



Lexis Training

Learner Guide

BSBSUS511

Develop workplace policies and
procedures for sustainability

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Introduction



BSBSUS511 – Develop workplace policy and procedures for sustainability

This unit standard BSBSUS511 Develop Workplace Policy and Procedures for Sustainability covers the skills and knowledge required to develop and implement workplace sustainability policies and modify them to suit the changed circumstances.

This unit applies to those who have managerial responsibilities with tasks involving the development of approaches to create, monitor, and improve strategies and policies within workplaces. These individuals also engage with a range of relevant stakeholders and specialists.

This Learner Resource is broken up into three elements. These include:

- 1. Prepare workplace sustainability policies**
- 2. Implement workplace sustainability policies**
- 3. Review implementation of workplace sustainability policies**

At the conclusion of this training, you will be asked to complete an Assessment Pack for this unit of competency. The information contained in this resource will assist you to complete this task.

On competent completion of the assessment, you will have demonstrated your ability to prepare, implement, and review workplace sustainability policies and procedures.



Chapter 1: Prepare Workplace Sustainability Policies



Many people spend time in their workplace more than they do at home. Developing workplace policy and procedures for sustainability will contribute to a safer and more environment-friendly workplace. Sustainability policy and procedures benefit both the employees and the business. Having and implementing sustainability policy and procedures also allow businesses to perform optimally while promoting safer environmental practices in their operations. This practice, when followed by employees, may turn into a habit which in turn makes them lead to have an environmentally sustainable lifestyle.

A sustainable workplace in the context of this unit is one that establishes the balance of using the planet's resources and profit while being successful and viable long-term. The policies and procedures in a sustainable workplace aim to minimise the damage to the environment and reduces resource wastage. Pepsi and Coca-Cola, for example, are taking steps toward water stewardship and setting targets on water replenishment while car manufacturers like BMW, Toyota, and Tesla are making strides on energy efficiency and pollution reduction. They recognise the importance of using their resources sustainably and encourage their employees to become environmentally responsible to contribute to a more sustainable future.

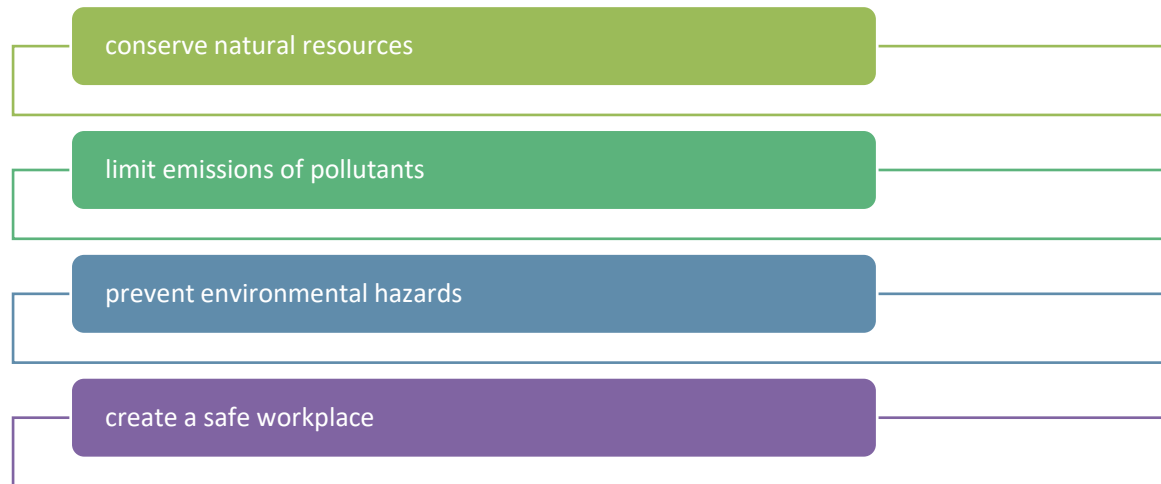
This chapter tackles the preparation of sustainability policies for the workplace. It starts with the establishment of the scopes and objectives, followed by the gathering of information for the development of sustainability policies. Once information is on hand, it will be analysed, and consultants will be asked for insights so that sustainability policies can be developed. The chapter concludes with the incorporation of the sustainability policies and the implementation of continuous improvement into the policies of the workplace.



1.1 Establish Scope and Objectives of Workplace Sustainability Policies

The pursuit of developing workplace policy and procedures for sustainability starts with the establishment of the scope and objectives. You will need a Sustainability Management System (SMS) to achieve this. An SMS is a framework wherein the targets are set and defined, the programs are implemented, signs of progress are measured, and performance is analysed for continuous improvement.

Meanwhile, Sustainability Management is the management of an organisation's activities that have an impact on the environment. Its objectives are to:



These economic activities can have a significant impact on the environment, such as:

1. Extracting raw materials from the environment requires water and energy.
2. Manufacturing processes, including maintenance, transport, and packaging, create waste and consume energy.
3. Supplying and services generate waste pollution and emissions. Most products end up rapidly as waste after utilisation.



It is part of the overall management system to continually develop, implement, achieve, review, and maintain the environmental policy including:



An SMS is built upon a set of environmental actions and management tools. Those actions depend on each other to achieve a clearly defined goal: environmental protection and sustainability.

Additionally, an SMS is a continual cycle of planning, implementing, reviewing, and improving the environmental performance of an organisation. It helps to initiate environmental management in all areas.

Among the working steps you will find are:

- Elaboration of a sustainability policy.
- Initial analysis and inventory of the environmental aspects associated with the organisation's activity.
- Planning the management system.
- Environmental action program to meet specific objectives.
- Training and awareness programs for all staff.
- Implementation of the system.
- Inventory of the legislative requirements.
- Internal monitoring of the SMS and audits.
- Internal and external communication.
- Independent verification.
- The whole system functions with a view to continuously improve the environmental performance of an organisation.

It means that:

- You go beyond legal compliance.
- You have active employee involvement.
- You practise honest and true communication.
- Your goal is good environmental performance.

Throughout this manual, ISO 14001 will be used as the guide. This is a global standard for developing sustainability management systems within an organisation.

The first section in ISO 14001 is on 'Implementation and Operation' and contains seven sub-clauses to be fulfilled in order to establish your Sustainability Management System. It starts with how you can plan to implement an SMS in your organisation.



The sustainability policy should outline exactly what the organisation wishes to achieve in terms of sustainability and environmental protection. The reasons could include:

- Addressing sustainability initiatives through reference to standards, guidelines and approaches such as:
 - Ecological footprinting
 - Energy Efficiency Opportunities Bill 2005
 - Global Reporting Initiative
 - Green office program
 - Green purchasing
 - Greenhouse Challenge Plus (Australian government initiative)
 - ISO 14001:2015 Environmental management systems
 - Life cycle analyses
 - Product stewardship
 - Supply chain management
 - Sustainability covenants/compacts
 - Triple bottom line reporting.
- Integrated approach to sustainability which includes environmental, economic, and social aspects, or a specific approach that focuses on each aspect individually.
- Investigating specific business and market contexts of the industry/organisation.
- Meeting relevant laws, by-laws and regulations or best practice to support compliance in environmental performance and sustainability at each level as required (such as environmental protection or biodiversity conservation act):
 - International
 - Commonwealth, State/territory, Industry
 - Organisation
- Parts of the organisation to which it is to apply, including whether it is for the whole organisation, one site, one work area, or a combination of these.



Further Reading

To learn more about the international standards regarding environmental management, you may access the link here for further reading.

[ISO 14000](#)



The policy should also include a **Scope Statement**. The scope statement should outline exactly what sections of the organisation and its processes are covered by the Sustainability Policy. It should also define what definition of sustainability is being adopted and what this means to your organisation.

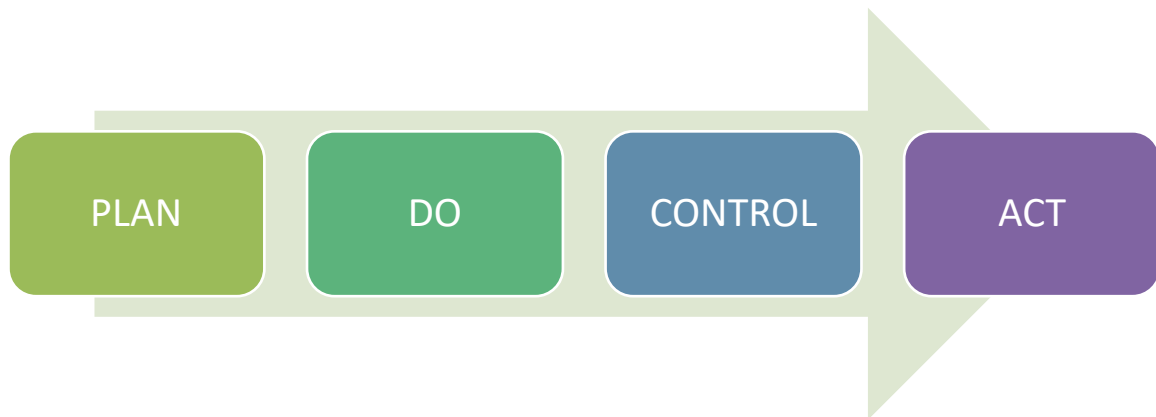
The scope statement that you provide should:

Identify the portions of the organisation to which the policy will be applied	
Outline the definition of sustainability adhered to (if there are a range of definitions, choose one)	
Outline the activities being covered (should include all operational factors within the organisations)	
Define the overall managerial aspiration towards which you are working	
Define how you will ensure that you are making relevant changes	
Outline your commitment - what are you actually committed to doing?	
Identify the changes to be made in the organisation	
Plan for action - how do you plan to implement the changes identified?	
Explain how the performance will be improved - continuous improvement	
Be accountable for your actions	
Be transparent in everything you do	

In addition to the policy scope statement, it is a good idea to submit supplementary evidence to back up your policy scope statement. Supplementary evidence or sources includes organisational documents such as business plans, with relevant objectives and practices for sustainability and printed or online sources relevant to sustainability issues such as government websites.

