organisations, you will have access to a large volume of data that will be of varying degrees of usefulness. Collecting data is an intricate process that requires high levels of organisation and the ability to establish effective collection methods. Below are some strategies you should follow when establishing this organisational process.

Establish a consistent collection process	This entails collecting data at regular intervals. If your collection is performed haphazardly your data may lead you to incorrect conclusions. For example, if you want to measure the amount of recycling volume on a monthly basis, you should collect your data on the same day at the conclusion of every month. Similarly, this data should be measured consistently using the same units. Your data will be less useful if you switch between 'total kgs recycled' and 'total bins filled' every month.
Use digital tools to collect data	Digital tools offer data collection methods that are very precise. You can utilise an online energy account to measure energy usage. Your account often has other tools such as graphing usage across time periods. Digital scales can be used to measure weights. Smart phones have apps which allow you to calculate precise environmental impact. You can take digital photos if your data collection requires visual evidence of an aspect of your business' operations. You can use digital communication technology to co-ordinate others in assisting you to collect the necessary data.
Collect substantive data	The data you collect should be relevant to one of the four purposes outlined below. ▪ It can measure the economic cost of resources bought or used. ▪ It can measure the environmental impact of resource usage. ▪ It can assess compliance with relevant legislation, regulations or policies and procedures. ▪ It can measure the impact of ethical programs established by the business.

Use verifiable sources	You want to be certain the data you collect is accurate to avoid environmental initiatives within your business failing to meet objectives. For example, a power bill or a supplier invoice is a verifiable source when gathering data on resource usage. If you are verbally informed of information, seek a document that confirms it.

Utilising your work team to collect data

Managers do not have to complete these responsibilities entirely on their own; they can utilise their work team as support.

Collecting data can be a logistically challenging responsibility. This is especially true in large organisations that use a large volume of resources across multiple business sites. Successfully collecting relevant data can place a huge burden on a manager's time, work responsibilities and physical and mental wellbeing.

As a manager, you can utilise your work team to support you in the collection of relevant data. As you will be ultimately responsible for the effective collection of this data, you should establish procedures and protocols. Many managers find it difficult to delegate important tasks to others and the maintenance of an organisation's environmental programs is important. Establishing a clear process can turn a solo burden into an efficient group responsibility.

Utilise your work team to collect resource usage data
• Provide clear expectations on what is expected of your work team. Ensure they know their individual responsibilities as part of the group task. Provide these expectations in writing so they can use it as a reference.
• Encourage your team members to suggest ideas about how to make the process more efficient. This may provide you with a more efficient process and increase their engagement in the process.
• Ensure your staff are adequately trained to collect data. This may mean you model collection methods. For example, you may have to show staff how to access a certain area of the workplace to collect resource data and then enter the information into the relevant spreadsheet.
• Provide your staff with adequate tools and materials. This can include access keys to plant rooms and equipment cupboards, safety PPE when accessing bin and outside areas or digital collection devices when recording data.
• Seek feedback from staff about how the data collection process is proceeding. Ask them if they have the right tools and materials, if they've been adequately trained and understand their specific role.

Example

Data collection

Phyllis is a team leader who has been asked to review paper usage at a marketing firm. Some of the staff have mentioned that paper around the office seems to be wasted, contravening the organisation's stated goal of eliminating resource wastage. Phyllis establishes a data collection system that she believes will provide accurate information. Firstly, she decides that measuring her data in reams is most relevant to measuring paper usage. Counting individual pages is not realistic. Secondly, she calculates the monthly reams ordered on the same day across four months, so her information is comparable. Thirdly, she gathers her data from verifiable sources. Supplier invoices provide accurate information. She works in a large company so visual observations of incoming orders are not always possible. Fourthly, she will record this information on a digital spreadsheet that she can share with others so decisions about resource usage can be made.

	28th February	28th March	28th April	28th May
Data from supplier invoices				
Paper reams ordered this year	25	30	28	25
Paper reams ordered last year	30	32	30	28
Reams ordered this year (by department)				
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

Practice Task 2

Question 1

Which of the following statements relate to accurately collecting data about resource efficiency? Tick all that apply.

○ Use verifiable sources of information when collecting data.

○ Appropriate data collection techniques can include visual observation and gathering of supplier invoices.

○ Appropriate data collection techniques can include projecting usage rates based on previous usage rates.

○ Only the manager should collect resource efficiency data.

○ You can utilise your work team to help collect data provided they have been adequately trained.

Question 2

List two digital tools which can help you gather data about resource efficiency.

1C Analysing environmental efficiency data

Once data has been collected it must be analysed to determine what changes to organisational policies and procedures need to be implemented.

Analysing data requires you to find meaningful information from the gathered data. Unless the data is analysed effectively, collecting it is a pointless exercise. An effective manager will know how to analyse data to find practices or inefficiencies that can be improved to make the organisation more environmentally sustainable.

Once a manager has identified an inefficiency within the organisation, they can convince other decision makers to implement the improvement program via their analysed data. Supplying useful analysis can provide compelling justification to improve a practice. An effective manager should:

- analyse data accurately
- be aware of the limitations of data
- use the analysis to identify potential areas of improvement.

How to analyse data

Managers should use the following data analysis techniques after collecting raw performance data.

Analysing data requires the ability to review raw data and numerical performance indicators and determine why results are produced. A vital role of a manager when determining improvement strategies for an organisation's environmental program is to be able to correctly identify them from analysis of raw data. Below are some analysis techniques that can be used to do this.

1. Categorise data

Separate data into categories. Most data analysts recommend using qualitative and quantitative data. Quantitative data is usually represented numerically and measures quantities, usage amounts and financial costs. This form of data is usually more precise and is useful when required to analyse issues such as waste quantities, resources used, and costs incurred. Qualitative data is information based on more subjective observations or experiences. Examples can include employee surveys about their perception of recycling programs, or customer feedback about the waste disposal system. This is not as precise as quantitative information but can provide substantive insight from others about how the business operations are functioning.

2. Use positive and negative performance data

Both positive and negative data are useful. When seeking to improve the sustainability of a business, there is a tendency to prioritise the analysis of negative data that demonstrates what the business is doing incorrectly. Undoubtedly, this data should be used to inform policy decisions. However, positive data about what the business is doing correctly should be used to continue and refine existing strong performance. Positive performance data can be utilised to model a particular program or used to analyse why other aspects of the business have negative performance data. For example, one department within the business might have strong recycling performance data. The particular recycling habits of that business can be used to inform the practices of a department with poor recycling performance data.

3. Identify trends

Trends are common aspects of performance that occur across a long period of time. For instance, data may indicate resource usage peaks during winter and rapidly declines during summer. This may happen as a one-off event, but if the data it happens regularly over months, then it is a trend. Prior to making decisions about policies and procedures, identified trends should be analysed, and considered.

4. Compare related data

To properly analyse data you need to compare similar information. For example, you are investigating sustainability practices within an organisation. Rather than analyse the program, you should compare data based on different sustainability programs. For example, compare recycling data to other recycling data; resource wastage data to other resource wastage data. Comparing related data helps your analysis be more accurate and enables changes to be more substantive.

Types of numerical analysis

Data analysis requires understanding of numerical terminology and appropriate measurement tools.

Quantitative data analysis is essential to identifying the causes of environmental inefficiency and potential solutions. This type of data is precise in that it conveys information through the objective language of numbers. For example, if you survey the subjective opinions of 10 colleagues, they may give 10 different answers to the question of how effective the organisation's recycling program is. However, quantitative

analysis that shows 97% of all recyclable material is being recycled is a far more precise, objective analysis. Analysing this data requires you to understand numerical forms, and usually to make calculations. Below are some examples and tools that can be used to calculate them;

Definition	Description and examples	Tools
Metric measurements	▪ These are measurements that are noted in the forms of millimetres or metres to measure length, grams and kilograms to measure weight and millilitres and litres to measure liquid volume. ▪ For example, millimetres are used to measure bin sizes. Grams and kilograms are used to measure the weight of recycled materials. Volume can be used to measure total water usage.	▪ Rulers and tape measures can be used to measure millimetres and metres. Some online apps are accurate measuring tools. ▪ Digital scales can be used to measure weight. Depending on the size of your scale, you may need to break the items up. ▪ Volume can be measured via digital calculators or volume estimates provided by the manufacturers of the items you need the volume of.
Quantities	▪ Quantities are the amount of a resource you will use expressed as a collective noun. For example, paper is often measured in reams. Your organisation may have different policies. Some may express quantities of recyclable material in kilograms, others may express it in bins filled.	▪ There are multiple tools to measure quantities. You can use supplier invoices, purchase orders, usage logs or visual observation.
Ratios	▪ A ratio is an expression of usage in relation to another data input. It is used to put usage in perspective depending on the size of an organisation. ▪ For example, the marketing and finance department use the same amount of energy per month. However, the marketing department has double the staff therefore they use half as much energy per person.	▪ Ratios can be determined by using a digital calculator or smart phone apps.

Definition	Description and examples	Tools
Financial data	▪ Financial data about environmental sustainability can come in numerous forms. It can include the flat costs spent on resources. It can be calculated as the cost per employee on resource usage. ▪ A more intricate calculation is a Return on Investment (ROI) calculation which determines how much profit is produced by the organisation's sustainability programs.	▪ Raw data can be gathered from resource bills and digital calculators can determine costs per employee. Excel spreadsheets have functions that allow the user to input figures and automatically determine averages and quantities.

Limitations of data analysis

Data analysis is a useful tool to identify areas of improvement in the organisation's environmental policies and procedures, but you need be aware of its limitations.

While data analysis is the most effective method of identifying potential areas for improvement, an effective manager will know there are likely to be some errors or limitations within the data. Once a manager identifies weaknesses in the gathered data, they can employ contingency plans to improve accuracy. Below are some examples of what you must consider when analysing your data.

Inconsistent gathering techniques	Some of the data you gather can be obtained in different ways or over different time periods or from different time periods. This makes it difficult to compare related data. For example, your resource retailer might start providing you with usage reports that are based on different length of time. Ensure your gathering techniques are done at routine times, in similar ways and by the same people (where possible).
Conflating cost savings with positive environmental impact	While sustainability initiatives emphasise potential cost savings to a business, this should not be the primary motivation. The driving factor should be contribution to positive environmental outcomes. Your data analysis may show that costs have lowered, but you should seek data that assesses environmental impact.

Logistical errors	Data collected by humans is subjected to the same fallibility as are all our actions. You may misread a resource usage report, miscount the amount of recycling bins or purchase the wrong environmentally friendly appliances. An effective way of minimising this impact on your data is to complete these processes twice.
Lack of succession planning	When employees and managers who play a lead role in driving sustainability initiatives leave an organisation they take their knowledge and skills with them. This can often mean the program falters and the data you collect will not be useful when analysed. All business should ensure multiple staff members are trained to manage these initiatives.
Lack of embedding within a process	These initiatives, and reviews based on data analysis, should be completed as part of a process within the organisation. Staff should be briefed on why this initiative is in place and trained on how to carry out their responsibilities within the task.

Areas for improvement: Re-evaluate purchasing strategies

Any appliances, items and resources your organisation purchases should meet sustainability goals.

There are several general elements that should be considered when attempting a reduction in the environmental impact of purchasing strategies. You may be able to encourage your suppliers to change their raw materials source to a more sustainable source. This will depend on your relationship with your supplier, how big a client you are, and whether you buy a product made just for you or for the mass market.

In most organisations it is important to document reasons behind purchasing choices. The policies and procedures of the business should outline both the decision making process and what sustainability issues have been considered. Some organisations require all appliances purchased to have minimum rating based on the energy star system.

Many companies ask for environmental impact analyses to be completed for major purchasing decisions such as car and truck fleets, energy sources and the installation of heating and cooling systems.

When reviewing purchasing strategies to ensure sustainability requirements are met, the following issues should be considered.

Key elements to consider when reviewing purchases:

- Where do raw materials come from? Is it an environmentally friendly source?
- What production and manufacturing methods have been used?
- How much packaging is used? Is the packaging material reusable or recyclable?
- How is the material distributed? Is it produced locally or overseas?
- Can the product be recycled when we are finished with it?
- Is it efficient to use and operate?
- How will the product be disposed of?

Example

Purchase strategies for resources

The following are several key points that can help your organisation save operational resources.

Paper	- Paper made from recycled materials has the least environmental impact. This is ideal for internal documents. Some organisations may insist on using non-recycled sources for formal or external documents. If this is the case, ask whether this practice needs to continue. Make sure you get approval for any change. - If you do need paper made from non-recycled materials, research which brands use materials made from plantation forests. Paper made from old-growth forests has the largest environmental impact and should be avoided. - If you use letterhead paper, talk to your printer about whether the paper used has any recycled content. Ask to see samples of paper using different amounts of recycled content. Remember to seek approval for any change.
Energy usage	- There are two ways to reduce the environmental impact of electricity: reducing usage and using more environmentally friendly sources. - Some office equipment has a 'power-save' mode, meaning it switches to lower energy use after a certain period. These features should be part of your purchasing decision. You could also research whether the organisation has a program for recycling the equipment being replaced. - Sometimes equipment may be using more energy because it needs repairing or a service. In general, a regular maintenance program will ensure your equipment lasts longer. If there is a problem with the equipment, consider repairing rather than replacing.

Renewable energy	• When purchasing new office equipment, look at the energy-efficiency rating. Government legislation requires manufacturers to display this information. Sometimes more efficient equipment may be more expensive. But reducing energy usage saves money and helps to make up for additional expense. • Energy companies offer the facility to purchase electricity from renewable sources such as wind or solar energy. Research the sources used and environmental impact of alternative supply options.
Transport	• Consider whether vehicles could be part of a green fleet. A green fleet provides carbon offsets, usually by planting trees, to balance vehicle emissions. Using LPG vehicles instead of petrol is cost-efficient and environmentally friendly.
Waste	• Different waste contractors provide different services for disposal. You may find some contractors can recycle biodegradable waste, such as food scraps, or have a more efficient sorting process so that more materials are recycled. Research the different contractors in your area.
Water	• Government legislation states that appliances that use water must display efficiency ratings. Make sure that any equipment purchased uses the lowest amount of water possible. Some washing machines and dishwashers offer an eco-setting, whereby less energy and water are used in the cycle. Washing machines generate fewer emissions when operated using cold water.
Production materials	• Review the materials used in your production processes. Are they from an environmentally sustainable, and local, source? Could fewer materials be used for the same effect?

Areas for improvement: Packaging materials

Packaging can have a considerable environmental impact; and management of it should be a key focus of every sustainability policy.

Review packaging included in products purchased regularly. Would packaging be reduced by bulk orders? Do you have room to store bulk quantities? If so, this can have the added advantage of substantial savings though bulk purchasing discounts.

Is the packaging reusable or recyclable? Can the goods be delivered on reusable pallets rather than cardboard boxes or plastic wrap? Ask your suppliers if they offer this facility. While they may require a deposit to supply pallets, you save the cost of disposing of the cardboard/wrap.

Disposal of packaging should be reviewed as an organisation-wide issue. Ensure you have a clear program for the disposal of all packaging: cardboard, water, plastic, Styrofoam and other materials. Disposal units should be labelled clearly and colour coded. All employees should be trained in how to dispose of packaging and this information should be provided to new employees in their induction documents.

Areas for improvement: Supply chain sustainability

Organisations should investigate all aspects of supply chains to find areas where sustainability can be improved.

A supply chain is a system that covers all aspects of getting a product or service from where it originates to the final consumer. Raw materials, including natural resources and manufactured components, are converted into the final product which is then available to the customer. For example, an electronic retailer purchases their products from a manufacturer who obtains components from a smaller manufacturer using raw materials.

Supply chain sustainability is the management of the supply chain in an environmentally responsible manner. This environmental responsibility is balanced with social and economic requirements. This way, the production of goods and services is sustainable in the long term, benefitting all stakeholders.

Organisations that have sustainable supply chains comply with laws and regulations while meeting the needs of the business. They support principles of environmental responsibility and satisfy societal expectations. The following tools and strategies can be used to develop and maintain sustainable supply chains.

Supplier codes of conduct

Supplier codes of conduct set out expectations of an organisation regarding the way their suppliers manage their operations.