1.1.1 PDCA System

Sustainability Management Systems are developed using a system called PDCA as well. PDCA stands for:

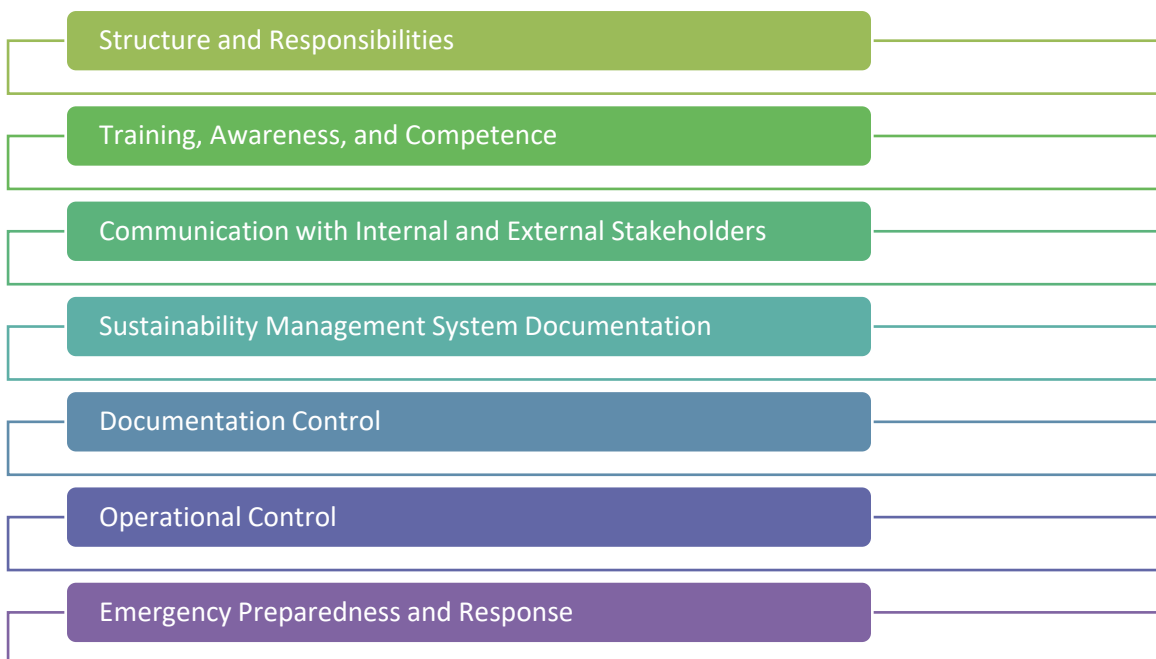


This is the model that will be used during this training.

By reviewing existing methods and procedures carefully and adding to what is already there, you will minimise the number of additional procedures and methods – and with this, the risk of staff forgetting new procedures.

Implementation and Operation

The environmental management program is your 'action plan', but it is only one day-to-day aspect of your environmental management system. The others are the 'routine procedures' that are already in place. These routine procedures must also be covered by the SMS. They are the Seven Implementation and Operation steps of the ISO 14001 environmental management standard:



To ensure that your organisation meets the operating requirements of SMS, you need adequate structure and responsibilities. This includes the assignment of an Environmental Manager responsible for the creation and implementation of the SMS itself and the assignment of clear responsibilities and accountability for all activities that affect the environment. Management has the responsibility for providing the necessary resources.

The next section outlines the knowledge and skills that your staff needs to perform its tasks in a way that is environmentally acceptable to the organisation. Those within the organisation who hold responsibilities that encompass aspects that may affect the environment need to understand how their role could impact the environment and how they could reduce the likelihood of them occurring. In this case, you may need to consider training and ensuring you have records to show what training has been undertaken.

A very important aspect of any system is the way that communication is managed within the system. Communication means ensuring that your staff has the information they need to make an effective decision, and an effective SMS allows its staff to be involved in any such decision. Therefore, you can see the importance of ensuring information flows around the system as easily as possible.

Communication also concerns the flow of relevant information among people inside the organisation and with communications from outside the organisation. Remember that an SMS focuses on strong employee involvement and participation.

You should then examine the documentation requirements of your organisational system. There are key documents that must be kept in order for your system to be effective, and the plan that you develop should outline these in detail.

Then you should move on to operation controls. This is the area where you will provide work procedures and monitoring procedures to allow you to ensure the system as a whole is working efficiently.



Structure and Responsibilities



An SMS must have a series of lines of responsibility that outlines exactly who is responsible for the system and its operation. You will note that there are many regulatory and legislative requirements which must be met under an SMS, so to this end, you may find that there is a significant amount of responsibility that falls on your legal staff. However, there is also a greater need to ensure that your operational staff is also covered. They are the ones who are aware of the latest things that are happening, those who actually know the impacts that are occurring. Ensure that in this section, you carefully outline:

1. Exactly what you define the environment and environmental performance to be, as well as responsibilities for documenting and communicating these issues.
2. Outline how resources will be provided, from where and to what extent.
3. Exactly who has overall responsibility for the operational aspects of the SMS. Who is the person on whom the overall responsibility falls? Who will receive reports and who will make final decisions?

Define Tasks and Responsibilities

You will need to decide which are the important environmental tasks in your organisation and who will be responsible for them. Environmental tasks include:



If not already covered, you must also allocate overall responsibility for the SMS to a representative of management and receive assurance that it will work. Do note that it is essential that the management representative has the appropriate level of authority. In smaller organisations, the organisation director or owner often assumes overall responsibility for the SMS. Other tasks will probably be divided. For example, ensuring legal compliance may be the responsibility of more than one person.

The way in which you decide to organise responsibility for environmental management will depend on your organisation's size, existing structure, and financial and human resources. There are various possibilities, such as:

- Appoint a full-time environmental manager to oversee the environmental aspects of all areas of activities.
- Allocate responsibility for environmental management to an existing manager, e.g. Production Manager, who oversees the environmental aspects of all areas of activities.
- Allocate responsibility for environmental aspects of specific departments/ functions to the person in charge of each department/function.
- Allocate responsibility for environmental aspects to all staff.

In smaller organisations, it is more common for an existing manager to take on the role of environmental manager as opposed to creating a full-time environmental manager position. Presently, an increasing number of organisations allocate the environmental management responsibility to quality assurance managers. Whatever you decide, make sure that those with key environmental responsibilities have the appropriate level of authority to do their job.

Think about the work of each employee, the environmental effects of the work they do, and how they can contribute to minimising environmental impacts. If each person has a role to play in improving the environmental performance of your organisation, they are more likely to be actively supportive in the SMS and environmental initiatives. Your SMS will be more effective if each employee is in part an environmental manager than if one person is responsible for all environmental matters.

The names or positions and environmental responsibilities of the persons with the main responsibilities must be documented as well. Organisational and responsibility charts or responsibility matrices are normally used to meet this requirement.

The management program with its assigned responsibilities is a further reinforcement of these documents.

Provide Resources

Top management will also have to supply the resources to implement and maintain the SMS.

Resources include manpower, money, and technology. Identify the necessary workforce to implement and maintain your SMS, and do not forget that this workforce needs an appropriate level of skills. Identifying necessary resources for day-to-day operations may logically rest with the persons responsible for the task.

Remember that every staff member within your organisation has the potential to impact the environment either in a positive or negative basis; therefore you need to look at ways of changing their overall behaviour in such a way to reduce those impacts

Training, Awareness, and Competence

With all that has been mentioned, training, awareness, and competence are vital for the success of an SMS. It is about providing the knowledge to enable staff to recognise their role and to understand why their action matters, to help them get the skills they need to achieve good performance, and to increase their overall commitment and involvement.

Training allows your staff to make informed decisions and know the impacts that their work is having on the organisation.

Developing a sound understanding of staff roles is a key component of effective SMS implementation. Sustained change in individual behaviour will only be achieved through effective training and communication.

Communication with Internal and External Stakeholders

Communicating poorly is a sure-fire way of making your staff feel like they do not matter. If the changes to the way your work is done without effective communication to make them aware of them, you are doomed to fail.

Communication is not just about telling people things. Many of the changes the SMS will bring will be new and challenging. Your staff will expectedly respond to what you are communicating, whether you have communicated it knowingly or not.

You must also maintain effective communication with your stakeholders – those individuals within the organisation who have a stake in the way that you perform. These external parties want to stay informed about what is going on.

Three specific points shall be addressed under the Communication section of the regulation:

1. Procedures to facilitate internal communication with respect to the SMS.
2. A system for receiving and responding to communication from external parties.
3. A structure for determining whether or not the organisation will communicate to external parties on its significant environmental aspects.

Sustainability Management System Documentation

Of course, the SMS is something which is going to produce paperwork. You probably think that is the last thing you need – more paper! However, documentation is critical to any system working. It provides for information flow and allows you to understand both what is happening now and what has happened in the past so that you can make changes in the future.

The documentation from an SMS is useful in providing you with a roadmap – this is where you were, this is where you are, and this is where you want to go. It also allows you to find the best way of actually getting there.

However, there is a problem with documentation: sometimes, you keep things without really needing to. A good way to think about this issue is to look at a document you intend to keep and then asking yourself:

“Why do I need this document?”

If you have trouble answering that question, think carefully about the need to actually keep it.

The documents that you hold in your organisation are also a very useful way of orienting new staff. They can provide staff members with a way of learning new processes and as they become familiar with the work they are required to do.

Three specific tasks must be addressed under the SMS Documentation Section of the regulation:

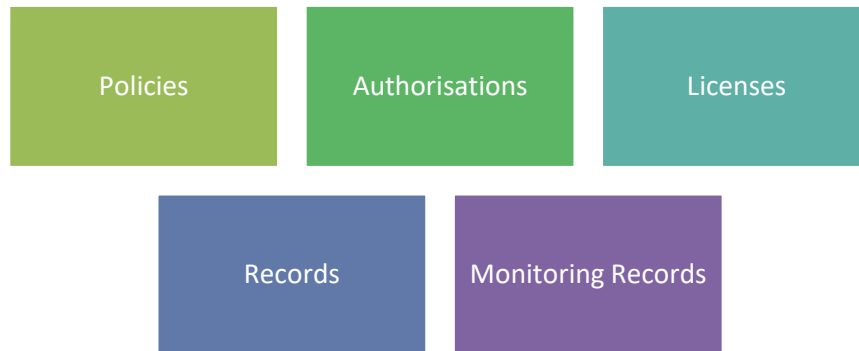
1. Description of the core elements of the environmental management system.
2. The description must demonstrate the interaction of these core elements.
3. The description must reference the related documents.

Extent of SMS Documentation



However, there is some more documentation implied by SMS sections. For example, when you identify the environmental aspects of your activities, you should document them. Or identifying the legal requirements that are applicable to your activities would make no sense without documenting them.

Every procedure and policy that you create as a major part of your SMS need to be documented. They need to be written down and communicated among your staff so that everyone is aware of what you have done and what is required of them. Documents include:



Documentation Control

The process of documentation control is all about trying to ensure that you know which documents are current and which are outdated. You will find that you supersede some documents with new and improved ones on a fairly regular basis. Documentation control should also work to ensure that there are controls in place outlining who is responsible for each document change and how new and old documents are added or removed from the system documents.

Four specific tasks must be addressed under the Documentation Control section of the plan:

1. Define the scope of the documentation control system (which documents must be controlled?).
2. Develop a document authorisation or approval system.
3. Ensure that only current versions of documents are used at the workstation where they are employed.
4. Out-of-date documents that need to be archived must be suitably identified.

Operational Control

Operational control takes your ideas and turns them into reality. This involves your organisation looking for ways of implementing changes within it.

In order to gain control over the way that the system actually operates, you need to understand the link between what you do and the impacts that those actions have. Think of what you actually do and then try to find new ways of doing them.

This may be something that you find quite difficult. Commonly, the methods used are logical; they make sense, and they have been in place for many years. So finding new and improved methods can be quite difficult.

But never be afraid of making changes by involving your staff in this type of decision-making. Ask them what they would change, why they would change it, and how this would impact the operations of the organisation.

Operational control also allows you to ensure that you continue to achieve compliance with legislative and regulatory requirements. You can have procedures and processes in place dealing with the major issues to ensure that you don't have to say "This is how we do things." - you can actually show evidence of your overall procedures.

Emergency Preparedness and Response

You may find that many environmental issues arise from what could be an emergency situation, rather than something which comes about from the normal day-to-day operations of your organisation.

While these may be outside your control to a certain extent, careful planning for any such event can significantly reduce the impact of said environmental issues. Ensure that you manage the risk of such events from occurring by developing contingency plans.

Four specific points must be addressed under the Emergency Preparedness and Response section of the regulation:

1. Identify the possibilities for accidents and emergency situations.
2. Prepare emergency response procedures, including preventing and mitigating environmental impacts.
3. Periodically test these procedures.
4. Evaluate and revise, as appropriate, your situation's identification and response procedures.
5. The Emergency preparedness and response section of an SMS applies to the entire organisation; it is not limited to the significant environmental aspects.

1.2 Gather Information for Development of Sustainability Policies

In order to develop sustainability policies, you need to have all the necessary information. Necessary information includes the information on outcomes, that is, the results you expect from implementing sustainability policies. The following sources may be consulted for information regarding your policy development and the outcomes that your workplace wants to achieve:

- **Regulatory Sources**

The Australian Government Department of the Environment is a good starting point for information on regulations relating to the environment. It covers grants and funding, permits and assessments, and legislation.

- **Australian and International Standards Relevant to Corporate Sustainability**

These are published documents that provide requirements, specifications and guidelines relating to corporate sustainability. An example of this is the Joint Australian/New Zealand Standard 5911:2013, the scope of which is, as indicated in its full title, the guidelines on the verification, validation, and assurance of environmental and sustainability reports. Another example is the ISO 21929-1:2011, which covers sustainability in building construction and the sustainability indicators therein.

Other examples of Australian standards relevant to corporate sustainability include:

- AS 4707 Chain of Custody
- AS ISO 20400:2018 Sustainable Procurement – Guidance
- AS ISO 20121-2013 Event sustainability management systems – Requirements with guidance for use

- **Relevant Personnel and Stakeholders**

Relevant personnel and stakeholders could be classified into two: internal stakeholders and external stakeholders. Internal stakeholders are those within the organisation like the person conducting the business (PCBU), supervisors, managers and employees in the organisation. External stakeholders are those outside of the organisation who are impacted by the policy the learner develops. They include clients/customers, members of the local community, and personnel from agencies or the regulators.

There are also specialist lawyers and consultants. The Green Army, a government initiative, is a hands-on, practical environmental action program that supports local environment and heritage conservation projects across Australia.

- **Organisational Specifications**

Organisations looking to begin reducing their environmental impact for the first time may benefit from undertaking an initial environmental review of their operations. Whilst an environmental review is not required when implementing a sustainability policy, it can provide a starting point for an organisation to identify any environmental management activities, controls, or procedures already existing within the organisation.



Further Reading

To learn more about the latest developments on agriculture, water resources, the environment, and the Australian heritage, you may access the link here for further reading.

[Department of Agriculture, Water and the Environment](#)

1.2.1 Legislation Relating to Sustainability

All Australian businesses can play a part in environmental management, but whether environmental laws affect your business directly will depend on your business activities.

Federal, state, and local governments jointly administer the environmental protection laws in Australia through bilateral agreements. As a business owner, you should understand which laws apply to you.

The federal Environment Protection and Biodiversity Conservation (EPBC) Act, administered by the Department of the Environment, covers the assessment and approval process of national environmental and cultural concerns. The Department also administers specific Acts that cover activities relating to:



State and territory environment laws apply to specific business activities and are administered by both state and local governments in the form of licences and permits.

For more information on environmental licences and permits, you can visit the [Australian Government website on Business](#).

Government agencies and industry groups also have a role in developing voluntary codes of practice that address the industry's impact on the environment.

Below is a table listing some of applicable environmental legislation per state or territory:

State or Territory	Environmental Legislation
National (Applicable to all states/territories)	<ul style="list-style-type: none"> Environment Protection and Biodiversity Conservation Act 1999
Australian Capital Territory	<ul style="list-style-type: none"> Environmental Protection Act 1997 Water Resources Act of 2007 Clinical Waste Act 1990
New South Wales	<ul style="list-style-type: none"> Protection of the Environment Operations Act 1997 Contaminated Land Management Act 1997 Waste Avoidance and Resource Recovery Act 2001
Northern Territory	<ul style="list-style-type: none"> Environment Protection Act 2019 Environment Protection (Beverage Containers and Plastic Bags) Act 2011 The Waste Management and Pollution Control Act 1998
Queensland	<ul style="list-style-type: none"> Environmental Protection Act 1994 Mineral Resources Act 1989 Water Supply (Safety and Reliability) Act 2008
South Australia	<ul style="list-style-type: none"> Environment Protection Act 1993 Plastic Shopping Bags (Waste Avoidance) Act 2008 Radiation Protection and Control Act 1982

State or Territory	Environmental Legislation
Tasmania	<ul style="list-style-type: none"> Environmental Management and Pollution Control Act 1994 Plastic Shopping Bags Ban Act 2013 Pollution of Waters by Oil and Noxious Substances Act of 1987
Victoria	<ul style="list-style-type: none"> Environment Protection Act 1970 Environment Protection Act 2017 Pollution of Waters by Oil and Noxious Substances Act of 1986
Western Australia	<ul style="list-style-type: none"> Environment Protection Act 1986 Biodiversity Conservation Act 2016 Country Water Supply Act 1947

In developing workplace policy and procedures for sustainability, determining the environmental codes of practice applicable to your organisation is essential as this will serve as your guide on how to comply with environmentally-related legal duties.

In order to determine the environmental code or codes of practice applicable, you just need to determine the state/territory and the type of industry your workplace is in. The type of industry is where your workplace is categorised and will help you determine specific codes applicable to your workplace. Are you in the banking industry perhaps? Or in the fast food industry? If you are not sure, you can refer to the [list of industries from the Fair Work Commission](#). From here, a quick internet search will show you codes of practice that may be applicable to your workplace.

If for example, your workplace/organisation is located in New South Wales, workplace the following could be applicable to your workplace:

- Exploration Code of Practice: Environmental Management
- Exploration Code of Practice: Produced Water Management, Storage and Transfer
- Code of Practice for Coal Seam Gas Fracture Stimulation
- Code of Practice for Coal Seam Gas Well Integrity
- Exploration Code of Practice: Rehabilitation
- Exploration Code of Practice: Community Consultation

1.2.2 Gathering Information

To help you prepare workplace sustainability policies, you need to consider all the information available to figure out how best to improve existing practices and what policies need to be changed, added, or reinforced.

While gathering your information and after you have drafted your policy, consulting with stakeholders is a must-do. Stakeholders are individuals and groups both inside and outside the organisation who have some direct interest in the organisation's conduct, actions, products and services, including:



Stakeholders will also include key personnel within the organisation and specialists outside the organisation who may have particular technical expertise.