Supply chain maps

Supply chain maps set out all activities, organisations and people involved with the entire process of bringing a product to the marketplace. Maps need to be produced for each manufactured or delivered product.

Risk mapping and management

Organisations must identify risks involved with the production of their goods and services at all stages. Human rights, labour management, potential sources of corruption and environmental irresponsibility are all areas of potential risk that need to be examined. For each, the likelihood and severity of the risk needs to be documented.

Monitoring and reporting

Organisations encourage best practice by comparing their own performance against industry benchmarks. Self-evaluation through monitoring of performance, and attention to continuous improvement, are critical components of the process. Reporting of the outcomes of these processes enables transparency and provides encouragement for other organisations.

Practice Task 3

Question 1

Which of the following statements are correct? Select yes or no for each one.

a) Smartphone apps can measure the length and width of an area to install a recycling bin.   » Yes   » No

b) Energy usage bills will measure energy expenditure in kilojoules.   » Yes   » No

c) Using a calculator to determine ratios can provide comparative data about resource usage.   » Yes   » No

d) Water that is wasted can be measured in litres.   » Yes   » No

e) Only quantitative data is useful.   » Yes   » No

Question 2

What does it mean to categorise data and why is it important when analysing data?

Question 3

Which of the following questions will help identify possible improvements in purchasing strategies? Tick all that apply.

○ Are the costs of raw materials within budget?

○ What production and manufacturing methods have been used?

○ How much packaging is used? Is the packaging material reusable or recyclable?

○ Are resources produced locally or overseas?

○ Can the product be recycled when we are finished with it?

1D Consulting to improve sustainability

Effective implementation of sustainability policies requires an organisation to consult widely with stakeholders.

Consulting involves seeking feedback and information from relevant stakeholders about existing sustainability practices and potential improvements. It is important for managers to gauge the impact of practices from all involved parties as it may be other stakeholders who implement and manage the policy. Consultation can provide new ideas, innovative practices and practical implementation strategies that support sustainability best practice principles. Ensuring your employees and stakeholders understand the policy and their role in implementing it increases the likelihood of a sustainability initiative achieving stated objectives.

Engaging with stakeholders to determine how to improve sustainability practices should be done as part of a systematic process that includes the following steps:

- outlining sustainability best practice
- identifying relevant internal and external stakeholders
- using appropriate consultation methods
- employing effective communication strategies during consultations
- documenting consultation information.

Best practice models

When designing sustainability practices organisations should benchmark successful sustainability models as an aspirational goal.

Best practice models are sustainability practices that have been demonstrated to achieve positive environmental and business outcomes. Researching these models helps organisations implement environmentally sustainable policies and procedures. Organisations are not required to follow best practice models but doing so helps compliance with legislation, more efficient operations and cost savings.

You can find information about best practice models from numerous sources. Firstly, government websites offer models which can be incorporated into organisational practices. Below are guidelines from the Victorian EPA that can be utilised within best practice models.

EPA Victoria has guidelines that provide recommendations to major construction sites for:
• managing noise pollution • dealing with contaminated materials • minimising waste • other environmental issues.

ISO 26000 provides a set of Standards that can be utilised within best practice models. These Standards provide compliance information and implementation strategies to practically manage sustainability practices in diverse types of organisations.

Other best practice models can be provided by case studies of other businesses implementing sustainability practices. Organisation like to promote their success stories, and managers of other businesses can seek information about the specific practices they implemented and how they were managed. This information can be gathered from websites, marketing materials or via organisational expos and trade shows.

Identifying internal stakeholders

Internal stakeholders can provide valuable insight into how an effective sustainability practice has been implemented.

An important first step in identifying and improving sustainability practices is to identify stakeholders and the impact an initiative might have on them. Stakeholders can be defined as a person or group impacted by sustainability initiatives. Internal stakeholders are people from inside the business with an interest in sustainability policies. Examples include employees from departments such as customer service, marketing, finance, safety officers, compliance officers, managers and owners. The exact number and type of internal stakeholders depends on the type and scope of the business.

Internal stakeholders play vital roles in managing and implementing sustainability initiatives. Consulting with them about the following issues are vital:

- successful outcomes of the initiative.
- suggested improvements, both large or limited in scope
- training requirements
- unrecorded impacts of the policy that specific stakeholders have observed.

The various stakeholders and stakeholder groups will be affected in different ways so it is essential to explore the impacts, and degree of impact, as part of the identification and consultation process.

Strategies to identify internal stakeholders
• Review policies and procedure documents to see which roles are identified. • Read operations plans. These documents will explain the various roles within an organisation and who to contact when implementing sustainability policies. • Review previous documented sustainability policies. • Create a flow chart of how you plan to implement the sustainability policy. Identify all the impacted stakeholders at each part of the process.

Consulting with external stakeholders and data sources

External stakeholders can evaluate your organisation's sustainability initiatives while providing insights about best practice models.

External stakeholders are individuals or groups from outside the organisation who have an interest in the sustainability initiatives of your organisation. Typically, the term 'interest' refers exclusively to a financial interest. However, the sustainability of a natural environment expands the pool of external stakeholders. You may need to consult with external organisations to implement a green workplace solution and external stakeholders can provide valuable information about adapting best practice models.

Below is a list of some of the external stakeholders you can seek advice from.

Suppliers	Suppliers can help with information on effective use of resources such as energy, water, packaging or paper. Waste contractors can advise you on recycling.
Investors	Investors may be able to support with funding, information about possible initiatives or provide contacts for other stakeholders.
Customers	Customers may be surveyed about green initiatives. For example, if a supermarket is considering changing its policy on plastic bags, it may survey its customers to understand their reaction before making a change that could affect its business.
Government bodies	Government bodies can be a useful source of information. Each state or territory has their own department responsible for the environment, and these are listed on the Australian Department of the Environment website: aspirelr.link/aus-gov-environment
Councils	Local councils are a good source of local information, particularly on waste disposal. Most councils have detailed websites, or you could call them directly for assistance.

Universities and other research organisations	Research bodies such as universities and research organisations are sources for sustainability and environmental advice. Since material is almost always published in peer-reviewed journals it is likely to be reliable and supported with research results. Research programs can provide excellent ideas for developing practical and effective sustainability measures for workplaces.
Technical specialists	Technical specialists may be required depending on the complexity of your proposal. Industry bodies or suppliers may be able to provide information about appropriate specialists.
Local community	The local community may be surveyed to understand their response to a potential proposal or to ascertain their needs before developing an initiative.
Industry bodies	Industry bodies can be a useful source of best practice information and benchmark data. Industry bodies list contact information on their websites.

Choosing suitable consultation methods

Gaining valuable insights from stakeholders requires using appropriate consultation methods.

Once the relevant stakeholders have been identified the next step is to engage with each stakeholder group, identify strengths and weaknesses of existing sustainability initiatives, and recognise how they can be improved according to best practice models. Below are some possible consultation methods you can use.

Face to face consultation	This method is often used for determining the needs of individual customers or a representative group of customers.
	• Consultation at a customer's point of interaction, e.g. an online survey at point of sale.
	• A telephone discussion with a representative of another organisation who may refer their customers to your business, e.g. an accountant referring customers to your financial planning organisation.
	• An email exchange with a manager from a regulatory body to determine how proposed changes may affect regulatory requirements.
	Pros: face to face consultation can be time consuming, especially where consultation with several people is preferred.
	Cons: very specific information can be collected. Easy to customise and ask follow-up questions.

Surveys	Surveys are often used to collect information from large numbers of people. Survey questions are often structured numerically where those completing the survey are asked to provide a rating, e.g. on a scale of 1-10. **Pros:** by using a standard scale throughout it is easy to determine preferences and the extent to which opinions and values are held. **Cons:** surveys may not reveal underlying reasoning behind opinions expressed and do not offer the opportunity to ask to follow-up questions.
Focus groups	Focus groups, particularly groups of 8-15 people are an efficient way to consult with representatives of stakeholder groups, explore opinions and identify needs. **Pros:** easy to ask follow-up and exploratory questions. **Cons:** need to gather people together simultaneously. Not everyone is comfortable expressing opinions in a semi-public forum.
Social media	Social media gives organisations the opportunity to interact with members of the public such as customers, potential beneficiaries and the local community. Content can 'test the water' to determine support for a proposed sustainability initiative. Social listening techniques can be used to monitor existing sentiment regarding the organisation and / or sustainability topics. **Pros:** ease of use. **Cons:** can be difficult to establish legitimacy of information provided.

Effective communication strategies for consultation

Consultation processes require the use of a wide variety of strategies when communicating with diverse stakeholders.

The methods for consultation will largely be driven by the nature of the stakeholder with whom you are engaging. These methods were outlined in the previous section; whichever method you choose, you will need to follow effective communication principles during consultative sessions. These consultative principles will allow you to develop a respectful relationship with the stakeholder while also extracting valuable information that supports the implementation of your organisation's sustainability policies. These communication strategies are outlined below.

Document all aspects of the consultation

- Prior to the consultation, produce a written plan of what you plan to discuss.
- Document the responses you gather within the consultation. With permission, you can record the consultation.
- Retain records of the consultation so they can be shared when required.
- Retain records of survey responses gathered.
- Keep details of consultation in a secure place, such as a shared drive and/or email report to relevant managers.
- Follow organisational policies when providing oral information. This may include use of inclusive language and withholding of private information. All written documentation provided should follow organisational policies about branding and formatting.

Consulting with multi-cultural stakeholders/non-English speakers

- As with all consultations, tailor your communication level to your audience. Prior to the consultation, ascertain how developed the stakeholders' language skills are.
- If possible and required, source a colleague who can provide an assistance with translation.
- Avoid jargon or slang. These terms can have different meanings in other languages.
- If there are language barriers, ensure your consultation area is quiet and without distractions. Remain patient.
- Prior to the consultation develop visual prompts of key issues you wish to discuss. This helps to bridge the language gap.

Access and equity

- Ensure your consultation venue can be accessed comfortably by all stakeholders, particularly those with physical disabilities.
- Provide all stakeholders with an opportunity to express their views, not just other managers.
- Provide specific details of when and where the consultation will occur well in advance to give stakeholders the opportunity to re-arrange their schedules.
- Follow organisational meeting policies if consulting on-site. This may entail seeking written approval of use of meeting spaces, following guest sign-in procedures and OHS requirements.

Technology issues

- Have contingency plans designed if (some may say 'when') technology does not support your consultative endeavours. For instance, prepare printouts in case your PowerPoint presentation does not work.
- When available, have the contact details of technology support ready so you can immediately request assistance if required.
- Do not rely excessively on technology. It is a support; it does not do the consulting for you. If delivering an online presentation, discuss what it contains. Do not ask your stakeholders to read off the screen.

Generating ideas and discussion

- Use visual prompts such as images, video clips, graphs and slides. These will engage many of your stakeholders more effectively than verbal engagement.
- Ask open ended questions that encourage a considered and detailed response from your stakeholders rather than closed 'yes/no' questions.
- Consulting is as much about listening as speaking. Always give the respondent more time to answer the question than the time it took you to ask, without interrupting. Ask clarifying questions to demonstrate you are engaged.

Example

External sources for information

Hanna works as an environmental compliance officer at a large retailer. She has been tasked with improving sustainability outcomes of the organisation after feedback from the local community indicated it was not regarded as a sustainable corporate citizen.

Firstly, Hanna set up a focus group with members of the local community including residents, religious and sporting groups and small business owners. She decided that a focus group offered them to chance to provide long-form, substantive feedback about her organisation's environmental performance. The feedback was that their building's lights and heating were left on after business hours, there was no visible recycling program and rubbish burn-offs were creating smoke haze throughout the local community. With their permission, she recorded the proceedings of the focus group.

With this information, Hanna consulted with the environmental officer of a retailer in a different city. She ascertained, via attendance at an industry expo, that this retailer had been successful in implementing sustainability practices and identified it as the best practice model to emulate. In a face to face meeting, Hanna presented details of her policies and asked the other environmental officer to offer suggested improvements. These improvements were direct and seemed easy to implement in her organisation.

Practice Task 4

Question 1

Draw a line to match each stakeholder with either of the two options.

» Customer	» Internal stakeholder
» Government regulator	» Internal stakeholder
» Manager	» Internal stakeholder
» Employee	» External stakeholder
» Supplier	» External stakeholder
» Compliance officer	» External stakeholder

Question 2

Why would a manager seek a best practice model when looking to improve sustainability outcomes within their organisation?

Question 3

Which of the following statements help a business consult effectively about sustainability practices? Tick all that apply.

◯ You need to digitally record all conversations that occur with external consultants.

◯ Suppliers, government agencies and customers are examples of external stakeholders you should consult.

◯ Written summaries of consultations should be stored securely and distributed to relevant managers.

◯ Face to face meetings, focus groups and digital surveys are effective consultation methods.

◯ Use communication strategies that are tailored to the skills of the people you are consulting with.

1E   Develop efficiency targets

Organisations must establish a process that sets efficiency goals and determine methods to monitor progress.

Having assessed compliance, collected and analysed relevant data and consulted with stakeholders, your next step is to establish a process that sets efficiency targets for your organisation to work towards. Providing targets gives clear plan of action for your organisation to follow and enables you to implement clear, logistical strategies. Targets should be designed to maximise efficiency; leading to operations that achieve the highest outcomes with the lowest input. Along with setting targets, you should also determine methods to monitor the achievement of these outcomes. This process should include:

- developing efficiency targets
- focusing efficiency targets
- monitoring methods
- using internal sources of information to set targets
- using external sources of information to set targets.

Developing efficiency targets

Efficiency targets should follow SMART goal principles and be clear and precise.

Environmental initiatives will have the best chance of succeeding if the targets are clearly defined to all relevant stakeholders. Goals that are ambiguous and lacking in clear direction can result in employees and stakeholders becoming confused and losing interest.

The SMART goal format is a useful method that enables employees and stakeholders to work towards targets that provide value to the organisation's environmental initiative. The format is also broadly applicable to other aspects of business operations including finance, marketing, human resources and others. It is especially useful for setting sustainability efficiency targets as many employees find the topic to be very broad and lacking in specifics. Sustainability, as a concept, can be applied across all areas of business operations, therefore using SMART goal principles helps provide a clear focus to stakeholders. SMART is an acronym for the following framework.

Specific	Targets should focus on one specific area of efficiency. If you want to set a target based on resource efficiency, define exactly what resource.
Measurable	Targets need to be able to be measured; meaning they have a clear distinction between achieving the goal, or not. For this reason, numerical targets are effective.
Attainable	When setting targets consider the skills and abilities of those implementing the strategy. Setting a target that is unattainable will result in loss of confidence and engagement.
Relevant	The target must have a clear benefit for environmental efficiency. If the main target is financial efficiency it must include a tangible environmental gain.
Time-based	Set a date to assess whether the targets have been achieved. Reviewing of targets is the next step in the process and requires a timeframe to assess performance.

Example

SMART goals

Graham is deciding how to implement a resource management program in his appliance retail organisation. His data analysis showed that resources are being wasted. This is having a negative environmental impact and hurting the organisation's financial performance.

Graham is deciding what efficiency targets to set. Many of the staff who will be implementing the program are inexperienced and didn't really understand sustainability principles when he consulted with them. Graham knows that setting targets that are unclear to some stakeholders will result in continued misuse of resources.

Graham sets efficiency targets for different resources. The goal for cardboard is zero waste to landfill with 100% of all packaging material, evaluated monthly, reaching signed recycling bins.

Graham then writes up a checklist to determine if this target meets SMART goal requirements.

Specific?	The target identifies the resource and the process for disposal.
Measurable?	The target is measurable. A percentage of resources to be recycled is clearly stated.
Attainable?	After consultation with employees, Graham finds that some packaging material is not recyclable (such as Styrofoam).
Relevant?	Recycling supports environmental sustainability and efficiency.
Timely?	The target is to be evaluated every month.

After this consultation, Graham amends his efficiency target to 'dispose of 80% of all packaging material, evaluated monthly, into signed recycling bins' to reflect the reality that not all packaging material can be recycled.

Monitoring efficiency targets

Efficiency targets require monitoring to determine whether goals are being reached.

How you measure your targets will depend on your objectives. It is important to measure progress regularly so you can identify any concerns and implement improvements where necessary.