1.2.3 Consultation

For projects that have environmental and social impacts, consultation will not be a single conversation but a series of opportunities to create understanding about the project among those it will likely affect or interest, and to learn how these external parties view the project and its attendant risks, impacts, opportunities, and mitigation measures. Listening to stakeholder concerns and feedback can be a valuable source of information that can improve project design and outcomes and help an organisation to identify and control external risks. It can also form the basis for future collaboration and partnerships. For stakeholders, an organisation's consultation process is an opportunity to get information, as well as to educate organisation staff about the local context in which a project will take place, to raise issues and concerns, ask questions, and potentially help shape the project by making suggestions for the organisation to consider and respond to.



The iterative nature of the consultation process is essential. Regardless of what stage of the project consultation is taking place, the basic steps in the process will essentially remain the same and can be repeated as needed over the life of the project. These basic steps include:

1. Plan Ahead.

Before beginning a stakeholder consultation process, it is useful to think about who needs to be consulted, over what topics, and for what purpose? Getting clear answers for these questions upfront can save you time, reduce costs, and help keep expectations in check. For projects with multiple stakeholder groups and issues, preparing a more formal Communication Plan in advance is advisable. You can access a template of a [Communication Plan](#) on the simulated business, Bounce Fitness.



For simpler projects and project expansions, it may be sufficient to verify that certain key questions have been considered. These may include the following:

Purpose

- What are the strategic reasons for consulting with stakeholders at the particular phase of the project?
- These may span a wide range of objectives, from meeting regulatory requirements and negotiating compensation, to obtaining access to community land for survey work, building trust relationships, or managing expectations in general.

Requirements

- Are there requirements for consultation that need to be met at this stage of the process?
- These may be legal or regulatory requirements, internal corporate policy requirements or conditions of the lenders or shareholders

Stakeholders

- Who are the key stakeholder groups that need to be consulted during this phase of the project?
- What are the likely issues that they will wish to discuss?
- What are their interests and why?

Scoping of Priority Issues

- Are there any high risk groups or issues requiring special attention at this stage?
- Are there vulnerable groups in the project area or topics that are particularly sensitive or controversial?
- Advance planning may be required to tailor the consultation specifically to these needs.

Techniques

- Which techniques and methods will be most effective in communicating with the different stakeholder groups?
- Traditional or customary means of consultation and decision-making may be relevant here. Consider using participatory methodologies where appropriate and engaging skilled practitioners to facilitate the process.

Responsibilities

- Who within the organisation (or externally) is responsible for what activities?
- Are timetables, responsibilities, and lines of reporting for consultation activities clear?

Documentation

- How will the results of the process be captured, recorded, tracked, and disseminated?

2. Consult Using Basic Principles of Good Practice.

There is no one right way of undertaking consultation. Given its nature, the process will always be context-specific. This means that techniques, methods, approaches, and timetables will need to be tailored for the local situation and the various types of stakeholders being consulted. Ideally, a good consultation process will be:



3. Incorporate Feedback.

Consulting people entails an implicit 'promise' that, at a minimum, their views will be considered during the decision-making process. This does not mean that every issue or request must be acted upon, but it does mean being clear with people about which aspects of the project are still open to modification based on their input, and which are not. It also means taking feedback received during the consultation process seriously and making best efforts to address issues raised through changes to project design, proposed mitigation measures, or development benefits and opportunities. Inevitably, there will be limitations, both commercial and practical, in the degree to which stakeholder demands can be met. At other times, making modifications as a result of stakeholder feedback will make good business sense and contribute to local development, or can be done as a gesture of good faith and relationship-building.

4. Document the Process and Results of Consultation.

Documenting consultation activities and their outcomes is critical to effectively manage the stakeholder engagement process. When and where did such meetings take place? With whom? Around what topics and themes? And with what results? The documentation of the agreed outcomes is vital since this will be part of the baseline for the development of the sustainability policy. The agreed outcomes referred to here are the results expected from implementing sustainability policies and the outcomes that your workplace wants to achieve. If commitments to stakeholders have been made during or as a result of these consultations, these too need to be documented.

The benefits of keeping such a record or 'log' of stakeholder consultations are many. It may be part of regulatory requirements or valuable later on in satisfying the due diligence inquiries of potential financial institutions and other equity partners, especially those who might come into a project at a late stage. It can be a useful tool in demonstrating that the views of affected people and influential stakeholders have been incorporated into the project's environmental and social mitigation strategies. Such documentation also provides the basis for reporting back to stakeholders on how their views have been addressed.



5. Report Back.

Communities sometimes express frustration that organisations show up at their doorstep to consult on an issue and they are not heard from again – or at least not until the next time they come, and that too about a totally different matter. It is both good practise and common courtesy to follow up with stakeholders whom you consulted, to let them know what has happened, and what the next steps in the process will be. Apart from this, there are also practical benefits of follow-up, such as double-checking information, and testing or refining proposed approaches and mitigation measures before implementing them.

In addition, the process of reporting back to stakeholders on which of their concerns will be addressed and how, as well as explaining what suggestions were not taken on board and the reasons why, can help establish credibility, manage expectations, and reduce consultation fatigue or cynicism. All of these are important when taking a long-term view of stakeholder engagement.

In situations where the engagement process is complicated or special attention to cultural appropriateness is needed to ensure informed and meaningful participation, it is best to seek out experienced specialists to assist you in designing and facilitating the process. Some examples of participatory tools, techniques, and methods include:



Once any key guidelines have been made, you can move on to the methods that will be used to put this into practice. There is a huge range of suggestions, but some you might like to consider include:

- Avoiding meetings where possible; instead, opt to use technology to communicate
- Encourage the use of public transport among staff (perhaps by providing subsidies)
- Arrange carpools for staff
- Contributing to carbon emission schemes when making travel arrangements
- Setting photocopiers and faxes to print double-sided by default
- Using recycled paper when buying office supplies
- Identifying ways in which office waste can be reduced
- Join schemes for recycling office toner and computer equipment rather than just throwing it away
- When purchasing new equipment, ensuring that it is energy efficient
- Purchasing your electricity from suppliers with good environmental performance levels
- Ensuring that when you buy supplies, you can be sure the supplier is adhering to a sustainability policy.

1.2.4 Creating an Environmental Review

An environmental review is a process intended to assess the potential environmental impacts of a project. To do this, there are two primary things that should be taken into consideration:



Aspects and Impacts

Look at the impacts that your organisation may have on the environment at large. Sometimes you might consider looking at both the things you do that may cause harm and then look at the effect that this may have on the environment.

Think about global warming, for example. Global warming is something that has occurred through a change in the environment. That change is debatably human-caused. So, the impact is a reduction in the ozone layer leading to climatic change. The actual cause might be determined to be burning fossil fuels. So, anything that you do, which releases CO₂ into the environment, could potentially be an environmental aspect of your business which needs to be considered.

Identifying Significant Environmental Aspects

There are four easy steps that can be taken when identifying these key environmental impacts for your operations. They are:

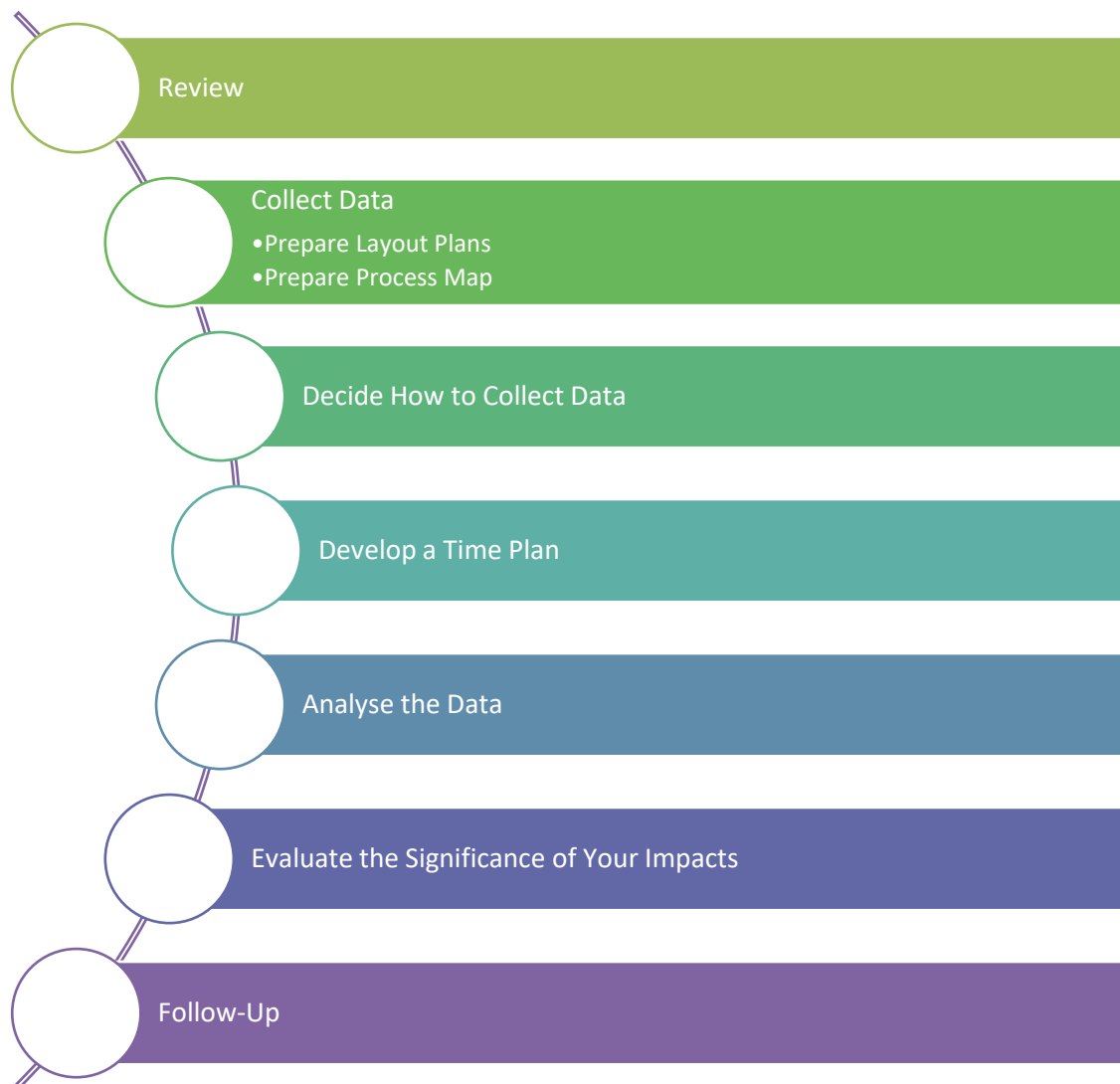
1. Select an activity within your organisation that involves multiple steps and that has a meaningful outcome.
2. Identify the various direct and indirect aspects that the process has on the environment. What interactions occur? What could go wrong?
3. Then look at the impacts that this may have on the environment should it actually occur. Some examples are the following:

ACTIVITY	ASPECT	IMPACT
Handling of Hazardous Materials	Potential for accidental spillage	Contamination of soil or water
Product Refinement	Reformulation of the product to reduce its volume	Conservation of natural resources
Vehicle Maintenance	Exhaust emissions	Reduction of emissions

4. Finally, examine how important or significant those impacts are on the overall environment of your organisation's operations. You might consider:
 - How likely it is that the impact could occur
 - How widespread the impact could be
 - How severe the impact could be
 - How long the impact could last
 - How it might affect organisational perceptions
 - What parties may be impacted
 - Whether there are regulatory or legal constraints that need to be addressed.



Overview of Steps:



Review

Carrying out the review on your own will not deliver the results you need! Without involvement from colleagues, you will find it hard work. Teamwork and communication are the keys to success.

The team you build can be drawn from both inside and outside the organisation, but make sure you have access to any specialist skills you are likely to need. The co-ordinator of the review should have a decision-making position in your organisation and should be familiar with its operations.

Each person involved in the review should have the knowledge and skills necessary to carry out their specific tasks. If not, training should be provided.

Involve senior management at all stages of the review process. After all, you are using their time and money, and you will need their support to develop the SMS.

Collect Data



Thinking about the scope of your review will help you to define a procedure and time schedule that is adequate for what you want to achieve.

- Will the first step be to take an overview of the whole business and then focus on identified priority areas?
- Will you carry out the review in an incremental way, focusing on one or two areas first and then building the complete picture step-by-step and issue-by-issue over a predetermined period of time?

There are two common ways to organise your environmental review: by areas or by activities. To prepare your steps, it will be helpful to have:

- A clear overview of the physical layout of the area to be reviewed, including buildings, tanks, storage facilities, and other significant installations and facilities up to (and including) the site limits.

- An overview of the activities of the organisation. If you have an ISO 14001 quality management system, you may use the process map that usually is part of the manual.
- If such layout plans and process maps don't exist, you should prepare them. You will need them later, anyway.

To Prepare Layout Plans:

- Check to see what information is already available which could be useful, e.g. a map of the vicinity (municipal or district level) showing the location of the site, general photos, aerial photos of the site, and plan of the gas and sewage systems on the site.

To Prepare a Process Map:

Make an organisational analysis. Most organisations can be simplified into three main areas:

- They buy 'raw materials' and services from their suppliers
- They produce something
- They sell goods or services.

Don't just think about production processes, but all the supporting activities as well (development and land issues, site management/housekeeping, energy/fuels, maintenance, storage, waste removal and storage, transport, etc.).

Your analysis should cover all the direct and indirect environmental aspects recommended by the annex of environmental management systems and its guidance document. Also, take into account the existing environmental management practices and procedures (they may not have that name, but you will have relevant practices and procedures).

One of the questions to decide is how far you will go in your considerations. For example, a 'cradle to grave' life cycle assessment looks at the environmental impacts of a product or service from the extraction of raw materials, their transport to your site, all production activities on your site, the environmental impacts of use, and the product's final disposal. It is a very thorough analysis but not easy to do and certainly time-consuming.

You may also consider including additional issues, such as financial aspects. Knowing the costs related to your environmental aspects will help to identify areas of the organisation where you can save money.



Decide How to Collect Data

There are many different ways of finding the information that you need. You will have to decide which approach is most suited to your business. The following methods presented are complementary and should be used together as part of an overall approach for carrying out your environmental review:



1. Visualise – Eco-maps

People generally find it easier to understand information presented in a visual way. For this reason, a simple but effective method for starting off your review is to visualise the physical scope of your activities and the environmental impacts that they will have. This will allow you to identify the environmental hot spots.

2. Listen – Interviews

Staff of the organisation at all levels is one of the most valuable information sources that you have. While staff who work in the production area may not be able to give exact figures on emissions, they will generally know what the main problem areas are. By listening to your staff, you will find out valuable information that is not likely to be documented anywhere in the organisation. For this reason, it is essential to conduct interviews with staff as part of your initial review and to listen to what they have to say. When interviewing staff as part of your review, it is important to emphasise that the aim is not to blame individuals for environmental problems but to find out information so that improvements can be made.

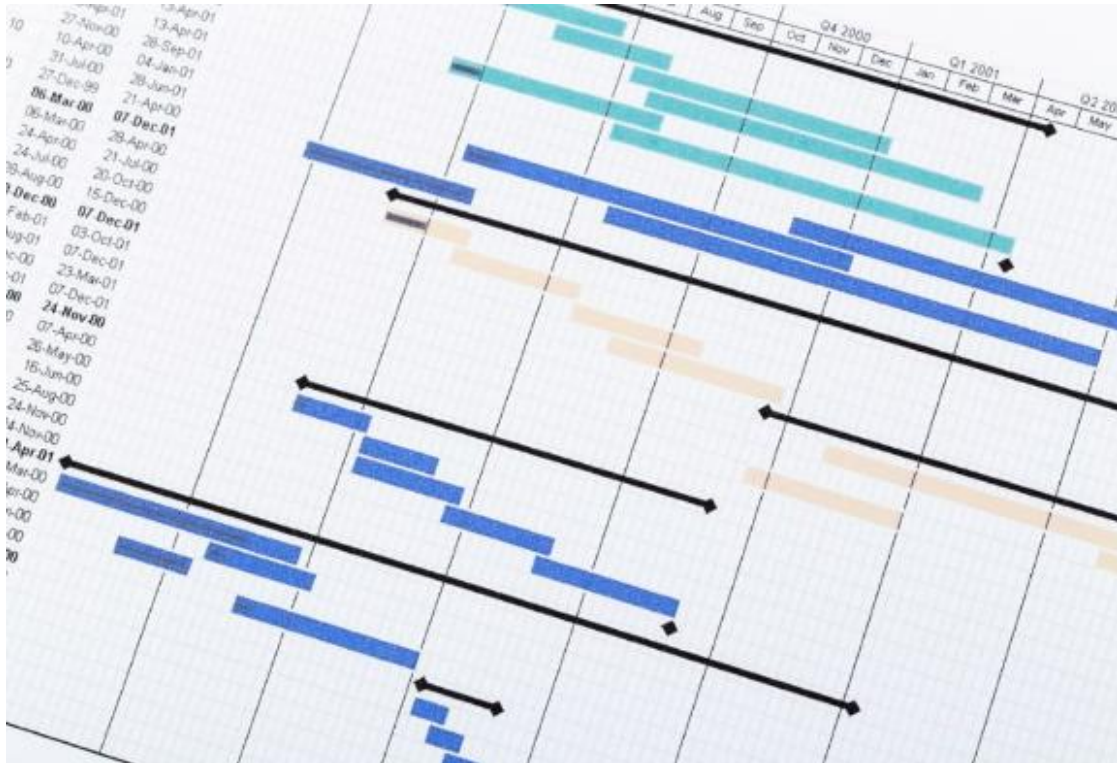
3. Write – Checklists/Questionnaires

An effective initial review requires a method that is transparent and systematic. In practice, this means a method that is written down so that different staff in the organisation can understand the review and that the review can be repeated in years to come regardless of who actually does it.

4. Other Methods

If you have sufficient human and financial resources, and/or if your organisation already has detailed information on its environmental impacts, you may want to adopt a more elaborate method for data collection, e.g. product life-cycle analysis.

Develop a Time Plan



Decide when the review will be conducted and how long it should take. Also, consider the amount of time needed for preparing the review and writing up a report on the results.

The environmental review may demand a considerable part of the total SMS project time. But this investment of time will pay off – the more detailed the work done now, the less time is wasted at a later date. It is important to develop a written list of all the areas or activities that should be reviewed.

You should also write down the questions to be asked to find out the main qualitative and quantitative information that you need.

The checklist/questionnaire approach has the advantage of being relatively quick and cheap to implement, flexible, and easy to use. In addition, you can update and add to the checklists and questionnaires for future use, as you gain experience and information. When using and/or developing checklists, you should ensure that they adequately cover the details of your activities.

In order to answer some questions, actual measurements of emissions, consumption, etc., may need to be done. It is neither possible nor advisable to collect data on every single environmental impact. Focus your information collection on important areas of your activities.

Also, make sure that the workforce knows what you are doing and why you are doing it.

You may already have included the information about the environmental review in the communication of your commitment; if not, communicate it now. A good idea for further employee involvement is to develop an 'Environmental Weather Map' based on a quick and intuitive evaluation from staff on how they think the organisation is performing environmentally. You should compare the results of this survey with those of your detailed review and present the results to your staff.