When collecting measurements regularly, simple collection methods are beneficial. If overly complicated, this might take up too much time and result in measurements not being collected.

It is important that measurements are objective. Test this by asking two people to use the same methods to gather information. If they get different results, you may need to clarify your methods further.

There are many different tools that can be used to measure or demonstrate progress towards a target. Some of these tools and their common uses are summarised below. As long as the tool is objective, gives consistent results and is relatively easy to use, you can use any available data to measure progress.

Resource usage trends

- **Description:** use supplier invoice data to measure use of a resource such as paper, energy or water.
- **When to use:** to monitor the success of programs designed to reduce resource usage, or to monitor changes in waste collection.

Workplace audits

- **Description:** verifies current usage patterns.
- **When to use:** to understand potential weaknesses and reasons for poor performance.

Visual and verbal confirmation

- **Description:** visually or verbally ascertaining that a target has been achieved.
- **When to use:** for basic targets such as cleanliness or to observe that employees are following processes.

Graphical data summary

- **Description:** shows complex data visually and simply to display trends.
- **When to use:** to communicate progress compared to target.

Checklists

- **Description:** written list of tasks that need to be completed
- **When to use:** more menial targets to confirm basic tasks are completed

Types of efficiency targets

Efficiency targets can cover a variety of areas; set your goals based on the requirements of your organisation.

The types of efficiency framework targets you set can focus on different areas provided they meet SMART goal requirements and are based on organisational context. Your organisation may have identified clear weaknesses that need addressing through clear targets and strategies.

You should consult widely before establishing efficiency targets. Different areas might require different targets. Setting efficiency across the organisation can lead to broad social, economic and environment sustainability. The following are some examples of focus areas you can base your efficiency targets in.

Best practice benchmarking	You can set efficiency targets based on the highest standards in the industry or from researched case studies that have had efficient outcomes. These targets are proven to have succeeded so you can adapt them to your organisation.
Compliance	Some efficiency targets can be used to demonstrate compliance with federal, state or local regulations or industry codes of practice. Ensure you have the relevant documentation to ensure your targets meet efficiency requirements of compliance standards.
Identified weaknesses	Through data analysis and consolidation, you may have identified a weakness within your organisation. You can design an efficiency target that will improve performance.
Financial considerations	Efficiency includes the maximum environmental outcomes achieved for minimal financial input. Your targets should include a financial consideration such as a return on investment or a trimming of spending on environmentally unfriendly resources.
Ethical considerations	Ethical considerations are genuinely held convictions that the operations of a company should improve the environmental outcomes experienced by the community they operate in. Ethical targets are based entirely on environmental outcomes and may actually incur additional costs to the business.

Information required to develop efficiency targets

Setting an effective efficiency target requires you to review relevant internal and external sources of information.

Your decisions should be based on the best available information. Determining efficiency targets requires you review information which will inform you about what goals to set, why, and how they will support environmental and financial outcomes for your organisation. As a manager, many of these documents will be available to you; if not you should seek permission to review them.

Internal sources of information

These documents are produced by employees within the organisation and written for internal stakeholders such as employees, managers and owners.

Internal documents to review
• Mission and vison statements outline the long-term goals of the organisation. Nowadays these statements are likely to include sustainability and efficiency goals. Your targets should support these documents.
• An operations plan outlines the production process in an organisation. These plans include responsibilities of employees and departments, supply chains, storage logistics. Efficiency targets you set must support this plan.
• Staff and managerial feedback can provide valuable insights into what targets should be set and whether they can be achieved.
• Performance reviews of individuals and departments can identify areas of improvement that can be supported by establishing efficiency targets.
• Financial performance documents that outline usage costs, the cost of environmental initiatives and supplier invoices.

External sources of information

These are documents produced outside the organisation which can bring fresh perspectives on what types of efficiency targets to set. A thorough manger will review external sources of information prior to setting efficiency targets. Below are some examples.

External documents to review
- Customer feedback can provide you with an insight into the types of efficiency and environmental outcomes they want to see from a business. Setting targets based on customer trends is a useful exercise as surveys demonstrate customers embrace companies that can demonstrate positive impacts on the environment.   - Government websites are an essential information source to review to set efficiency targets. They will outline compliance requirements, resources to use and strategies to follow. This information can help you set targets that are compliant and attainable.   - Review case studies of other businesses' efficiency targets. They often publicise them on their websites or in operating documents.   - Audit recommendations will identify areas of improvement for your organisation that efficiency targets should be based on.

Practice Task 5

Question 1

List three methods a manager can use to monitor the achievement of efficiency targets.

Question 2

Which of the following statements relate to setting efficiency targets? Tick all that apply.

- ○ You need to review internal and external sources of information prior to setting efficiency targets.

- ○ Targets need to be achievable for those asked to implement the program.

- ○ Numerical targets make it easier to measure the achievement of efficiency targets.

- ○ Targets should be defined broadly to encourage creativity in meeting these targets.

- ○ Avoid assessing targets after a particular time period; this increases workplace stress and may result in the targets not being achieved.

Question 3

Draw a line to match the sources of information needed to set efficiency targets to either of the two options.

» Audit recommendations	» Internal sources of information
» Best practice case studies	» Internal sources of information
» Mission and vision statement	» Internal sources of information
» Operational plan	» External sources of information
» Customer feedback	» External sources of information
» Performance reviews	» External sources of information

Summary

- Environmental regulations that are enforced by federal, state and local governments must be identified and complied with.
- Sustainability is the practice of operating a business that preserves natural processes. Policies and procedures should be put in place that support sustainable operations.
- Data should be gathered about resource usage that is reliable, objective and relevant to analysing an organisation's environmental impact.
- Resource usage should be analysed and documented to determine improvement strategies.
- Purchasing decisions should include a consideration of the impact of products and materials on the natural environment.
- Efficiency means to produce the most tangible positive environmental impacts for the lowest cost.
- Organisations should establish efficiency targets and use monitoring methods to ensure they are achieved.
- Stakeholders should be consulted to generate ideas to improve sustainable practices.
- Managers should consult internal information such as mission statements, financial records and operations plans when setting efficiency targets.
- External sources of information such as customer feedback, government audits and best practice models should be used to establish efficiency goals.

Learning Checkpoint 1
Establish sustainable work contexts

Part A

1. Which of the following methods can be used to collect resource data? Tick all that apply.

   ◯ Written checklists allow you to gauge resource usage.

   ◯ Digital scales can be used to weigh used resources.

   ◯ Visual observation is an effective way to measure resource wastage.

   ◯ Digital spreadsheets can aid you in calculating resource usage.

   ◯ Meters measure electricity usage and provide usage data.

2. List two strategies you should follow when collecting data within a collaborative process.

3. Which of the following statements relate to analysing numerical information with appropriate tools? Tick all that apply.

   ◯ Ratios are the total amount of resources used and can be measured by digital calculators.

   ◯ Resource account tools provided by your retailer can help you identify quantities used.

   ◯ Digital calculators can enable you to work out ratios to compare resource usage.

   ◯ Excel functions allow you to categorise financial data about resource spending.

   ◯ Product manuals provide you with information about metric measurements.

4. After analysing data, what are two possible strategies you can use to improve purchasing strategies?

5. Which of the following are relevant stakeholders who should be consulted when implementing sustainability best practice? Tick all that apply.

○ Internal compliance officers

○ Employees

○ Regulatory bodies

○ Local community groups

○ Social media

6. Number each step from 1 to 6 in the order you would follow to consult with relevant stakeholders about best practice modelling to improve sustainability.

○ Use appropriate communication methods such as active listening and avoiding jargon when consulting.

○ Prepare summary for other employees and detailed report for the manager based on discussion within the focus group.

○ Identify relevant stakeholders to consult with.

○ Request permission to record focus group.

○ Send out a digital survey to gauge their knowledge level, followed by setting up a focus group for further discussion.

○ Take detailed notes of discussion during focus group.

7. Draw a line to match each description of efficiency documentation to its definition.

》 Information gained from consumers about their perceptions about the organisation's efficiency

》 Operations plan

》 Return on investment reports, supplier invoices and costings reports

》 Audit recommendations

》 A document that outlines the production process within a business organisation

》 Financial documents

》 A list of improvements supplied by trained reviewers

》 Customer feedback

8. Number each step from 1 to 5 in the order you would follow to establish efficiency targets.

◯ Decide on which monitoring methods are most suitable for your efficiency target.

◯ Review mission statements, financial reports, audit recommendations and government websites to identify efficiency weaknesses within your organisation.

◯ Perform research into resource usage trends, graphical data summaries and checklists.

◯ Establish efficiency targets that are specific, measurable and relevant.

◯ Review data after monitoring performance according to efficiency target.

9. Which of the following methods monitor efficiency targets? Tick all that apply.

◯ Visual confirmations to determine processes are being followed

◯ Trust in colleagues to provide you with accurate information

◯ Workplace audits performed by outside contractors

◯ Checklists that catalogue what required tasks have been completed

◯ Analysing a previous usage trend and assuming it will stay consistent

Part B

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

Case study

Sustainability environmental policy

BizOps Enterprises participates in various activities across sectors and industries. Our commitment to corporate responsibility and sustainability means managing environmental, social and economic risks and responsibilities, and delivering sustainable outcomes for the benefit of stakeholders and the broader community.

BizOps recognises that acting in a responsible and sustainable manner creates new opportunities and improves social and environmental returns. we are committed to:

- maintaining high standards of ethical and legal business behaviours at all times
- developing improvement targets against key sustainability priorities, which relate to:
  - conduct
  - people
  - stakeholders
  - supply chain
- environmental impact and climate change
- Engage with our suppliers to improve the sustainability performance of the supply chain
- offering innovative and sustainable products
- preserving heritage and enhancing culture
- developing, recognising and rewarding staff for effective performance in terms of sustainability
- improving resource efficiency
- minimising the environmental impacts of activities
- positioning BizOps to operate in a changing climate and carbon-constrained economy
- pursuing continuous improvement in corporate responsibility and sustainability management and performance.

Accountability

All areas are accountable for developing and driving implementation of sustainability targets. The BizOps Board is responsible for reviewing performance. This is usually achieved via a sustainability audit, which is conducted by an independent body.

Sustainability environmental policy
Key sustainability initiatives
Environmental initiatives incorporated at the BizOps head office include:
▪ local materials to be used where possible
▪ recyclable and renewable materials to be used where possible
▪ a waste reduction program to be implemented
▪ the installation of a 150-megaliter rain water tank; this will be used to flush the toilets
▪ the installation of a smart lighting system and energy efficient lights; these will be electronically and control light levels and energy
▪ all workstations to be converted to low-power LCD and LED monitor systems and wired keyboards/mice to reduce the battery waste
▪ the removal of individual desk bins to reduce the plastic waste created by bin liners
▪ rebates for employees using public transport and car pools.

1. After reviewing the above document, list three of the organisation's initiatives to comply with environmental requirements.

2. Which of the following relate to Australian and international standards on corporate social responsibility? Tick all that apply.

    ○ The organisation's commitment to preserve heritage and enhance culture can help it meet standards outlined by the Australian Human Rights Commission.

    ○ Maintaining high standards of ethical business conduct includes ensuring suppliers with physical disabilities can gain access to the building.

    ○ Only the environmental aspects of the policies are related to sustainability.

    ○ ISO 26000 and SA8000 can be used as guiding standards when implementing these socially responsible policies and procedures.

    ○ The policies outlined in the document must meet the standards outlined in ISO 26000 and SA8000.

3. Which of the following legislation and regulations does the sustainability environmental policy adhere to? Tick all that apply.

○ Renewable Energy (Electricity) Regulations 2001

○ Council waste disposal regulations

○ Environment Protection and Biodiversity Conservation Act

○ Fair Work Act

○ Privacy Act

Topic 2 | Implement sustainable work practices

2A   Using tools to set efficiency targets

2B   Integrating efficiency targets within existing operations

2C   Supporting team members to improve efficiency

2D   Seeking and acting on feedback

2A Using tools to set efficiency targets

Organisations must be aware of their environmental obligations and have systems in place to assess compliance.

Developing efficiency targets requires forethought and preparation. Managers should utilise a set of tools or systems to design the most relevant and effective efficiency targets. In this context, the tools to help set efficiency targets are documents and performance analysis checklists designed for this purpose.

A manager should be familiar with a variety of tools to suit different circumstances. Some environmental initiatives may only require one; larger organisations with a number of sustainability programs may need to utilise many. Familiarity with multiple tools will provide you with the managerial skills to implement and manage efficiency targets.

You should become adept at:

- identifying internal tools
- identifying external tools
- sourcing tools to set efficiency targets.

Identifying internal tools to establish efficiency targets

Managers should use existing tools and systems to help them establish efficiency targets.

Internal tools are processes and documents produced by the organisation that are designed to provide analysis and information on specific internal operations that can be used by a manager to establish efficiency targets. For example, performance reports are internal tools that are based on the particular requirements of the business.

Checklists	A checklist contains key task requirements and provides information about which tasks within an environmental program have been completed. This tool can help identify which areas of the business are performing in line with task requirements.
Objectives, targets and action plans	By setting an objective or target for improvement, you can then measure whether or not you have achieved the target. Your action plan should list the steps and by when they should be achieved. This tool can help you outline focus areas of the efficiency targets.
Performance reports	Provide summaries of performance to your supervisor and other key stakeholders. This shows when targets are being reached and allows any concerns to be addressed.

Environmental risk register	Make a list of potential environmental hazards in your work area. Consider whether they are in your control, whether they could cause legal compliance issues and how severe the impact would be if there was an incident. This tool helps to prioritise environmental hazards.
Training register	Record the names of staff who attend training. This helps identify any employees who have not been trained, so this can be scheduled. Efficiency targets must consider the skill capabilities of staff.

Identifying external tools to establish efficiency targets

External tools and systems can be utilised and adapted to help establish effective efficiency targets.

External tools are produced outside your business and may require adaptation to be suitable for your own organisation. Other business models are likely to have different numbers of employees, operations or environmental initiatives. That said, external best practice methods can be very useful when setting meaningful efficiency targets.

Best practice comparison	Write out a step-by-step best practice procedure. Then write out the current procedure in your organisation. Compare the steps. Where do they differ? This comparison will help you identify what you need to do to improve your procedure.
Audit or survey	Audits are professional and systematic checks of how your organisation is performing according to environmental standards. They can identify strengths and areas of improvement.
Environmental performance process	Make regular measurements of key environmental targets and compare them with previous measurements and agreed targets.
Quality assurance systems	These are often formal processes for compliance with external quality systems. They may include a range of tools to ensure the requirements of the external system are met, including external audits. They provide outlines of targets that should be attached to your processes.

Sourcing the necessary tools

Managers should maintain a record of from where they can source necessary tools.

Effective organisation of key documents and tools is an essential characteristic of good managers. Having immediate access to these useful internal and external tools may be necessary when having to determine targets with minimal notice so you need well organised systems. Below are descriptions of how to source each identified tools.

Checklists	These documents are likely to be maintained by the project managers of individual initiatives. For example, the manager responsible for a recycling program will have the required checklist. Some observational checklists may be kept in the operating area of the initiative.
Objectives, targets and action plans	These targets are likely to be found in key organisational documents such as mission/vision statements, operations plans and policies and procedures documents.
Performance reports	Performance reports are likely to be retained by the environmental compliance officer.
Environmental risk register	This tool is likely to be retained by the environmental officers or risk compliance officers.
Training register	This tool will be sourced from the human resources manager. You may or may not have access to this information, depending on the organisation.
Best practice comparison	This tool can be sourced from formal training documents or summaries provided on the websites of model organisations. Some businesses choose to keep key aspects of their efficiency programs private. Government websites can offer best practice comparisons.
Audit or survey	Audits are usually performed by external contractors who charge for their services.
Environmental performance process	This tool should be sourced via the environmental compliance officers.
Quality assurance systems	These tools can be sourced from purchased ISO Standards. The relevant Standard series for sustainability is ISO 26000.

Using a tool to set efficiency targets

Sally works in an administration role at a large retailer. Her role has been extended to improve efficiency around the workplace. She is not sure where to begin with this new assignment.