Before you begin, hold a briefing meeting with key staff to give more detailed information. This involves visualising the physical reality of your site and identifying the environmental hotspots. Visualise the organisation's environmental impacts and record the results on maps dealing with specific topics, e.g. water, air, and noise.

Remember that the eco-maps you develop can be used as part of the environmental management system documentation. You should be able to reuse and update these maps in the years to come. When carrying out the review, you should also pay particular attention to the areas on your eco-maps where performance has been identified as poor, or very poor. Listen carefully to what members of the staff say during interviews. Check existing documents to see if they can provide answers to any of the questions. Try to analyse the inputs and outputs of the production processes in order to get detailed input-output balances. Where necessary, carry out measurements.



The results of the questionnaire and feedback from staff should all be recorded. Collect data-sheets, inventories of emissions, etc. that provide quantitative information, and records of the results of the questionnaire and interviews. This information can be used as the basis for your register of environmental impacts. Examples of documents used by other organisations are available online.

Remember the documents used to record the results of the review can be used as part of your environmental management system documentation. You should be able to reuse and update them in years to come.

Analyse the Data



In reality, everything that goes on in an organisation – from people washing hands to sourcing raw materials and the manufacturing of a product – will have some form of impact on the environment. What is important is to ensure that the approach to identify aspects and impacts is rigorous and consistent throughout the organisation. There is a common, extremely useful methodology for doing this.

Begin by recording the issues that you have identified as being important and critical to your organisation's continued environmental success. These are the ones which must be outlined in your environmental review.

This should outline both the 'normal' situations in your organisation and any that may be atypical, such as contingency situations that may occur.

Then, once you have identified each possible situation in each area of your organisation, ask yourself:

- Are they able to be controlled by the organisation?
- If they cannot be controlled, can they be changed in any way?
- Do we need to make changes to our processes?

Once you know the areas of importance, you can establish a list of priorities in terms of what you need to do and what you need to change. Otherwise, you may find yourself with too broad a list of factors to deal with in your analysis.

It was mentioned that there might be some areas where you cannot make any changes. In these cases, you may be forced to make no change and simply work within those boundaries. Think, for example of situations such as:

Your product must be made of a specific metal which may have environmental impacts. In this case, making a change is next to impossible – so you need to consider whether the change is needed or whether there are ways of minimising impacts.

Evaluate the Significance of Your Impacts

So, you now have a list of impacts which you can actually control or change as required. The next step of your analysis requires you to take your list of possible impacts and evaluate the impacts they may have. To accomplish this, you first need some criteria which you can evaluate your impacts. In order to do this, consider:

- How big is the problem, and how big could it become?
- How likely is the problem to occur?
- Are any laws or regulations being broken by not making a change?
- Are customers impacted by the process or issue?
- Is staff impacted by the process or issue?
- Is the public impacted by the process or issue?
- How damaging would it be to your local environment?

Once you have established a set of criteria to evaluate the various impacts you may have, you can move on to classifying the impacts. You might, for example, classify them as Low, Medium, and High. This simple three-step rating system allows you to determine what to prioritise and what can wait. You might, for example, define the three levels as:

<p>Must Do</p> <ul style="list-style-type: none"> • Actions that are legal requirements or issues with the most significant environmental aspects.
<p>Will Do</p> <ul style="list-style-type: none"> • Short-term investments significantly minimising pollution or bringing immediate cost savings.
<p>Could Do</p> <ul style="list-style-type: none"> • Actions that will bring measurable benefits in environmental or fiscal terms, to be done after 'must do' and 'will do'.

So, you would immediately start working on any issue that is rated as a high, and once you get past those, you will begin working your way down the list. You may find you have a long list of 'high' priority issues. To correct this even further, you might create a new priority list along these lines:

- Those that must change, such as those which are legal requirements or those which will cause the most potential damage.
- Those that you will get to, these are generally shorter-term programs which can be dealt with after you are legally compliant.
- Those that you could do, those which will improve performance, but which you may not have the budget to address at the very beginning.

Follow-Up

A very important aspect of this is completing a review of your environmental performance. This will be covered in detail in the next section. However, you should:

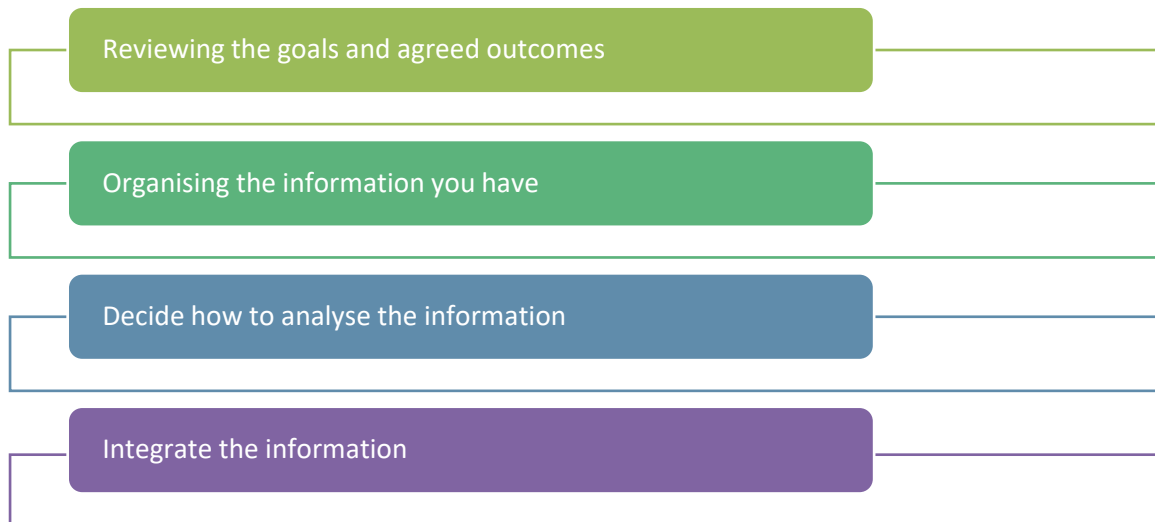
- Summarise each finding that you note from the area
- Examine the important information related to each specific area, what impacts their performance
- Outline the strengths and weaknesses in terms of the environmental performance of each area
- Outline the difference between your expectations and what you actually achieved
- Outline the outcomes achieved and those which need further work. Where possible, provide reasons for variations
- Disseminate this information around the organisation as appropriate

1.3 Analyse Information and Consultation Insights



At this stage of the unit, you now have the necessary information at hand and consultations with relevant personnel, and key stakeholders have been made. You now have to analyse all the information, including the agreed outcomes, to help you move forward to the development of workplace policy and procedures for sustainability.

Analysing information can be summarised into four steps:



1. Reviewing the goals and agreed outcomes.

The first step to analysis is to renew your understanding of why you needed the information you collected in the first place. Go back to your goals and agreed outcomes. Determine why the information you have is necessary and what questions particular information is supposed to answer. Throughout the development of the sustainability policy, decisions will have to be made and determining what kind of resolutions will have to be decided upon your information will make the process easier.

The agreed outcomes of the policy and procedures are the objectives you want to achieve. However, you want to first confirm that the objectives are actually attainable. Check the viability of your objectives by asking the following questions:

- Are the objectives realistic?
- Are the steps of the policy and procedure specific? Will it lead to the agreed outcomes?
- Are the objectives consistent with organisational goals?
- Are the objectives clear and understandable?
- Are the standards dynamic?

The agreed outcomes of the policy must strike a balance between environmental needs, societal needs, and an organisation's economic needs. If any one of these three parts is not treated in the right balance, it is likely that the policy implementation will fail.

2. Organising the information you have.

It is important to understand that not all information may be relevant. The first step allows you to screen the mountain of information you have and determine the essentials. For this step, you now have to organise the information. Sort through them and group what belongs together. Some information you may need to break apart and put together again, taking out the components that are not important.

Take note of the themes and key concepts. Determine patterns and spot the trends in the information. You also must keep an eye for information that is implied but is not explicitly stated.

3. Decide how to analyse the information.

The first question to answer is whether you have to conduct a qualitative or quantitative analysis. You could also examine the relationship of one thing to another by comparing them together. The *how* in the analysis will depend upon the goals.

A few things to note in this stage include the following:

- Take note of similarities and differences
- Look at the information individually and as a whole to get different perspectives
- Relate pieces of information to one another to establish relationships
- Take note of emerging themes
- Look out for biases
- Identify gaps in the information and note assumptions made

The most important question to ask at this stage is whether you have the information you need to make the decisions regarding the development of sustainability policy and procedures in your workplace.

4. Integrate the information.

It is now time to put the parts of information you analysed together. Do it in such a way that it tells a story. Are there new insights that emerged? How can you use that information?

1.4 Develop and Document Sustainability Policies According to Organisational Processes

The following are elements that are required for the development of organisational sustainability policies and processes:

1. *Agreed outcomes of the policy and procedures*

These are the goals and objectives that you and your workplace aims to achieve.

2. *Policy timeframes and cost*

These are the timeframes for the activity or series of activity that needs to be conducted if the implementation of the workplace policy and procedures is to be successful. A breakdown of the resources needed as required per activity and the associated costs therein should also be indicated and accounted for.

3. *Performance indicators*

The performance indicators ~~here~~ refer to the measure of success of the implementation of the sustainability policy and procedure. Indicators include:

- Objective of the policy based on the identified goal
- Target metrics that will be based on the objectives of the policy
- Numerical indicators which will be used for the monitoring process
- Target timeframes on when each Key Performance Indicator must be met

4. *Activities to be undertaken*

The activities referred to here are the breakdown of specific activities to be done to implement the policy. The activities must correspond to the purpose and scope of the policy.