She decides to set up a system to reduce paper usage. After getting advice from her supervisor, she decides to investigate potential causes of paper wastage.

The first tool she decides to use is a checklist. She finds a template from the environmental compliance officer to measure paper usage across time. She checks the printers in her area every hour to see whether the pages waiting to be collected are printed on both sides, or not. She finds that some copies are still sitting there at the end of the day and have not been collected. She also finds that some people are regularly printing on one side only, while others are always printing on both sides. Sally speaks to one of the staff who regularly prints on one side only and finds out that they do this because they are not sure how to print double-sided. Her tool indicates that this resource is not used efficiently within the workplace.

Sally identified a secondary tool to use; a best practice model from an organisation that has successfully implemented a program to improve resource usage within the retail industry. After studying the model, she found systems that could be adapted to her workplace.

Sally now has the information required to establish clear efficiency targets to help her business achieve more sustainable outcomes.

Practice Task 6

Question 1

Draw a line to match each tool used to set efficiency targets with either of the two options.

» Audit or survey   » Internally produced tool

» Performance reports   » Internally produced tool

» Best practice comparison   » Internally produced tool

» Environmental performance process   » Externally produced tool

» Objectives, targets and action plans   » Externally produced tool

» Training register   » Externally produced tool

Question 2

Which of the following sources can provide managers with tools to help set efficiency targets?
Tick all that apply.

○   Environmental compliance officers.

○   Human resource managers.

○   Calendar application or diary.

○   Other organisation websites.

○   ISO standard documents.

2B Integrate efficiency targets in existing operations

Efficiency targets need to be embedded into all aspects of the organisation.

Integrating efficiency targets means ensuring your efficiency goals align with the rest of your business operations, systems and processes. It is important that organisations do not impose efficiency targets that are too complicated or unrealistic. Ensuring efficiency targets fit within existing operations is essential for two reasons;

Firstly, targets that can be adapted to employees, systems and equipment already in place within an organisation are more likely to be achieved. Targets need to be set that consider the personnel and resource capabilities of the organisation. Attempting to achieve unrealistic targets is a waste of resources and valuable time. Secondly, while sustainability is important, your organisation still must focus personnel and equipment on profit centric activities. Targets should not drain personnel and material resources in order to meet efficiency targets if this makes production processes ineffective.

When integrating targets, a manager should consider:

- implementation strategies to make the transition smoother
- embedding targets into existing operations
- relevant change management techniques
- impact of targets on sales strategies.

Implementing efficiency targets

Organisations must devise strategies in order to meet efficiency targets.

As a manager, you will play a key role in implementing strategies that will help your organisation meet efficiency targets. These strategies can cover all aspects of the organisation's operations including personnel, materials and customer service. An effective manager will not view the implementation of these strategies as their sole responsibility. You may oversee the programs, but you should seek support from others to implement them. What strategies you use to implement and meet efficiency targets will depend on the size of your organisation and the targets you want to meet. Larger organisations may require the coordination of multiple strategies simultaneously whereas a smaller business with a single efficiency target may only require one strategy. The following are examples of what your organisation can implement.

Resource Usage	• Develop a recycling program that reuses materials such as paper, cardboard and some plastic. This is especially useful for organisations that use a high volume of packaging. • Monitor usage of existing resources such as water, paper and electricity and aim to reduce wastage. This can be achieved through energy efficient appliances, changes in employee usage patterns and a shift to entirely digital communication. • Shift towards renewable energy sources. Install solar panels and water tanks to conserve usage of natural resources. • Use LPG for delivery vehicles rather than petrol.
Supply chain efficiency	• Establish targets that use sustainable suppliers. Ask to review their sustainability and efficiency targets. Maintain commercial relationships with sustainable suppliers. • Prioritise using local suppliers. This can support efficiency via reduced travel time and carbon emissions and shipping costs. • Efficiency stems from long term supplier relationships with open communication. Long term commercial relationships are efficient because of familiar, sustainable and cost friendly shipping processes.
Purchasing efficiency	• Include 'green' purchasing as part of your purchasing policies. A certain percentage of spend going to sustainable products can be an efficiency target. • Get multiple quotes on 'green' products. These quotes can lower costs while finding suppliers and appliances that have lower adverse impacts on the environment. • Keep an index of 'green' purchasing catalogues and suppliers. Ensure this index is retained for employees who will do your job once you have moved on.
Quality Assurance	• Review aspirelr.link/choice before making 'green' appliance purchases. This is a consumer advocate group that determines how environmentally efficient products are. • Ensure products and services you buy to help implement efficient targets are covered by a warranty.

Embedding efficiency targets in existing business operations

Organisations rely on consistent approaches to operating procedures therefore efficiency targets must adapt to these processes.

Organisations that function effectively have a clearly defined and documented structure. Employees turn up to work at the designated times, complete tasks they are trained to complete and have standardised annual performance reviews. While there will be minor changes, organisations function predictably and according to an operations plan. Targets can seek to improve efficiency but must be embedded into existing processes, being more likely to succeed if adapted as a routine part of operating procedures. The following are some ways to embed efficiency targets into existing business operations.

Training	• New employees should receive induction training. This should include information about the purpose of efficiency targets and how they will contribute to the achievement of those targets.
	• Existing employees should receive training about their specific responsibilities that impact achievement of these targets. This may include training to operate particular equipment, install new appliances or using existing resources.
Seeking approvals	• Within an organisation you will have to seek approvals to implement policies, including implementing efficiency targets. You may need to seek approval from the following roles: – compliance managers to ensure efficiency targets meet compliance requirements – financial managers to gain funding for materials and equipment to implement your efficiency targets – human resources managers to approve provision of roles or staff training to help you meet efficiency targets. • These approvals may relate to the following issues: – purchasing materials or equipment – communicating with external stakeholders – holding team meetings within the workplace – taking employees away from their usual tasks.
Reviews	• The performance of all employees is formally reviewed through appraisals. Performance reviews should include criteria that evaluate how employees contribute to achieving efficiency targets. This will establish the importance of these targets in the work focus of employees.
Key workplace documentation	• Efficiency targets should be included in key workplace documents such as policies and procedures, operation plans and mission/vision statements. These documents outline key work processes that existing and new employees follow.

Change management techniques supporting sustainability

The processes required to enact sustainability changes should be developed with relevant stakeholders.

For many employees and some organisations, the concept of sustainability is new. They may be unfamiliar with implementation processes and responsibilities for maintaining it. The changes you are introducing may be perceived as substantial by some employees.

Effective use of change management techniques help you embed operational changes with minimal disruption to business processes while supporting sustainability goals. These techniques focus on keeping employees engaged and enthused about the changes while keeping all relevant stakeholders informed.

Consulting with stakeholders to confirm change management provisions is an essential part of successful sustainability implementation. It may be necessary to also consult with relevant change specialists, or specific experts, on elements of the change process, or on an ongoing basis throughout CSR implementation.

Document changes

- Provide a written or digital change manual that explains changes to roles and responsibilities.
- This manual should outline what each employee's new tasks are and the process for review.
- Ensure staff receive a copy. Save a copy to staff information drives in the internal network.

Generating enthusiasm for changes

- Employees tend to support changes if they approve of them.
- A manager should communicate the benefits employees and stakeholders will receive from implemented changes.
- Successes when implementing change should be celebrated to generate stakeholder excitement.

Gaining stakeholder 'buy-in'

- 'Buy-in' means when stakeholders are willing to support sustainability changes in the organisation.
- This can be generated by appropriate training and ensuring a full understanding of the purpose of the change and the implementation processes.
- 'Buy-in' can be created by the use of incentive programs encouraging employees to engaged with the sustainability initiative.

Develop contingency plans

- Risks can endanger the potential success of an introduced sustainability policy.
- Risks can include inadequate stakeholder training, poor communication of change strategies, unwillingness of stakeholders to 'buy in' and safety and legislative risks.
- An effective manager should perform risk analyses that identify potential risks, severity of impacts and contingency plans to minimise these impacts.
- A contingency plan will outline what to do if the initial sustainability program fails.

Sustainable sales strategies

Organisations need to adjust sales strategies to meet sustainability requirements.

The primary focus of sustainability and efficiency targets have been on the production process, namely the resources and materials used to manufacture products and maintain operations. An effective sustainability manager will also implement strategies to contribute to positive environmental outcomes at points of sale.

Points of sale are where staff interact with customers to sell a product or service or discuss product and service options. Because customers are increasingly aware of the need to be sustainable, it is important your sales strategies reflect sustainable values. The following are some methods you can use.

Sustainable sales strategies:

- When storing products use less packaging. Some customers prefer minimal packaging so offer that option. Use more sustainable paper packaging rather than plastic.
- Offer customers the option of receiving digital invoices or brochures rather than printing paper copies.
- Advertise sustainably. Focus on more sustainable advertising such as through social media rather than paper and plastic brochures. Ensure TV screens used for advertising in your workplace are environmentally friendly LEDs.
- Make sustainable products a priority focus in your sales objectives. Feature these products in social media postings and encourage sales staff to promote them.
- Have meetings with customers via teleconference, if possible. This reduces the need for expensive and environmentally unfriendly travel.
- Ensure the suppliers of the products you sell are sustainable within their operations.
- In consultation with the relevant financial personnel, ensure your sustainable products are cost effective for consumers thus encouraging purchasing.
- Offer customers the opportunity to purchase bulk amounts of sustainable products at discount prices.

Example

Integrating efficiency targets

Phil is a team leader at a media production company and has volunteered to lead a sustainability initiative. After reviewing practices, he has devised the following action plan that includes efficiency targets he believes are attainable and will make the company more sustainable.

To ensure this plan is integrated into existing operations, Phil will complete the following;

- ensure every employee has a digital copy of the action plan
- offer training to the individuals with outlined responsibilities
- make a request to the human resources manager that the action plan be included in the organisational policies and procedures document
- request approval from the purchasing manager to buy a 'cigarette butt bin'
- introduce an incentive program that offers Uber Eats vouchers to productive employees.

Area of activity	Target	Actions		Person responsible	Timing	Status
Office paper	No office paper with general rubbish.	Recycle	Remove individual bins near desks.	Administration manager	Within three weeks	Green
Rubbish	Reduce cardboard packaging in rubbish by 60 per cent.	Reuse	Work with suppliers to introduce reusable packaging.	Purchasing officer	Within six months	Yellow
Litter	Reduce cigarette butts around door by 90 per cent.		Introduce butt bin outside the door.	Facilities manager	Within four weeks	Red

Practice Task 7

Question 1

Which of the following help make business operations more sustainable? Tick all that apply.

○ Before purchasing sustainable materials, you should seek approval from the financial manager in charge of purchasing.

○ Your suppliers should provide evidence that their products meet sustainability quality standards.

○ Sell sustainable products that have less packaging.

○ Make your sustainable products cost-effective so customers can recognise the financial value of purchasing them.

○ Advertising is an essential business operation and sustainability principles do not apply to it.

Question 2

List two ways to integrate efficiency targets into business operations.

Question 3

Which of the following are sustainable work practices you can implement within your workplace? Tick all that apply.

○ Introduce a recycling program.

○ Purchase energy saving appliances.

○ Install solar panels to use clean electricity.

○ Using Styrofoam packaging to reduce plastic packaging.

○ Using petrol in delivery cars rather than LPG.

Question 4

List two change management techniques a manager can use to integrate efficiency targets into business operations.

2C Supporting team members to improve efficiency

Increased efficiency is an organisational commitment. Managers need to engage all employees in achieving targets.

It requires a committed team effort from all employees for an organisation to achieve efficiency outcomes. A manager will lead the task and play an essential role in training staff and reviewing performance, however all employees will contribute to the achievement of the program. These contributions may be minor, such as complying with policies and procedures. They can also be major contributions; you can designate essential roles in the efficiency program to other team members.

Your efficiency targets and sustainability program have a far greater chance of success if all team members genuinely want it to succeed and have a clear understanding of what their personal responsibilities are.

Your role in supporting team members to improve efficiency can be divided into four main areas.

- Providing clear instructions to team members.
- Offering training and guidance.
- Being adaptable in managing workloads.
- Establishing communication channels with team members.

Provide clear instructions to team members

Team members will require explicit instructions about how to fulfil their responsibilities.

When establishing your sustainability program, ensure the involved team members are provided with clear instructions that relate to their specific task responsibilities.

Many team members will be unfamiliar with efficiency targets and sustainability programs. Always aim for best practice policies and ensure team members have sufficient training and knowledge to have confidence in performing their allocated tasks.

When managing your team you may be responsible for conveying workplace environmental procedures or instructions. Make sure you impart the information clearly and accurately, whether verbally, such as in a meeting, in conversation or on the telephone; or in writing, such as via email, memos, procedure manuals or signs.

To ensure instructions are fully understood, managers should complete the following.

Provide documents about the overall program	Team members should be aware of the whole initiative. Provide team members with digital copies of overall efficiency targets and key organisational documents such as policies, procedures and mission and vision statements.
Explain the purpose	You may encounter team members who question the purpose of efficiency targets and sustainability programs. This is particularly the case if it increases their workload. Be prepared to explain the purpose of the program.
Provide documents about individual task instructions	Provide digital or written descriptions of task responsibilities for each team member. Include what they are expected to complete, materials and resources required and how performance will be evaluated.
Outline potential impacts	You have collected data on potential impacts of the sustainability program and efficiency targets. Be prepared to provide details of the positive impacts on the environment, on compliance requirements and on financial performance of the organisation if targets are met.

Offer training and guidance

You should support team members by ensuring they know how to complete their task requirements.

Team members will look to their manager for support in completing some of their individual task responsibilities as part of the sustainability program. Many may not be familiar with techniques, materials and equipment required. For example, training can involve a showing an employee where recycling bins are kept, how to weigh the materials in them and the process to follow when emptying them. Be thorough in training employees and avoid assuming employees know how to do even seemingly minor tasks. Some menial responsibilities may involve knowing a door access code or having a key that a team member may not necessarily have.

You should consult with the human resources manager ahead of any training. In some circumstances, employees may need specialised training that requires licensed qualifications. The following are some strategies to follow when offering training and guidance to employees.

Model expected performance
Where possible, you should demonstrate how to perform a task. Having group sessions where team members see you empty recycling bins or use green appliances is effective in showing them necessary techniques.

Provide necessary tools and equipment

Completing tasks to meet efficiency targets will require some tools and equipment. Ensure your staff have access to these. Items can include scales, ropes, scissors, appliances. If you do not have them, speak to your purchasing manager about acquiring them.

Active supervision

Supervise your team members as they are completing requirements within the sustainability program. Be supportive manner, avoid negativity and offer constructive instruction.

Provide a reference manual

Some workers prefer a written reference that they can read and refer back to in their own time. This can be as simple as a page of instructions summarising their specific task instructions, or a guide detailing the steps and purposes of the sustainability program.

Use visual signage

Many workers are visual learners; meaning they understand instructions better via images and photographs, rather than listening to verbal instructions. Provide visual guides about how to complete various tasks.

Be adaptable when managing team members

Adaptability is a skill that allows you to change your management techniques to suit different circumstances.

Managing change means you must be able to adjust to evolving situations. Implementing sustainability programs and efficiency targets will involve change; you may have to use different appliances, organise new suppliers or interact with a wider range of stakeholders and team members.

For a workplace to achieve its environmental goals, all staff affected by the changed work practices and procedures need to support the changes which may involve altering their own work schedules.

When you are responding to a change in work procedures, consider the associated timelines. For example, a new procedure may need to be in place by a certain date (the organisation may have promised shareholders that an environmentally damaging practice will be phased out by a certain date, or a monitoring procedure may need to be carried out within a particular time period), or an audit of the organisation's office waste may be carried out over a two-week period. These are all challenges to your managerial skills. To be adaptive when supporting your team members, ensure you complete the following tasks.

Create contingency plans

Contingency plans are documents that outline what to do if operations fail. For example, you may need to change suppliers if they fail to meet sustainability standards. Have back-up options ready to use.

Adjust work schedules

With employees being asked to compete different tasks to meet sustainability and efficiency targets, be prepared to change work schedules. For example, if you require a staff member to drive e-waste to the recycling centre, you may have to re-organise shifts and duties.

Change your management styles

Management styles are the techniques you use to extract high levels of performance from your team members. Usually, managers are encouraged to use an open, democratic style allowing team members to make responsible decisions. With the introduction of unfamiliar sustainability and efficiency programs, you may have to micro-manage and closely supervise team members.

Source more effective resources

The materials you use within the sustainability program may not be sufficient to meet targets. You may need colour coded bins to improve your recycling efficiency or better measurement instruments. You may be required to research and organise new materials and equipment.

Establish communication channels with team members

Ensure team members can discuss issues with you about sustainability programs and efficiency targets.

Having open channels of communication is vital in ensuring team members are supported in meeting efficiency targets. So far, this topic has discussed one-way communication; managers instructing or training team members. It is important that managers provide channels for two-way communication so that team members and managers can engage in substantive discussion about sustainability issues.

These communication channels can help team members ask questions to clarify the scope of their responsibilities, or request assistance with a task they are struggling to complete. They may need to report a safety issue or suggest an idea to improve the sustainability of the program. Providing team members with channels to express their opinions also increases their engagement with the process and this generates enthusiasm to complete tasks to a high standard. The following are some ways you can open up communication channels with your team members.

Declare an open door policy	Some employees are wary of disrupting managers and team leaders, so they choose not to communicate issues. Make it clear to team members that they can discuss issues at all times.
Suggestion box	Many managers use a suggestion box. This is when a team member can suggest an idea or raise an issue in writing, usually anonymously. This channel offers team members the confidence to contribute if they prefer to remain unidentified.
Schedule regular staff meetings	Meetings are a good opportunity for staff to gather collectively and discuss issues around sustainability. When meetings are productive, multiple team members will motivate each other and offer innovative ideas.
Collaborative decision making	Ultimately managers will retain the final decision-making responsibility. However, team members should be offered the opportunity to provide feedback in the decision-making process and have decisions justified to them.
Hover while team members work	Hovering involves being in close proximity to team members while they work on sustainability task requirements. Your presence may encourage team members to ask questions or seek assistance.

> ### Example
>
> ### Supporting team members via effective communication
>
> Janelle works in administration at a hospital. Trudy, a temp, is working with Janelle for a week. Normally a new employee would be given training about special procedures such as safety and environmental procedures, but since Trudy is only there for a few days, Janelle is responsible for conveying essential information to Trudy. She shows her how to handle medical waste safely and use the digital records system. She also shows her where to recycle paper, how to use appliances sustainably and to participate in the carbon neutrality program.
>
> Janelle is informed that the hospital will begin to hire longer term replacements. Janelle determines that the individual training she gave Trudy will be difficult to provide to 20 new recruits. She designs a digital PDF manual to be distributed to new employees that sets out their sustainability responsibilities. She also schedules an induction meeting where she will communicate the key purposes of the sustainability program to the new employees.
>
> Janelle re-organises her schedule for the next two months so she can offer guided supervision to the new employees in meeting their sustainability task requirements.

Practice Task 8

Question 1

Which of the following strategies can a manager use to support team members to improve efficiency? Tick all that apply.

- ○ Provide clear task instructions to team members.

- ○ Offer training and guidance.

- ○ Ensure marketing materials are updated.

- ○ Use adaptable work practices.

- ○ Establish communication channels that allow two-way communication.

Question 2

List two ways a manager can adapt to routine and non-routine work tasks.

Question 3

Which of the following statements are correct? Select yes or no for each one.

a) Having an open door policy encourages team members to report possible ways to improve resource efficiency.　　》 Yes　　》 No

b) As long as plans, policies and procedures are in place to support sustainable initiatives, employee buy-in is unnecessary.　　》 Yes　　》 No

c) A suggestion box allows employees to identify possible improvements to resource efficiency without judgement or fear.　　》 Yes　　》 No

d) Hovering near team members during sustainability tasks will encourage them to work harder so mistakes will be avoided and efficiency targets will be better met.　　》 Yes　　》 No

2D Seeking and act on feedback

You can identify and minimise the causes of performance variations by knowing how to seek feedback.

Feedback is used to determine how well you and your team are carrying out your roles in sustainability programs. It can be based on positive or negative aspects of performance and is important as it helps to identify areas for improvement as well as where your team is working to a high standard. Feedback should be objective, timely, constructive and unbiased.

Team leaders have the added responsibility of seeking and evaluating feedback for the team they supervise. You should develop various methods of collecting feedback both on your own performance and the performance of your team. Once the feedback is collected, it needs to be analysed to find trends that have impacted performance. In generating ideas to improve sustainability outcomes you should consider the following methods:

- seeking feedback by asking questions
- conducting performance appraisals and reviews
- conducting online surveys
- overseeing informal appraisals
- identifying relevant feedback sources
- evaluating feedback.

Seeking feedback: Ask questions

Asking questions while completing tasks helps monitor performance and demonstrates initiative.

Asking your team questions is a useful informal tool for obtaining feedback and generating ideas to improve sustainability. Focus your questions on how well they understand the task, the likely result of their performance and any areas where they require assistance or could improve. Some examples are given below. Learn from the feedback people give you and develop confidence in the way you approach and carry out your duties as team leader.

Open ended questions	An open question is likely to receive an extended answer. It provides an opportunity for discussion, thinking and reflection with another person. Open questions often begin with 'what', 'why' and 'how'. **For example:** ▪ What are your thoughts on the recycling program? ▪ What would happen if we received more funding? ▪ Can you please describe how to do this?
Closed questions	Closed questions are answered with a single word or short phrase. These types of questions give facts, are quick and easy to answer and keep you in control of a conversation. **For example:** ▪ Are these efficient appliances easy to use? ▪ Would you like me to help you with that? ▪ Where is this packaging disposed of? ▪ If I deliver this now, can you sign for it?
Recall and process questions	Recall and process questions are used to determine if an employee has understood instructions they were just given. For a team leader, this type of question can be useful to determine if an employee genuinely knows what their task involves. **For example:** ▪ Remind me what the 2nd step is? ▪ And what should you do after the document is printed? ▪ Can you explain to Phil what your task is?
Funnel questions	Funnel questions involve seeking feedback by starting off with a very broad question, and then asking questions that are increasingly more focused to get specific feedback. **For example:** ▪ How did you perform on that task today? ▪ Did you find the software easy to use? ▪ Would you be interested in sustainability training?

Seeking feedback: Performance appraisals/reviews

Performance reviews are formal feedback sessions that can be used to seek feedback from your team, or about your team.

Most employers and employees understand the need for assessing the way staff perform their duties. One approach for obtaining feedback is a performance appraisal. This may be done formally in some workplaces using template documents or through an organised meeting with a supervisor talking to an employee about their recent performance. Such assessments are usually conducted at six-monthly or yearly intervals. Your performance in implementing sustainability initiatives will be evaluated in the light of both individual and team requirements.

The feedback you gather in a review is usually collected from a wide variety of sources. It does not usually just come from one manager. However, the manager plays a key role in gathering information for the review. Information such as reports from other managers, your colleagues and even customer or sales data should be collected as part of the review process.

A well-run review will provide you with the opportunity to ask follow-up questions or clarify any issues you are unsure of. Within your role as team leader, you can use a performance appraisal to ask questions and collect feedback on your team. This can be done by asking questions in an interview setting or setting written questions for others to answer.

Example

Performance appraisal

Blake is a supervisor and wants feedback on the skills and knowledge required to perform his sustainability task requirements, and also about his skills in setting tasks for his team and managing their training and resource needs to achieve efficiency targets. Blake compiles this appraisal and asks his team to complete it. At the appraisal, Blake discusses these aspects with his team and together they reflect on his work. Based on this feedback, Blake may have to adjust how he performs his supervisory role.

Goal/Key performance indicator (KPI): To reach sales targets			
My overall performance:			
Unsatisfactory Needs major improvement	**Satisfactory** Met expectations	**Very good** Met all expectations Showed initiative	**Outstanding** Exceeded expectations Showed leadership
Extra comments:			

Employability skills	Unsatisfactory	Satisfactory	Very Good	Exceptional
Communication of sustainability requirements.				
Teamwork to support sustainability initiatives.				
Problem solving skills to resolve sustainability issues.				
Planning and organising of recycling program.				
Technological skills when managing sustainable appliances.				
Reliability to give consistent instructions about sustainability requirements.				

Gathering feedback: Online surveys

Online surveys give employees a chance to provide meaningful, considered and targeted feedback.

Some employees are not comfortable providing feedback in face to face settings. They may find it too intimidating to give negative feedback about their team leader. They might lack sufficient verbal skills or be wary of losing their job. An alternative method of gathering feedback is via online surveys.

These surveys allow team leaders to gather feedback from more introverted employees about existing sustainability programs and ideas to improve environmental outcomes.

Other benefits that many online survey platforms provide are automated summaries of responses, which helps reduce workload. The responses you get may be more considered as the respondent is under less time pressure to reply. This also provides an opportunity to seek specific feedback that is You design the survey so can control what questions are asked.

Aspects of work performance for feedback via online surveys
• Engagement levels of your team. • The clarity of instructions you provide. • The achievability of the objectives you set. • Observations of incidents that occur. • Numerical ratings of specific aspects of your supervisory role. • Employee opinions on training offered.

Setting up online surveys requires a moderate level of information technology skills. There are paid survey software options however some programs such as Office 365 offer free options. Depending on the program you use you can set up multiple choice questions, ratings questions or text-based responses, as well as other formats.

Gathering feedback: Informal appraisals

Formal appraisals take time that you might not have. Informal appraisals let you gather feedback quickly and effectively.

Some workplaces rely on informal feedback processes as they can be more time efficient and effective in getting specific feedback to workers than via formal feedback methods. As you work directly with a team in your supervisory role, you will have numerous opportunities to gather informal feedback about the sustainability programs within the organisation.

These informal appraisals can be short conversations or emails. The workflow of the team is not disrupted, and you can get a meaningful update on how the sustainability program is progressing and on new ideas your team members may have for improvements.

The following are examples of informal feedback processes
▪ Ad-hoc conversations with supervisors and managers.
▪ Immediate feedback from customers and clients.
▪ Observations of incidents that occur.
▪ General impressions gained over time.
▪ Comments made by other workers.

Be cautious, as informal feedback can sometimes be biased or based on inaccurate information. If there is no formal appraisal system in your organisation, ensure that you make time to have a conversation with your supervisor about your performance.

Seeking feedback from relevant personnel

You should seek feedback from key personnel who have knowledge of your role and performance.

Not all feedback is equally valuable to you. Some colleagues may not have working knowledge of sustainability requirements or efficiency programs that are in place. You can seek feedback from different personnel based on which role you are seeking feedback on. Sources of feedback can either be internal stakeholders such as your manager/supervisor, department managers and your team in the example that follows; or external stakeholders such contractors/suppliers and customers in the example that follows. Self-analysis is considered relevant by most organisations.

Relevant personnel members may be:

Your manager/supervisor

Your manager will have a knowledge of your personal sustainability task requirements and the standards you are expected to reach in your supervisory role. The feedback provided will valuable, as they are probably proficient in providing meaningful feedback.

Department managers

If the sustainability initiative you are leading involves team members from other departments seek feedback about your supervisory performance from them.

Your team

└ Your team can provide direct and meaningful feedback about your capabilities. They can comment on the clarity of your instructions, your collaborative skills and time management ability.

Customers

└ They may not know exactly what the sustainability program is but have a general idea of environmental principles and are directly impacted by your performance. They can provide feedback of your supervisory skills via observation of the staff you lead.

Contractors/suppliers

└ Your role as team leader will involve interacting with contractors and suppliers; particularly when organising supplies and technology for your team. They can provide feedback via their commercial relationship with you.

Acting on feedback

Once feedback is gathered, you need to evaluate what feedback suggestions to act on.

You will receive feedback that is useful and substantive and some feedback that is not. An effective manager will analyse all feedback and determine what ideas should be implemented. Generally speaking, if many team members make a similar suggestion, it should be considered. However, if an idea is suggested by only a few team members, it should be investigated to determine viability.

Acting on feedback means to effectively implement suggestions and ideas that come from team members. It makes team members feel valued and listened to, and they know that their ideas and suggestions can improve business sustainability operations. Great ideas can come from any level in the organisation. The following are some strategies to follow when acting on feedback.

Acknowledge all feedback

It is important for team member morale that you acknowledge all feedback. This may be in the form of a thank you via email or a discussion about the feedback, demonstrating that they are a valued team member.

Be willing to implement ideas

If you evaluate an idea as being beneficial to environmental outcomes, implement it. Ask the team member who provided the feedback to support you in the implementation or delegate responsibility to them.

Refine team members' ideas and feedback

Some ideas you receive will require refinement. They may lack an understanding of the resources required to implement it, or the scope of the task being suggested. Discuss with the team member why the idea is unrealistic and filter out the aspects of the idea that can be implemented.

Update targets and key documents

When you act upon feedback, ensure these changes are included in organisational documents. This may require you to update written efficiency targets or change the operations plan. Notify relevant stakeholders.

Review ideas and suggestions

Ideas might seem to be effective at the time of implementation, but a sustainability initiative needs time to demonstrate positive outcomes. Ensure you have a review system in place to assess ideas you introduce.

Practice Task 9

Question 1

Draw a line to match each method to its definition.

|	
» Conducting online surveys	» Focus on open-ended, closed or funnel questions that probe how well team members understand the task, their performance and any areas that could be improved.
» Asking questions	» Allows all employees, regardless of language proficiency and personality type, to provide feedback on sustainability initiatives.
» Overseeing informal appraisals	» Allows managers to collect information from a wide range of sources and to ask questions and collect feedback on your team either verbally or in writing.
» Conducting performance reviews/ appraisals	» Consists of short conversations or emails that won't take long to respond to yet are valuable in providing information on potential improvements in a timely manner.

Question 2

Which of these techniques can you use to analyse feedback you receive? Tick all that apply.

◯ Seek a performance review from your manager.

◯ Look for trends within the feedback.

◯ Categorise the feedback.

◯ Compare related data within the feedback.

◯ Discard the feedback from inexperienced members of your team.

Question 3

Why is acting on feedback important when generating ideas to improve sustainability?
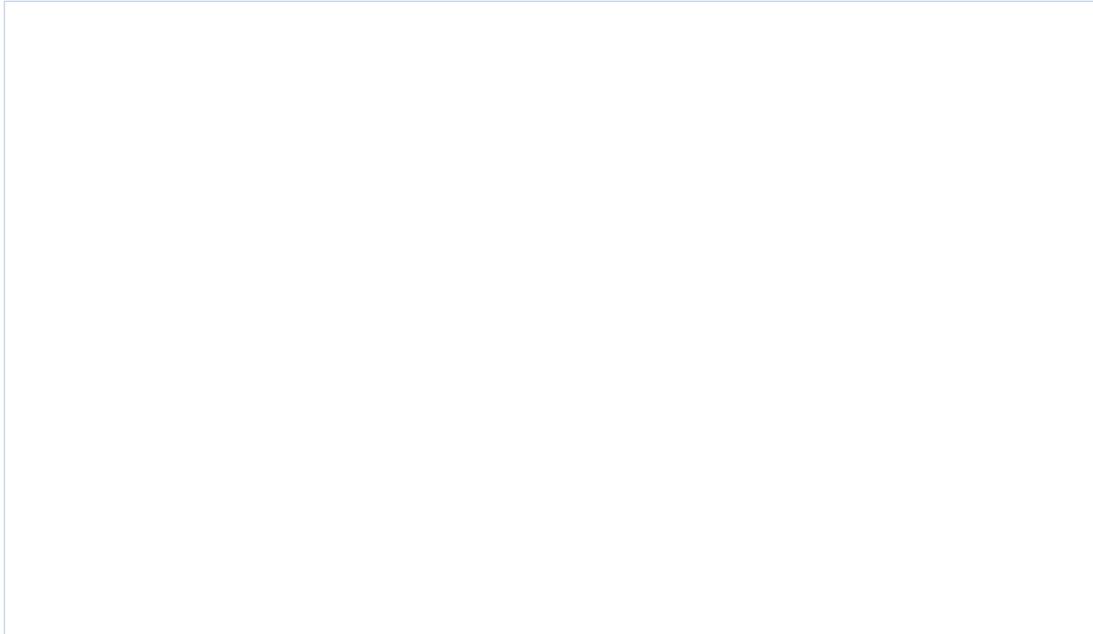
Summary

- Utilise a range of analytical tools to help set realistic efficiency targets.
- Maintain a registry of internal and external sources listing where these tools are located.
- Embed efficiency targets into existing business systems.
- Include efficiency targets in key workplace documents and review processes.
- Implementing changes to sustainability processes requires updating documents, generating enthusiasm from team members and developing contingency plans.
- A manager should help their team improve efficiency by providing clear instructions about task responsibilities.
- Offering training and guidance about how to perform tasks relevant to sustainability practices is a key responsibility of managers.
- A manager should be prepared to change the work schedules of team members so they can complete added sustainability responsibilities.
- It is essential that managers provide communication platforms that enable team to members to provide feedback and to suggest ideas to improve sustainability.
- Team members need to be encouraged to provide ideas and feedback; it increases their engagement and can supply the business with effective new procedures.