5. *Assigned responsibilities*

These are the designation of activities for optimised output. Key personnel from the organisation is identified along with their roles and specific responsibilities in the implementation of the policy.

6. *Record keeping, review, and improvement processes*

Record keeping refers to the requirements for monitoring the implementation of the policy. This includes identifying the type of record to be used for logging in the data, the relevant reports and documents that will be used to track the logs to be recorded, and the person responsible for the recording/monitoring/reporting of the information. The data or information logged in will be subject to regular review and monitoring for continuous improvement.

The process for monitoring improvements include the following:

- An outline of procedures on how the organisation/key personnel from the organisation will monitor the trends, outcomes, and areas of improvements in the policy implementation.
- Frequency of reviews to track the achievement of key performance indicators (e.g. weekly, monthly, quarterly)
- An outline of potential reasons that could trigger a need for change/modification in this policy.
- Process for addressing issues or concerns impacting performance

It is important to establish reporting requirements regarding the outcomes of the policy implementation. This will include:

- Methods or how the trends or outcomes, and areas of improvement in the policy implementation will be communicated to relevant stakeholders; and
- Timeframes when the communication is expected.

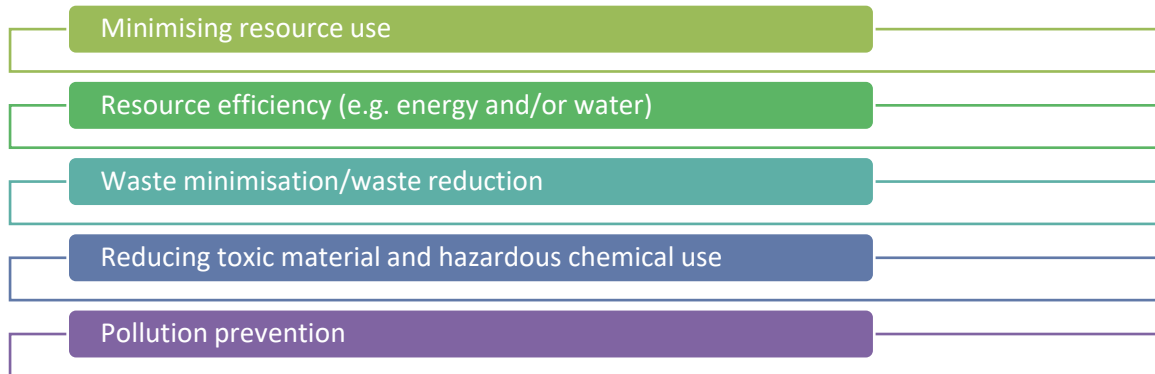
7. Common sustainability issues with organisational systems and procedures

These refer to the issues with the organisation's operations that the policy aims to solve - e.g. air quality, energy efficiency, ergonomics, ventilation, water disposal, water consumption, etc

Organisational processes are the activities of the organisation that will help it achieve its business goals and develop processes, products, and resource assets. In developing the sustainability policy, you must take note of the existing organisational process because this is the framework your workplace uses to achieve its business objectives.



The sustainability policy and procedures that you develop should include appropriate strategies at all stages of work to:



By including practical strategies for reducing resource use by the organisation, you are able to meet the overall principles that your organisation finds important in establishing itself as a sustainable organisation.

It is likely that the sustainability policy will not be written by a single individual within the organisation; rather, it will be developed from ideas from a number of individuals. Ideas will be sought, and then each idea will be evaluated to establish whether it should be included within the policy. The policy ideas should be evaluated using the following factors:

- Likely Effectiveness

How likely is it that the idea will actually work? Not all ideas will be effective. On first impressions, some may seem like they will be very effective at reducing resource use, but even these ideas should be carefully examined to ensure that they will be effective at applying the principles contained in your policy statement.

- Timeframes

When examining ideas, look first at those which can be implemented quickly. Those ideas are likely to be the ideas that will have an immediate impact on improving the organisation's sustainability.

- Budget

When examining ideas and strategies, ensure that you consider the budget. The amount of money that it will cost to implement the strategy should reflect the effectiveness of the strategy. If a given strategy will cost a lot of money but will provide very little improvement, carefully consider whether it should be implemented.

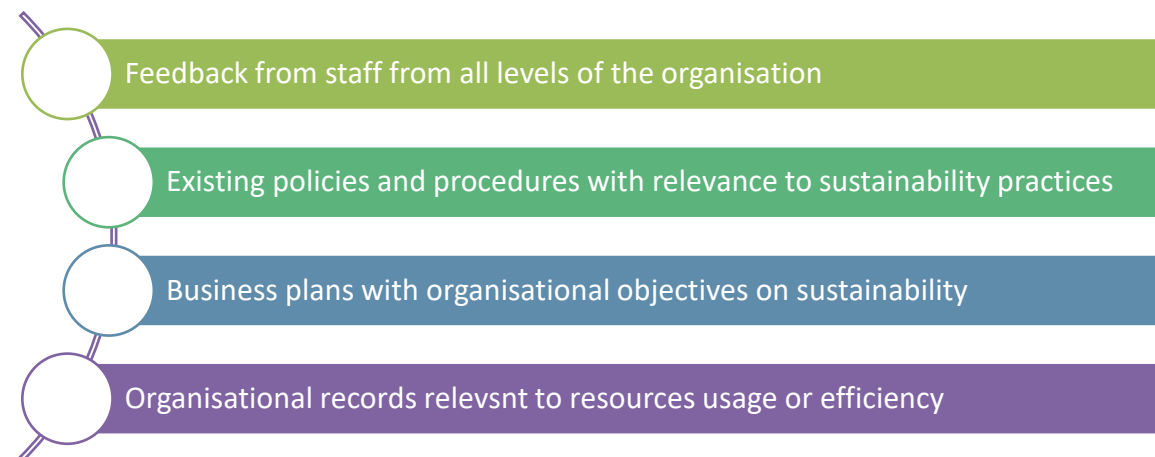
Calculating costs and time durations is important in developing sustainability policies and procedures in your workplace. Remember that while the focus is to go 'green', workplaces still thrive on profit generated to which costs and time durations play a huge role in.

1.4.1 Internal and External Sources of Information for Planning and Developing Sustainability Policies and Procedures

Before you can start with the development of workplace policy and procedures, you will need information about the policies and procedures you are trying to develop.

To this end, you have various internal and external sources of information that you can tap into. Sources include resources, materials, or human resources that can be accessed within the workplace.

Internal sources refer to the sources of information within the workplace. These include, but are not limited to, the following:



On the other hand, *external sources* of information refer to the means by which you can get information that is outside the scope of your workplace. These include, but are not limited to, the following:



1.4.2 Developing and Documenting Policies



Sustainability policies in the organisation are well and good. However, there is no template for what sustainability policy to implement; it varies from organisation to organisation according to their respective organisational processes. However, whatever policies you decide to implement, they must reflect the organisation's commitment to sustainability as an integral part of business planning and as a business opportunity.

The policy you are creating is the organisation's main means of stating its commitment to sustainability as an essential part of the business. Government agencies, other organisations, staff, and the community at large are going to look at this policy as a declaration of your organisation's commitment to sustainability. Your policy must strike a balance between environmental needs, societal needs, and an organisation's economic needs.

Since sustainability policies vary from organisation to organisation in consideration of their respective organisational practices, documenting such policies can also vary from one organisation to another. The most common way to document sustainability policy and procedures, however, is probably through the employee handbook. Another way of documentation is placing the sustainability policy and procedures in the workplace's website. This makes it easily accessible for all employees and the business' patrons and target market.

1.5 Incorporate Implementation and Continuous Improvement Processes into Sustainability Policies

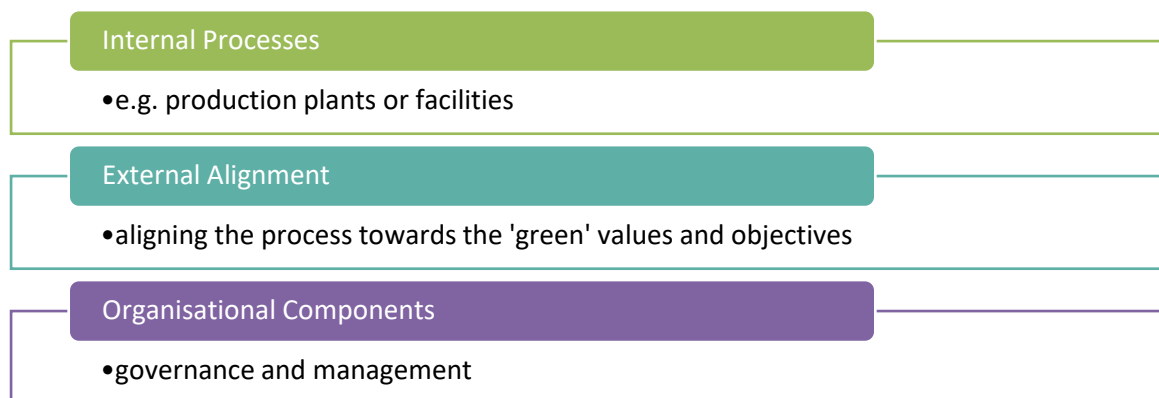
To finish the sustainability policy, implementation and continuous improvement processes must first be integrated.

1.5.1 Incorporating Implementation into the Sustainability Policy

To effectively incorporate implementation into your policy, the approach needs to be holistic and not just to comprise of piecemeal efforts. To achieve this, make sure that each of the following pillars is addressed:



Each pillar has three components:



Sustainability Operations

In sustainability operations, the focus is on the existing practices without placing future resources at risk. For this, you have to look at the specific type of corporate operations and take note of which area sustainability policies can best be applied or improved on. Workplaces belonging in the manufacturing industry, for example, should focus more on the production process as this generates the highest energy costs. This does not automatically mean they should invest in new equipment, although that is an option too. You can gear sustainability policies and practices towards behavioural, procedural, and maintenance matters. Ways to identify the areas for implementation can be through cross-functional workshops, interviews with the in-house technical staff, and structured root-cause analyses.