Learning Checkpoint 2
Implement sustainable work practices

Part A

1. List three methods to support team members in identifying more sustainable work practices.

2. Which communication strategies should you use to support your team in implementing sustainable work practices? Tick all that apply.

   ○ Inform team members you have an open door policy where they can discuss any aspect of the sustainability program.

   ○ Collaborate with staff in the decision-making process.

   ○ Schedule regular staff meetings to inform team members of key information about both standard and irregular tasks.

   ○ Implement a strict time and place for communication to avoid disrupting the work process.

   ○ Be in the vicinity when team members are working to answer any sustainability related questions.

3. Which of the following statements are correct? Select yes or no for each one.

   a) Sustainability performance reports are analytical tools that are retained by a compliance officer. » Yes » No

   b) Your organisation's training register is an analytical tool that can be found on the government's website. » Yes » No

   c) Sustainability performance reports are analytical tools that are retained by the marketing manager. » Yes » No

   d) Best practice comparisons can be found on organisations' websites. » Yes » No

   e) Environment audits are analytical tools that are usually performed by either external contractors or internal compliance officers. » Yes » No

4. Describe three strategies you can follow when acting on feedback or ideas to support sustainable practices generated by team members.

5. Which of the following statements are correct? Select yes or no for each one.

a) Performance reviews are an opportune time to gather feedback from team members about environmental management.   » Yes   » No

b) Open ended questions are effective ways to generate ideas provided the language used is tailored to the verbal skills of the team member.   » Yes   » No

c) The feedback forums you provide should generate ideas via two-way communication.   » Yes   » No

d) Digital surveys are not an effective way to generate ideas and feedback as they are impersonal.   » Yes   » No

e) The feedback forums you provide should generate ideas via direct instruction to the team member.   » Yes   » No

Part B

Read the following case study then answer the questions that follow

Case study

Brittney is team leader of the reception staff at a law firm. The firm has been very old fashioned and unwilling to adopt sustainable principles in operating procedures. Brittney has been asked to lead a review into the environmental practices of the firm and to install procedures that will provide environmental efficiency outcomes.

Firstly, Brittney determines that the appliances in the offices are dated and environmentally inefficient. She reviews online energy accounts and finds the energy, usage and cost are both astronomically high. She gains approval from the purchasing manager to install coolers, fridges, globes, LED screens and split system air conditioners that are more efficient.

Secondly, Brittney wants to move towards becoming a paperless office. This involves using digital copies of documents rather than printing and wasting a high volume of paper and ink. Brittney wants team members to get in the habit of emailing documents rather than sending printed versions. She reviews paper usage based on invoices from the stationery supplier.

Thirdly, Brittney has observed how energy consuming appliances are left on overnight. She often arrives for work at 6.30am and finds the offices brightly lit, and ACs and monitors left on. Brittney wants to employ a system that confirms that these appliances are turned off at the conclusion of each work day. Each team member will be assigned one night each month to tour the offices ensuring all appliances are switched off. Brittney will arrive first every morning to confirm appliances are off.

Predictably, many staff have resisted the changes. They do not consider the issues serious enough to justify costly and time-consuming changes to the workplace. Brittney is concerned this attitude may derail her plan. She documents a series of steps to take that may enable the organisation to achieve some efficiency targets should staff completely reject these plans. She produces and distributes digital PDF copies of the plan and individual responsibilities to demonstrate the requests are not onerous. She organises a staff meeting to show team members a TED talk that highlights the benefits of environmental sustainability in the workplace.

1. Which of the following environmental practices have been implemented by Brittney? Tick all that apply.

    ○ Installing energy efficient appliances to be monitored by reviewing online energy accounts

    ○ An energy saving initiative to be monitored by visually checking usage

    ○ Establishing a paperless office initiative to be monitored by reviewing supplier invoices

    ○ A recycling program to be monitored by environmental audit

    ○ Establishing a paperless office initiative to be monitored by visual confirmation of usage

2. Describe two change management strategies Brittney used to facilitate co-operation from team members.

3. Which of the following statements are correct? Select yes or no for each one.

    a) Brittney had responsibility to implement the environmental task and did not require approval from the financial manager to purchase new appliances.
    » Yes   » No

    b) It is not possible for Brittney to review environmental policies of the supply chains of the appliances she purchased.
    » Yes   » No

    c) A more effective policy would have involved Brittney confirming the sustainability of the appliances she purchased and of their manufacturing and delivery supply chains.
    » Yes   » No

    d) Brittney should refer to organisational policies and procedures when determining if she needs to seek approvals for purchases.
    » Yes   » No

    e) Consumer advocate websites are a resource Brittany can use to establish the quality assurance standards of the appliances she purchases.
    » Yes   » No

4. Which of the following are future strategies Brittney should follow when implementing further sustainable practices? Tick all that apply.

    ○ Offering competitive rates to client organisations that have demonstrated a commitment to sustainable business practices.

    ○ Abolishing all face to face meetings with clients in favour of teleconferencing.

    ○ Only using environmental initiatives that have the support of team members.

    ○ Creating a digital list of sustainable suppliers that can be used to source appliances.

    ○ Moving away from most paper and carboard based advertising and sending out promotional material via digital PDF.

Topic 3 | Monitor performance of sustainable work practices

3A   Monitor outcomes

3B   Document and communicate outcomes

3C   Identify improvement strategies

3D   Promote successful strategies

3A Monitor outcomes

Managers need to assess how effective implemented environmental initiatives are in achieving stated targets.

Once your targets are established and environmental sustainability programs implemented, you should allow a set period of time for these programs to achieve stated targets, based on the scope of the program. Initiatives that seek to change the behaviour and practices of a large number of team members may need to be embedded for months. Similarly, you will need a lengthy timeframe to properly assess the success of a program that aims to restrict the emission of greenhouse gasses. However, a small-scale initiative may be monitored and evaluated after a period of weeks.

An essential part of implementing a sustainability initiative is creating a process that allows progress to be reviewed. The targets you set must be measurable either numerically or through observation. Your manager will want an assessment of the future viability of the programs, and you must present evidence that either supports continuation, modification or abandonment.

When monitoring and evaluating environmental initiatives, you should:

- utilise evaluations for future planning decisions
- determine appropriate monitoring and evaluation methods
- recognise the type of information gathered
- separate quantitative and qualitative information
- analyse evaluation information.

The purpose of monitoring and evaluating sustainability initiatives

Evaluations provide an organisation with information that helps determine whether an environmental program should be continued.

Organisations that develop efficient environmental systems have found ways to monitor and evaluate their effectiveness. Evaluation systems provide clear evidence about whether or not the program has worked. Systems should be detailed enough to pinpoint which aspects of the program have been successful, or not. Your human resources department should be able to support you assess programs as team members are typically trained in monitoring and evaluating targets.

Some organisations implement sustainability programs but put insufficient effort into monitoring effectiveness assuming success, frequently without warrant. For example, a large business organisation implemented a program that involved recycling water bottles and paper coffee cups used by staff. Assuming this would work, no monitoring was put in place. By chance, a team member noticed these cups and bottles were being throw into the ordinary waste. A system that monitored how much ended up in the recycling bins would have found this error. The following are reasons to establish a thorough monitoring and evaluation system for your sustainability programs.

Decide the future viability of an environmental initiative

After monitoring an environmental initiative, you should be in a position to evaluate and decide whether to continue, abolish or continue with modifications.

If you have implemented a large program with multiple aspects, ensure that your monitoring and evaluation systems can determine the effectiveness of each aspect. For instance, you should evaluate the effectiveness of recycling or resource saving programs separately.

Identify weaknesses within the organisation's processes

Your monitoring and evaluation system should be able to pinpoint any existing weaknesses in your organisation's production processes.

Failures in an environmental initiative may be caused by a number of breakdowns in the process including supervision, clarity of instruction, team member engagement, insufficient supplies and resources. Your monitoring and evaluation system should provide information that helps you identify these weaknesses specifically.

Identify training needs

Monitoring and evaluation systems should be able to identify skills and knowledge areas that team members need to improve to meet task requirements.

Skills areas can include the ability to use tools, operate machinery and follow sustainability processes. Knowledge areas can include understanding of the purposes of programs, information to provide to customers and stakeholders and data collection processes.

> **Determine compliance requirements**
>
> Compliance requirements are legal, regulatory rules that sustainability programs must abide by. Your monitoring and evaluation systems must seek to ensure that sustainability programs meet compliance requirements.
>
> Ideally, compliance requirements will be built into the targets that your programs seek to achieve.

Assessing outcomes

Accurately determining the effectiveness of a sustainability initiative is largely dependent on using the correct evaluative method.

The assessment tool you will use to evaluate success should be decided during initial design of the program and utilised once your program has run for a sufficient amount of time. Any information you gather should be kept securely for comparison purposes at later dates. For instance, electricity usage reports should be retained to compare on a month-to-month basis. The following methods can be used to assess the success of your environmental initiative.

Assessments and surveys

These tools can be used to collect information that focuses on processes involved in implementing the sustainability program. Assessments and surveys ask for subjective opinions gathered from internal stakeholders such as managers and team members and from external stakeholders like customers and suppliers. This information focuses on how engaged these stakeholders are with the project, how confident they are in correct implementation, how well they have been instructed and any extra training they would like to receive.

Visual calculations

This evaluation method involves checking and calculating records and documents. Records may be recorded details of bin usage, or paper reams used. You may have to count or weigh the quantity of materials recycled. A visual calculation might require you to count the amount of appliances left on at the close of business every day for one week. There are many types of visual calculations you can use, all require observation and recording of performance.

Supply records and invoices

This method requires analysis of official records of resource usage and supply purchases. Examples can include electricity account statements that detail the cost paid for electricity and the total amount used. Ensure you have access to online accounts provided by resource retailers; they will give you detailed information such as usage trends and peak usage periods. Invoices tell you what items and materials were purchased by your business. You can use these to evaluate how successful your business is at minimising use of unsustainable products.

Internal and external audit documents

Audits are documented checklists used to determine the overall compliance of an organisation with legislative requirements and detail an organisation's responsibilities to uphold sustainability requirements. Internal audits should be completed by a trained compliance officer; external audits are completed either by government authorities or paid contractors. These are formal documents that must be signed and dated.

Types of evaluation

Your review should establish evaluation methods for assessing sustainability initiatives against organisational objectives.

Choosing an evaluative method is key to producing a review that supports your organisation's sustainability activities. There are many methods that can be used, depending on specific circumstances. You should target the type of evaluation to the part of the process where weakness has previously been identified. There is also the option of evaluating using a number of different methods but this is more time intensive and may not be worth the additional effort.

Evaluation type	Description	Example
Process evaluation	A form of evaluation ongoing throughout the process. It focuses on short term, limited goals to be achieved throughout the process. It is suitable for complex sustainability programs that are contain multiple steps or for employee groups that need constant feedback.	Weekly checks to ensure recycling processes are being followed by all employees.

Evaluation type	Description	Example
Outcome evaluation	A form of evaluation based on achieving objectives established at the beginning of the program. These objectives are usually designated as Key Performance Indicators (KPIs), which are quantifiable measures of outcome achievement. Outcome evaluation assesses performance objectively and is suited to organisations with established, measurable objectives.	The environmental initiative must reduce annual e-waste by 20% through a program of recycling and repurposing.
Economic evaluation	A form of evaluation that assesses an initiative based on minimising the cost to implement compared with income generated for the business.	The environmental initiative reduces expenditure on hard waste disposal by 50%.
Impact evaluation	A form of evaluation that assesses the wider contribution of the sustainability program. This evaluation takes the achievement of operational goals and determines how that effects the target of the initiative.	The program will reduce the ecological footprint of the organisation on the environment.

Identifying qualifiable and quantifiable evaluations

Evaluation of sustainability program effectiveness should include both qualifiable and quantifiable analysis of performance at all levels of the organisation.

Evaluation of sustainability effectiveness should include examining activity and performance at all levels of an organisation at qualifiable and quantifiable levels. Broad analysis can determine whether organisation drivers for change have been addressed, whereas a narrower departmental or team focus will help to determine whether the change management provisions and processes have been effective. Below are some issues that can be evaluated qualifiedly and quantifiably.

Qualifiable evaluation	Quantifiable evaluation
• Employee sentiment. • Anecdotal evidence surrounding customer perception. • Social media commentary. • Lobbyist commentary.	• Operational cost increase/reduction. • Sales performance. • Market share. • Social media/website traffic. • Employee retention/absenteeism figures.

An effective review will combine both qualifiable and quantifiable evaluative information. A review that includes only quantifiable information will be lacking in analysis of human and social impact. Anecdotes can be as useful in evaluative terms as statistics. However, a review comprised only of anecdotes can lack the objective evidence that quantifiable evaluations provide. Finding a balance will produce a useful and constructive review.

In general, audits, checklists and visual checklists will provide you with quantifiable information such as resources used, quantity of wastage and materials used. Surveys and questionnaires will provide you with more qualifiable information such as team member engagement, quality of managerial instruction and clarity of purpose.

Example

Using a questionnaire as an evaluative tool

Below is an example of how a questionnaire can be used to evaluate a sustainability initiative. The information gathered will be qualitative as it is based on personal opinions of processes. A thorough evaluation will combine this with quantitative information gathered from visual calculations and audits.

Feedback form
As a team member involved in implementing our 'resource, recovery and recycling' program, we ask that you complete this feedback form to help us further improve this sustainability initiative.
Name:
Date/s of feedback:
Manager's name:
Signature:

Feedback form			
To what extent was critical thinking applied to the decision-making process?	**Yes**	**No**	**Comments**
Were you aware of the purpose of this program?			
Did your manager effectively communicate your task responsibilities?			
Were ideas offered by others challenged when moving towards a solution?			
Were diverse perspectives considered?			
Were opportunities to develop and apply new ideas recognised?			
Do you think the program was effective?			

Practice Task 10

Question 1

Draw a line to match each term about evaluation methods to its definition.

» Checklist used to determine compliance with legislated requirements

» Visual calculations

» Usage of resource data gathered from suppliers

» Questionnaires and surveys

» Observing and recording usage of supplies and materials

» Supply records and invoices

» Qualitative information about sustainability processes gathered from key stakeholders

» Audit documents

Question 2

Which of the following are evaluation techniques you can use to assess the achievement of sustainability objectives? Tick all that apply.

○ Economic evaluations

○ Marketing evaluations

○ Outcome based evaluations

○ Impact based evaluations

○ Human resources evaluation

3B Document and communicate outcomes

The outcomes of sustainability must be recorded and team members informed of results.

Managers will need to document the results of implemented sustainability programs. Organisations who want to affect positive, long-term change to their sustainability efforts will need to ensure that a program's strengths, weaknesses and any areas for improvement are documented to enable performance to be reviewed across time. This is especially true for organisations with a steady turnover of staff. A newly appointed environmental compliance officer will need to review past documents on sustainability performance. Additionally, some documents are compliance requirements. For example, organisations who have been audited by the government to assess environmental compliance should retain a copy of the audit report.

Results of sustainability policies and procedures should be communicated to key stakeholders. It is essential that an organisation is transparent with these stakeholders. As all team members are likely to have an involvement in implementing the program, they should all be informed of program outcomes. Open and transparent communication with team members boosts engagement in the sustainability initiative and is likely to improve ongoing performance.

Effectively documenting and communicating sustainability outcomes requires an understanding of:

- information that is required to be documented
- document formats
- written communication strategies
- verbal communication strategies
- communication requirements.

Information that should be documented

Documents about sustainability programs should be detailed, with priority given to evidence-based information.

Documents produced about the outcomes of sustainability programs should consider the type of information future stakeholders will need to know. Do not include superfluous information; documents should provide relevant information in a direct manner that excludes discussion of non-essential items. Highlight, for example, reasons why a program failed rather than discuss irrelevant issues.

Before deciding what information to document, use this checklist.

- Is this information relevant to the organisation's sustainability program?
- Will it help team members make more informed decisions about workplace sustainability?
- Does it provide valuable insight into previous sustainability performance?

The following are some examples of information you should document.

Successes	It is important that successes are documented. They can be used to boost staff morale and identify aspects of performance that can be implemented in future strategies.
Failures	Documenting failures is necessary; although for decision making it is more important to document the reasons a program, or part of a program, failed. Documenting that a recycling program failed is necessary. Explaining why it failed is essential to future program management.
Benchmarks achieved	Benchmarks are industry standards of sustainability. Reaching benchmarked standards are acknowledgements that an organisation has effectively implemented and managed a sustainability program. These achievements should be documented with a thorough explanation of the processes used.
Ongoing issues and areas for improvement	Ongoing issues are tasks that have to be completed for the sustainability program to continue operating effectively. For example, an ongoing task is to monitor the resource usage from online electricity, gas and water accounts. This documented information is important in high staff turnover businesses.
Environmental and financial impact	This information is essential to justifying sustainability programs. If your organisation's recycling program reduced hard and plastic waste by 80%, for example, this should be documented. Cost savings from using energy efficient appliances should be documented; include both the environmental and financial impact of the sustainability program.

Document formats

Important information about sustainability program evaluations should be recorded in different document formats.

Often, how you communicate vital information about evaluations of sustainability programs is dependent on the format of the document you choose. Ensure the document type you choose is suitable for the information you want to communicate. For example, the inability of a team member to properly complete their task requirements is probably not suited for an organisational memo. You want to avoid spotlighting personal failings. It would be more suited to a confidential performance review.

Depending on your scope of responsibilities, you may not be asked to complete all of the documents outlined below. However, as a manager or team leader you may be asked to contribute to these documents with data or observations you have gathered.

Sustainability reports	Sustainability reports are documents which provide a detailed summary of the sustainability program. They will contain descriptions of the purpose, strategies used to implement the program and results and data. These reports focus exclusively on the sustainability program and should be prepared with images, graphs and data and professionally published in Word or PDF.
Performance reviews	Performance reviews focus on individuals who are responsible for implementing the sustainability program. This is the format where you include specific information about the contributions of individuals to sustainability programs and areas of their performance that require improving.
Stakeholder memorandums	Stakeholder memorandums are concise summaries of important information about the sustainability program. These are often sent as emails and should be used when updating progress or notifying the achievement of a benchmark.
Compliance reports and audits	These documents are used for formal observations and recordings. They are often comprised of checklists and visual calculations that must be completed as part of compliance requirements or benchmarking.
Financial documents	In all likelihood, you will not be asked to produce financial documents such as return on investment reports. However, you should retain important financial information such as purchase and supplier records to provide to the financial management team.

Verbally communicating sustainability outcomes

You may be required to verbally explain results of the sustainability program. This communication must be structured and clearly expressed.

At times you will need to explain sustainability program outcomes verbally. This might be one on one, by telephone or in a group presentation. Whether written or verbal, the golden rule for effective communication is structure. Be straightforward about what you are trying to convey and why, so your message is clear and concise.

A helpful strategy is to prepare some key points beforehand, particularly when addressing more than one person. Sort out the information you want to present, divide it into logical sections and make it as simple and specific as you can. Be certain of the accuracy of your material and give examples where appropriate. Strive for confidence in your delivery.

The following are some hints you can implement to ensure effective verbal communication.

Effective verbal communication techniques
▪ Know your audience members, their needs and point of view.
▪ Customise your message to the audience's listening skills and familiarity with the subject at hand.
▪ If you over-explain or talk down to your audience, they may resent your approach and feel a lack of respect.
▪ If you speak aggressively or in language people can't understand, they may withdraw, ignore you or be confused.
▪ Your tone of voice is important. It needs to engage those around you and maintain their interest.
▪ Effective speakers learn to recognise listeners' reactions and adjust their delivery accordingly.
▪ Always give your audience a chance to ask questions.

Ensure your message is clearly conveyed and fully understood. Prepare instructional material using simple language and use short words, sentences and paragraphs with consistent terminology. Make sure all necessary information is provided. Use diagrams or photographs where appropriate.

Many people need more than verbal messages to understand instructions. You can use pictures, symbols and diagrams as well as demonstration and role play to cater to the needs of all your audience members.

You must be certain that employees understand important work instructions. However, they may be reluctant or unable to indicate when they are unsure, particularly if there are language barriers. Seek feedback by questioning, using practical demonstrations or testing. Make sure they understand the basics first, before moving on to something more complex.

A misunderstood message or instruction can result in lost productivity and may put someone's safety at risk or adversely affect workplace relationships.

Written communication techniques to follow when presenting sustainability outcomes

Plans that are documented on paper and in digital form must summarise and convey complex ideas in a way that the audience can understand.

A summary of results and outcomes of your sustainability program may be complex and difficult for some to understand. Part of your role is to ensure staff who have difficulty in understanding complicated ideas comprehend the results. Implementing further sustainability initiatives requires the support of an engaged team Below are some techniques you can use to more effectively communicate written plans with your team.

Write to your audience	You should know the skill capabilities of your team including their understanding of written instructions. You should determine language capabilities and write to that capability. If they understand complex terms, you can use complex terms.
Formatting your plan documents	Ideally, documents should be in a digital format. Subheadings should be used so staff can immediately find the relevant section. Paragraphs should be spaced for ease in reading. Key words or headings should be in bold/underlined.
Write quality, rather than quantity	Your team is busy and does not have time to read long documents. You want to communicate essential information to them in the fewest words and pages possible.
Use supporting visual imagery	Some members of your team will be visual learners and process imagery better than words. So be prepared to include charts, diagrams and images.
Provide examples	Members of your team will want examples of how your plan is to be executed. Rather than talking about contingency plans in the theoretical sense, provide an example.

Requirements to follow when communicating outcomes and results

Organisations will have rules and standards that team leaders must follow when communicating work plans to staff.

When communicating outcomes to team members and other stakeholders, both written and verbally, you will often have to follow organisational rules regarding format. These rules can be based on legal regulations (such as privacy or laws) or requirements of the organisation (such as style guides). Consult with your manager or refer to organisational policies and procedures if you are unsure of what requirements you must follow when producing planning documents.

Privacy standards

You must comply with all Commonwealth, state or territory privacy legislation that governs the use of personal and client information. Planning documents should not contain personal details of colleagues or customers.

Organisational style guides

Some organisations require official documents formatted according to specific requirements. This may include use of logos or water marks, formatting specifications, word lengths, use of official sources. Before distributing your planning document, ensure it complies with applicable style guides.

Accessibility

You need to be aware of the English language comprehension levels of the audience you are communicating with and adjust your method of delivery accordingly. Remember that a person may be able to speak English clearly but not be able to read complex documents or terminology. Some may need longer to absorb the information or require a translator.

Staff acknowledgement requirements

The way information is disseminated depends on content. For example, a change of government policy that does not affect staff members individually may simply require a memo, notice or announcement at a staff meeting. Alternatively, you may need to organise an information or training session to inform team members of a new health and safety requirement. They may have to sign documentation attesting that they know of your plan and have understood it.

Example

Effectively communicating sustainability results

Jenny has been tasked to organise a sustainability program at her workplace. She is team leader of the reception staff at a hospital. She has spent the previous two weeks gathering data and analysing information and is pleased to announce to staff that the program is producing very positive results. Efficiency has improved due to cost reductions on unsustainable resources and appliances. She is a little unsure about how to communicate this information to team members so she writes a checklist of strategies to follow.

Communication checklist

❑ Include images to show the cleanliness of the recycling bins area.

❑ Use examples of team members contributing positively to the program.

❑ Organise a meeting time to discuss the plan with employees.

❑ Book a meeting room with no distractions and seating format that allows for face to face communication.

❑ Include organisation logos at top of every page of document, as per organisational style guide.

❑ Double-space paragraphs, proofread document and complete spelling and grammar check.

❑ Collect email details of all team members, manager and finance manager so the document can be sent to them.

❑ Send an email receipt request to recipients to confirm all relevant personnel have received the plan.

❑ Print out plan and place hard copies in pigeonhole of every relevant team member.

Practice Task 11

Question 1

List three types of document formats you can use to communicate sustainability outcomes to key stakeholders.

Question 2

Which of the following statements relate to communicating sustainability outcomes? Tick all that apply.

○ Communication should be concise; with key information explained directly.

○ The personal weaknesses of an employee should be communicated in an organisational memorandum.

○ You need to follow organisational requirements when communicating outcomes.

○ Use a language style that is appropriate to the listening skills of your audience.

○ Communicating key outcomes increases team member engagement with sustainability tasks.

3C Identify improvement strategies

Your evaluation will identify some parts of the sustainability program that can be adapted or improved.

Your extensive review process should identify areas within the sustainability program that can be improved. They may be minor or major but a review process that fails to identify any areas for improvement is likely to be lacking in detail and robustness. All sustainability programs can be continually improved or expanded.

Improvement strategies will be supported by the extensive consultation already carried out. You can generate improvement strategies through clarification with internal and external stakeholders, professional consultants and managers. Be prepared to have a broad outlook when analysing proposed changes. An effective manager will examine all potential sources of information to find potential improvements. Identifying improvement strategies requires you to do the following:

- determine changes to targets and evaluative tools
- suggest alternatives to existing operations
- evaluate the viability of alternative approaches
- incorporate continuous improvement strategies.

Determining changes to efficiency targets and evaluative tools

The tools and targets you used need to be evaluated to determine whether changes are required.

All aspects of a sustainability program should be reviewed, including efficiency targets and tools used to establish strategies. If the premise for the program has been based on incorrect or incomplete information the stability of your entire program is jeopardised, including subsequent decisions you make about how to implement strategies. The following are ways to identify changes to evaluative tools.

Strategies to effectively review evaluative tools
- Ensure the checklists you use are up-to-date. If you used a checklist from a government website, confirm you have the latest version.   - Ensure your action plan is still based on existing operations and employee roles within the business.   - Confirm performance reports are based on verifiable data. Check the data for yourself.   - Complete the environment risk register regularly.   - Clarify with employees that their skills and qualifications on the training registry are still accurate.   - Seek information from a sustainability organisation or your professional network about any best practice studies you are using. A better example may have been created that you can use.   - Ensure internal audits are completed regularly so you have the most accurate information about your organisation's sustainability performance.

You also need to review the targets you set to determine if, and how, they can be improved. The following are some key strategies you should consider when reviewing efficiency targets.

Strategies to use when improving efficiency targets
- Ensure the targets are achievable based on the skills of team members and materials and resources available.   - Seek feedback from stakeholders about whether they had knowledge of the targets.   - Ensure that targets are specific. Targets that are too broad will not provide enough detail for individual elements of the program to be executed. If there are different parts to the sustainability program, establish a target for each part.   - Use numerical key performance indicators for each target. This will help measure achievement of the target more accurately.   - Compare your targets to efficiency targets of a best practice model. Where possible, incorporate their targets into your sustainability program.

Suggesting alternative strategies to achieve workplace sustainability

Improving sustainability programs will require you to generate new operating methods.

Once evaluation tools and efficiency targets are reviewed, you need to generate ideas to improve your organisation's sustainability program. These ideas can come from other people such as team members, managers, external consultants or by analysis of other best practice models. Otherwise, you can generate them yourself after analysing the outcomes data previously gathered when assessing performance.

Depending on how successful the sustainability program was, changes to strategies may be minor adjustments to existing methods. Alternatively, they can be complete overhauls, where you implement multiple new strategies to reach sustainability targets. When deciding this, base your decision on what the outcomes data indicates. Broad based failures may need completely new strategies; evaluations that identified minor shortcomings should only require tweaks to existing strategies. The following are some changes you can consider.

Strategy changes to consider to improve sustainability outcomes
• Changing suppliers of resources and appliances. Other suppliers may sell more sustainable products, products that are easier to use and manage and cheaper.
• Implementing new strategies. If your team successfully followed a recycling program consider instituting another program. There is no upper limit; your organisation can always be more sustainable.
• Consider making operational changes. You may require further staff to support the program, or additional resources if within budget.
• Adjust your management style. Be prepared to become a more hands-on manager where you actively supervise team members executing sustainability task requirements.
• Request the hiring of an external consultant to evaluate your existing strategies. This option can be used if you have poor results and are unsure why.
• Request information about overall staff performance from the human resources department to identify areas of improvement.
• Rather than present one large sustainability program to team members, break it up into small targets. Perhaps one can be worked on and perfected at a time, so they become comfortable with the operational requirements.

Evaluating alternative strategies

Not all alternative strategies are suitable for your organisation or sustainability program so evaluate them according to these key principles.

If performed correctly, the review process will offer you a number of alternative options you can implement to improve the sustainability outcomes of your organisation. However, some of these alternatives will not be workable within your operational limitations. Investigate the options to determine what strategies will improve the sustainability outcomes of your organisation without requiring an unreasonable allocation of time, personnel, money or resources.

This can be a difficult task. You should be willing to seek internal advice. For example, when evaluating the cost of an alternative strategy obtain quotes from suppliers about any necessary materials or resources. Once you have the quote, consult with your financial manager about whether they are willing to make the purchase. You are not expected to have all the necessary knowledge to evaluate all possible strategies and it is expected that you will need to confirm and enquire with others. The following are some considerations you need to make when evaluating alternative strategies.

Cost involved	- What are the costs involved with this alternative? - Are there cheaper suppliers? - What processes need following to purchase it? - Do the benefits outweigh the financial outlay?
Time involved	- How long will this alternative take to implement? - Will it require time taken away from other operations to implement? - Will the value provided from the alternative outweigh the time taken to introduce it?
Skills required	- Do you, or your team, have the required skills to implement and manage this alternative? - What further training will be required? - How will new staff be trained to manage the program?
Materials and resources required	- What materials, resources and tools will be required to manage this new alternative? - Will these require specialised training to use and operate? - Do these new resources pose safety hazards that need to be controlled?
Environmental impact	- What environmental impacts will this alternative strategy have? - How will these impacts be measured? - Is there potential for negative outcomes if this strategy is implemented or managed incorrectly?

Using continuous improvement strategies

Improving sustainability programs will require you to generate new operating methods.

Continuous improvement is when an organisation commits to ongoing improvement of products, services or processes through a range of programs designed to improve the performance of individual team members and the organisation as a whole. Continuous improvement strategies can be applied to all aspects of business operations. In relation to sustainability, the purpose is to progressively refine practices so that an organisation has

increasingly positive environmental outcomes. There are numerous techniques to use such as TQM, Six Sigma, the Kaizen approach, PDCA cycles or Lean principles. However, as a team leader these techniques should be filtered down to practical applications for you to use. The following are some strategies an organisation can use to continuously improve sustainability programs.

Formal training	Effective in developing sustainability and management skills as expert training is provided and competency is assessed. On successful completion you will get a certificate or documentation showing what skills you have gained. This is usually a costly activity so must be discussed with your employer. Many professional management courses offer units in sustainable management; some RTO organisations offer short courses on sustainable workplace practices.
Work experience	A temporary placement in another work site to gather knowledge and skills. The purpose is to observe and participate in the management of effective sustainability practices that you can take back to your usual workplace. This is usually done within organisations with more than one site.
Mentoring programs	Many businesses employ a mentoring program where an experienced employee has a secondary role of upskilling a less experienced employee or work team.
Professional sustainability organisation seminars	A professional organisation is a group led by workers in that particular trade or profession. Their role is to offer guidance and training to other employees in that profession. Most white collar and physical trades have their own associations. One focus of these organisations is on sustainable practices in the workplace and they will regularly hold seminars that provide knowledge and training. Professional associations also produce publications which can be purchased and used as reference materials at your organisation.

Example

Continuous improvement

Michelle works as a leader of the customer service team in the head office of a large electrical retailer which sells appliances and white goods. In addition to office duties, Michelle is in charge of developing sustainable practices around the workplace.

Michelle implemented a suite of sustainability programs that did not work. After her review of the program, Michelle determined that resource usage and costs had actually risen. She decided she needed to learn more about workplace sustainability.

Michelle asked her manager, David, if there are developmental opportunities available to help her learn how to manage an effective environmental program.

David is happy to support Michelle. He suggests attending sustainability workshops offered by professional consultants. He also mentions that the company would allow her time off to study.

Michelle identifies a sustainability unit as part of a business management course that includes areas she eventually wants to work in; marketing and document management. Because she works full time, she does not have time to attend the course so she finds an online provider that allows her to study within her schedule. The provider she has found has very positive reviews, so she puts forward a proposal to David.

Practice Task 12

Question 1

Which of the following continuous improvement techniques are correct? Select yes or no for each one.

a) Formalised training will help managers develop sustainability and management skills as expert training is provided, and competency is assessed.

» Yes   » No

b) The purpose of work experience is to train inter-departmental employees in the management of effective sustainability practices that they can then take back to their own department.

» Yes   » No

c) Mentoring can be performed by an employee who knows how to follow sustainable practices; they will mentor an individual team member or entire work team in implementing these skills.

» Yes   » No

d) A professional organisation will regularly hold seminars on sustainable practices within the workplace that aim to provide knowledge and training in how employees can implement sustainable practices at their workplace.

» Yes   » No

Question 2

Which of the following will help managers make improvements to efficiency targets and evaluative tools? Tick all that apply.

○ Checklists sourced from government websites should be checked for updated versions.

○ Audit based tools should be completed regularly to provide relevant analysis.

○ Extensive sustainability programs should have multiple, focused targets.

○ The suitability of targets and evaluative tools should be reviewed.

○ Only performance and sustainability outcomes should be reviewed.

Question 3

List two possible alternatives to improve sustainability programs in the workplace.

3D Promote successful strategies

Sustainable practices that achieve the stated targets should be publicly acknowledged.

A review identifies weaknesses and areas for improvement on existing sustainability practices. This is useful for organisations who want to use continuous improvement strategies to eventually reach industry benchmarks. When this happens, and an organisation produces tangibly successful results within their sustainability program, they should celebrate these successes by promoting them.

Organisations who run efficient operations tend to also do a good job of celebrating successes. On the other hand, organisations that are stuck in a cycle of training, upskilling and identifying unsuccessful strategies, may fail to acknowledge operations that do produce best case scenario results. Team members become tired of listening to criticisms and negative feedback and would welcome a conversation with management acknowledging the success of an operation they played a part in.

To effectively promote successful sustainability strategies, a manager should consider:

- the purpose of promoting successful strategies
- suitable promotional methods
- the audience for these promotions
- the types of promotional skills required.

The purpose of promoting successful sustainability strategies

Reasons to promote successful programs can vary. The specific purpose will depend on the organisation.

An organisation that achieves a successful set of results from sustainability programs should promote them. The reasons to promote vary from business to business. An organisation seeking a community leadership role will have a different reason to promote their successes compared to a small, fledgling business that is seeking some local publicity.

A primary reason to promote successful strategies is marketing and public relations benefits. Many modern consumers prefer to shop with businesses who demonstrate a willingness to use sustainable business practices. 'Green' shoppers are often high income earners who can be valuable customers. They are frequently vocal on social media and have consumer influencing capabilities. Marketing your sustainability achievements to them can be financially beneficial.

Some organisations should promote successful strategies to entrench themselves as sustainability leaders in the local community. Organisations who want to set a sustainability example for other businesses to follow will promote their successes. This is often driven by managers who have a firm ethical commitment to sustainability.

A third reason for promoting successful strategies is to acknowledge the hard work and skilful execution of sustainability plans by team members and managers. Public acknowledgement can instil a sense of pride within team members and remove any frustration that their hard work is being ignored. This builds morale and increases engagement amongst team members.

A fourth reason to acknowledge sustainability successes is to use a public forum to educate stakeholders. Many team members will perform tasks reliably and effectively and make significant contributions to the strategy without knowing the rationale behind it. Managers can take the opportunity to link successful strategy implementation to the wider topic of sustainably.

Lastly, promotions of successful strategies can be used to gather feedback and ideas. Forums that gather together a wide variety of internal and external stakeholders offer a prime opportunity to present them with images and video about business operations. This visual stimulus may help them identify areas that can be further improved and the effort to gather feedback demonstrates a commitment to continuous improvement.

Promotional methods to be considered

Choosing the appropriate platform to promote strategies will help achieve your purpose.

Successful sustainability programs can be publicly promoted in a number of ways. The method you choose is dependent on your purpose and the organisational and logistic capacity of your business. Some of the methods below are more suited to a marketing and public relations purpose. Other methods are designed to promote successes internally. If you are unsure of what method to use consult with an experienced colleague. The marketing or human resource departments should be able to provide you with useful advice. The following are some methods of promotion you can use.

Incentive programs and recognition events

Incentive programs offer rewards to team members who excel. The rewards can be cash prizes, gifts or some other form of acknowledgement for those who contribute to successful sustainability programs, creating enthusiasm for the program amongst competing team members. High achievers can be acknowledged at recognition events.

Social media promotion

Social media is a primary method of communication for many people. With the decline of newspaper and magazine advertisements, consumers rely on social media to be informed about business practices. Organisations should promote successes on social media. Specifically, images and videos about your organisation's successes should be promoted. This content format is most shareable and can confer a positive view of your business.

Company advertising

Companies advertise through visual posters and advertisements, direct marketing and branding documents. Companies that succeed in implementing sustainability policies should proactively informing customers. For example, brochures illustrating sustainability successes can be placed in customer waiting areas.

Seminars

Many organisations choose to hold seminars. These are educational programs where they discuss the reasons strategies were successful and overall impact on the environment. These seminars can be designed for internal or external stakeholders and will help the organisation be viewed as a leader in sustainability

Media engagement

An organisation should be proactive about informing the media about sustainability successes. TV stations, news reports, newspaper articles or social media impressions can generate a lot of positive publicity for your organisation. This can be achieved by linking prominent media organisations to your relevant social media posts, writing letters to the editor of local newspapers, inviting journalists to produce content about your sustainability program by sending out press releases or by submitting a written piece to the local community newsletter.

Promoting sustainability strategies to stakeholders

Your promotional strategies should be targeted at specific groups of people.

Choosing a target market for your promotional strategy will help you decide what promotional strategy to use. Promotional strategies aimed at team members will be designed to recognise the internal efforts of staff, while strategies aimed at media will be focused on attracting potential customers by highlighting overall successes of the organisation. Likewise, there will be promotional strategies best suited to other identified stakeholders.

Team members	• Communication method: team meetings, bulletins, notices, information in newsletters, emails, recognition from managers. • Possible benefits: recognises achievement, helps continue motivation, provides feedback on benefit of program.
Supervisors and managers	• Communication method: team meetings, reports on performance versus target, presentations on program status. • Possible benefits: provides feedback on benefit of program, recognises efforts of participating staff.
Media	• Communication method: social media engagement, press releases, letters to the editor, community events. • Possible benefits: generates positive publicity.
Suppliers	• Communication method: regular supplier meetings, specific program briefings. • Possible benefits: recognises any help and input to the program, may encourage other initiatives with suppliers.
Local council and government	• Communication method: specific briefings or meetings, press releases, website information. • Possible benefits: may satisfy some compliance requirements, may generate goodwill.
Customers	• Communication method: information via press releases, information with product, direct mail, website information, advertising. • Possible benefits: generates goodwill, may increase sales if environmental criteria are part of purchasing decision.

Required skills to promote sustainability successes

Promoting your organisation's achievements requires a specialised set of managerial skills.

Promoting successes of your organisation's sustainability program is not an easy task, and requires a suite of managerial and organisational skills. Some of these skills you will already possess, others may need some development. Some managers find using these promotional methods challenging as they have to expand their skillset. Many have never written a formal letter to a local newspaper or posted advertising product on social media.

However, the promotion is not entirely your responsibility. Collaborate with team members whose skill set may be of assistance. For instance, you should ask a team member with editing skills to proofread any letters or written acknowledgements you have to make. The marketing department may be able to assist you with this. In some organisations you can delegate the entire task to a team member whose role comprises production of marketing materials.

Use producing promotional material as an opportunity to showcase existing skills and develop further skills. You have played a key role in driving team members to reach higher standards of sustainability, now you can excel by acknowledging these successes through well managed promotional activities. The following are some skills you should improve when organising these activities.

Organisational skills

Managing a promotional activity requires excellent organisation skills. You may have to book meeting spaces, provide for catering, make bookings if using public spaces. There is a long list of tasks you may need to organise.

Information technology

Some promotional methods will require you to improve your technological skills such as using laptop computers and presentation software. You may need to organise a PowerPoint presentation or compile a detailed set of graphics or images to upload to the organisation's social media account.

Communication skills

Communication skills are comprised of verbal and written communication skills. Some promotional activities will ask you to speak in public; this may be unfamiliar to you. It is a task made easier with good preparation and palm cards. Written communication skills can be developed by having your memos and emails proofread by skilful writers.

Public engagement skills

Public engagement skills can help you in managing media events, writing letters to local newspapers and holding seminars about your organisation's sustainability successes. Consult with managers, and colleagues from the marketing department, prior to undertaking these promotional activities.

Example

Organising promotional activities

Jack is a team leader who is happy to have been asked to prepare a promotional activity that celebrates the success of his organisation's sustainability initiative. Jack led the initiative so is pleased to have been given the responsibility of acknowledging those that contributed. He prepares the following communication plan that outlines his promotional strategy.

Communication plan	
Purpose: To acknowledge the hard work of team members	
Promotional method	A recognition event held at a local convention centre that will acknowledge the achievements of individual team members and the organisation as a whole. The event will be held on a Friday afternoon, with trade concluding after lunch.
Audience description (diversity, topic familiarity, assumptions, etc.)	All team members and their families will be invited. All managers will be in attendance. Local media members will be invited but their attendance is not guaranteed.

Promotional plan	
Purpose: To acknowledge the hard work of team members	
Required resources (location, equipment, staff, etc.)	Local convention centre will need to be booked. Catering will need to be organised. Maintenance staff will be required to set up venue. AV system will need to be set up to enable presentation. Certificates designed and printed.
Key concepts communicated	A presentation will be prepared that promotes: • the intention on the large scope of the sustainability program (recycling program, participation in local community tree planting scheme, help with primary school community garden, shift to carbon neutrality, eradication of paper and plastic from workplace, partnership with businesses in developing world) • images, videos and testimonials will be gathered and presented to audience • 10 valued team members will be acknowledged with an organisational certificate and their contribution will be detailed.
Documentation (handouts, presentation slides, statistical analysis, etc.)	The 10 team members will be acknowledged with a certificate. Key details about their contribution will be included on the PowerPoint presentation.

Practice Task 13

Question 1

List two types of promotional activities that acknowledge successful sustainability strategies to internal or external stakeholders.

Question 2

Which of the following reasons explain why an organisation promotes successful sustainability strategies? Tick all that apply.

○ The primary purpose of achieving sustainability targets is so the media can promote your successes.

○ It is a compliance requirement.

○ To play a role in leading sustainability efforts in the local community.

○ Promoting sustainability practices to 'green' shoppers.

○ To acknowledge the hard work of team members.

Summary

- By evaluating the success of sustainability outcomes, training and strategies of future operations can be adapted and changed.
- You can assess outcomes through visual calculations, audit records, supply and invoice records and questionnaires.
- Assessing sustainability can focus on outcomes produced, the processes involved, environmental impact or financial considerations.
- You should document outcomes of sustainability strategies on sustainability reports, performance reviews, stakeholder memorandums, compliance reports and audits and financial documents.
- Documents about sustainability results should include successes, failures, benchmarks achieved, ongoing issues and areas for improvement and environmental and financial impacts.
- Ensure your written and verbal communication is tailored to your audience so the information is relevant to them and they can comprehend it effectively.
- The targets and evaluative tools used should be reviewed regularly to determine if they are still useful to sustainability outcomes.
- Professional learning, mentoring programs and work experience placements are examples of continuous learning practices.
- Successful sustainability strategies should be promoted to acknowledge the skills and talents of team members, and to generate good marketing for the organisation.
- Determine your target audience for the promotional strategies before deciding on the type of promotional methods you will use.

Learning Checkpoint 3

Monitor performance of sustainable work practices

Part A

1. Which of the following alternative strategies can used to improve sustainability in the workplace? Tick all that apply.

   ◯ Finding suppliers who sell more environmentally sustainable resources and appliances

   ◯ Hiring an external consultant to identify areas of improvement

   ◯ Making operational changes, such as re-allocating task responsibilities

   ◯ Continuing to employ strategies that were unsuccessful; managers must maintain consistency and stick to programs they oversee

   ◯ Using a best practice model exactly as implemented by another organisation

2. List two ways to identify potential changes you will need to make to evaluative tools

3. Draw a line to match each description to the correct continuous improvement method.

   » Attending workshops about sustainability run by professional associations

   » Learning more via qualifications, certificates and diplomas

   » Gaining a placement within another site or department to analyse their sustainability practices

   » Clarifying issues about managing sustainability with an experienced colleague

   » Work experience

   » Mentoring programs

   » Formal training

   » Information seminars

4. When reviewing sustainability outcomes, list two methods to identify possible changes to efficiency targets.

5. Draw a line to match each description to the correct promotional method.

» Promoting successes to radio, TV and print information outlets

» Social media promotion

» Information events where organisational leaders explain to relevant stakeholders how they implemented their successful sustainability strategy

» Recognition events

» Utilising Facebook, Instagram and LinkedIn to promote successful sustainability strategies

» Seminars

» Public displays acknowledging the contribution of team members to sustainability successes

» Media engagement

6. Which of the following accurately describe documents that record key sustainability outcomes? Tick all that apply.

○ Audit reports are formal documents that assess sustainability based on compliance requirements.

○ Memorandums and updates are compliance requirements.

○ Performance reviews are evaluations of individuals' contributions to sustainability practices.

○ Organisational sustainability reports are concise updates on environmental issues.

○ Financial documents primarily outline environmental impacts of sustainability policies.

7. When verbally communicating key sustainability outcomes to stakeholders, list two
    communication strategies you should use.

Part B

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

Case study

Tom has just started working at a manufacturing company. Part of his role is to institute a
sustainability program as the business does not currently have one, or implement or check for
sustainability at all. This has caused numerous problems, with the local council threatening to fine
the organisation unless they improve their treatment of the local environment. Tom implements a
range of sustainability programs.

- A system to dispose of plastic waste via marked bins.
- Eradication of all office printing to reduce paper usage. All documents will be shared
  digitally.
- A 3-year plan for the gradual removal of all petrol fuelled delivery cars and machinery.
- A recycling system that will separate out cardboard from other packaging for re-use.
- Participating in a local community tree planting initiative.
- A more formalised compliance system that will document resource wastage, recycling
  performance and use of sustainable delivery vehicles and machinery.

Tom believes this range of programs will result in improved sustainability outcomes for the
business. However, he is unsure how to monitor and evaluate them. He thinks they will work, but
needs assistance in knowing how to evaluate them.

1.   List two examples of vital information Tom can gather from evaluations of these programs.

2.   Which of the following statements about monitoring sustainable work practices are correct? Select yes or no for each one.

a)   Monitoring of paper usage can be completed by visual calculations of reams used and supplier records of paper purchased. 　　　　》 Yes 　　》 No

b)   Tom can compare sustainability results to previous audits completed prior to his arrival. 　　　　》 Yes 　　》 No

c)   A thorough audit report is necessary to demonstrate compliance with local council regulations. 　　　　》 Yes 　　》 No

d)   Tom can send questionnaires to team members to determine if they feel they are properly trained to implement these sustainability programs. 　　　　》 Yes 　　》 No

e)   Getting feedback via questionnaires is a local council compliance requirement. 　　　　》 Yes 　　》 No