On the other hand, primarily office-based industries can focus more on employee behaviour and the introduction of policies that aim to use low-investment solutions with a short-term payback. Examples of office-based industries are workplaces that belong in the banking, finance, IT, and media services. Areas of improvement usually include 'switch-off' programs wherein electronics and equipment not in use should be turned off, paperless systems such as in e-billing, efficient equipment such as LED lights, and efficient use of resources like making use of video conferencing instead of actual travelling for meetings.

Sustainability Marketing

A business thrives on its consumers' interest and that of their target audience. It is crucial, especially for workplaces whose value and reputation are linked to its brand image, that their 'green' efforts are known. Implement marketing strategies that would enhance your organisation's public image in connection with environmental issues.

Sustainability Management

To be successful in the implementation process is to monitor whether how it is done and whether it is able to achieve its goals. It is therefore important that a governance model is set up and Key Performance Indicators (KPIs) are compiled to track the results of your implementation. KPIs are measurable values that demonstrate how effectively the workplace is achieving its objectives – in this case, how well the sustainability policies and procedures are being implemented and whether the objectives accomplished. Performance indicators act as a compass, letting you know that you are in the right direction. In order for it to be effective, it must be:

- Well-defined and quantifiable
- Communicated throughout your team and the organisation
- Crucial to achieving your goal
- Applicable to your line of business

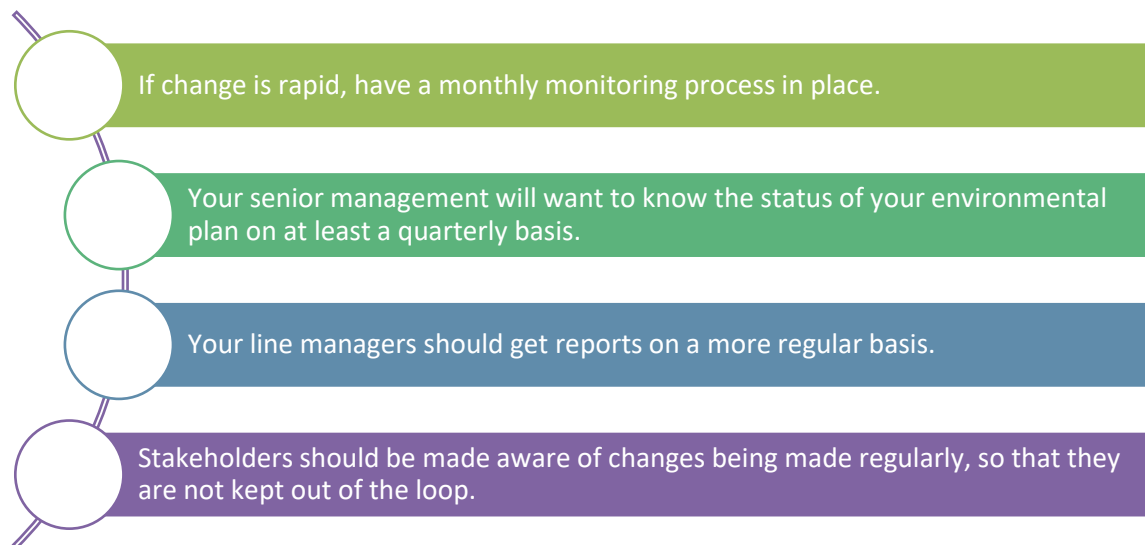
Doing this will also help the workplaces be accountable. However, there is no one best governance model or process since it depends upon industry type and the KPIs. One thing is certain; however: any workplace wanting to implement environmental initiatives should also implement an effective tracking system. Balance the top-down and bottom-up management approach to get the best possible result in terms of commitment, awareness, and acceptance by the whole organisation.



1.5.2 Continuous Improvement

Monitoring and evaluating the policy and its subsequent implementation are the keys toward continuous improvement. By doing these, you will see which parts of the process work great and which ones can be improved.

Monitoring and evaluation of environmental goals and objectives should be undertaken on a regular basis. It is something that needs to be carefully examined as you will find that the business itself operates in a changing environment, and you need to be aware of where these changes are occurring. When incorporating continuous improvement processes into your sustainability policies, keep in mind the following:



Activity 1

Consider your workplace setting. Determine an existing policy or procedure for sustainability and write a scope statement for it. If there is no existing policy, think of one that will apply to your workplace.



Notes












Key Points: Chapter 1

- Developing workplace policy and procedures for sustainability starts with the establishment of scope and objectives.
- Your organisation's scope and objectives for your sustainability policy and procedure should be aligned with any of the following: conserve natural resources, limit emissions of pollutants, environmental hazards, or create a safe workplace.
- In order to develop sustainability policies, you must gather information from regulatory sources, Australian and international standards relevant to corporate sustainability, relevant personnel, and organisational specifications.
- All Australian businesses can play a part in environmental management, but whether environmental laws affect your business directly will depend on your business activities.
- In preparing workplace sustainability policies, you need to consider all the information to figure out how best to improve existing practices and what policies need to be changed, added, or reinforced.
- The sustainability policy and procedures that you develop should include appropriate strategies at all stages of work to minimise resource use, reduce toxic material and hazardous chemical use, and employ life cycle management approaches.
- To effectively incorporate implementation into your policy, the approach needs to be holistic and that the three pillars are addressed. The pillars are as follows: sustainability operations, sustainability marketing, and sustainability management.



Chapter 1 – ‘True’ or ‘False’ Quiz

Tick ‘True’ if the statement is correct, and ‘False’ if not.		True	False
	The sustainability policy should outline exactly what the organisation wishes to achieve in terms of sustainability and environmental protection.	<input type="checkbox"/>	<input type="checkbox"/>
	Sustainability Management outlines what activities are being covered.	<input type="checkbox"/>	<input type="checkbox"/>
	An SMS is a continual cycle of planning, implementing, reviewing, and improving the environmental performance of an organisation.	<input type="checkbox"/>	<input type="checkbox"/>
	Sustainability Management Systems are developed using a system called PDCA.	<input type="checkbox"/>	<input type="checkbox"/>
	Operational Control is all about trying to ensure that you know which documents are current and which are outdated.	<input type="checkbox"/>	<input type="checkbox"/>
	All Australian businesses can play a part in environmental management, but whether environmental laws affect your business directly will depend on your business activities.	<input type="checkbox"/>	<input type="checkbox"/>
	For projects that have environmental and social impacts, consultation will be a simple, single conversation.	<input type="checkbox"/>	<input type="checkbox"/>
	When examining ideas, look first at those which can be implemented quickly. Those ideas are likely to be the ideas that will have an immediate impact on improving the organisation’s sustainability.	<input type="checkbox"/>	<input type="checkbox"/>
	Monitoring and evaluating the policy and its subsequent implementation is the key towards continuous improvement.	<input type="checkbox"/>	<input type="checkbox"/>

Chapter 2: Implement Workplace Sustainability Policies



By this chapter, you now have with you all the necessary information and the proper documentation for the preparation of workplace sustainability policies. However, before you can proceed with its implementation, you must first present it to key stakeholders. As discussed in the previous chapter, stakeholders are those that have direct interests in the organisation, and it is important that their approval is gained before any work is done or any project can proceed.

Once approval is gained, the next step is to identify and source the resources required to implement the sustainability policies. The successful implementation of workplace sustainability policies will depend on the support it gets while continuous improvements make sure that sustainability will achieve long-term success.



2.1 Present Workplace Sustainability Policies and Implementation Processes to Key Stakeholders

At this point in the unit, your workplace sustainability policies are prepared and is ready implementation. Before implementation starts, it must first be presented to your key stakeholders.

2.1 1 Promoting the Policy to Key Stakeholders

A strong sustainability policy is helped by:

- A clear organisational structure
- Active involvement of staff
- Staff who have the information and skills they need to do their job in an environmentally-aware way

Look at overall personnel organisation in the organisation. If you do not already have one, have a staff member prepare an organisational diagram to show the main structure and responsibilities within the organisation. Use this diagram as a reference and think about how your staff is already organised in terms of dealing with environmental issues.

The main areas to be considered are:

Responsibilities

- Who already has environmental responsibilities?
- What are these responsibilities?
- Are they documented?
- Have other employees been informed about who has environmental responsibilities?
- Are there any related documents or procedures in this area?

Communication

- When, where, and how does communication on company issues happen, e.g. regular meetings of all employees, individual meetings between an employee and their supervisor, newsletters?
- What are the most effective means of communication and why?
- When, where, and how does communication about environmental issues happen in the company?
- What steps have been taken to raise awareness and communicate information about environmental issues?
- Who was/is responsible for the steps undertaken?
- What have been the results?
- How do you judge whether or not the steps taken have been successful?

Involving and Informing Your Staff

When working with your staff on developing a sustainability policy, it is important that they are kept informed with what is going on and given opportunities to be involved in the work. You should ensure that all members of the staff takes part in the environmental audit right from the beginning. A team composed of representatives of management and of the general staff should work on the whole auditing process. Environmental circles can be set up to discuss questions related to energy, raw materials, waste reduction, and substitution of dangerous substances. This gets people involved from the start, asking questions and contributing their ideas. Different types of staff participation and information should be put in place at the outset of the introduction of the system.

How can you keep your staff informed?

- When you have processes in progress, it is important that you keep your staff well-informed of the progress being made and on the overall results that you are managing to achieve.
- Payslips are always read - place notes and reminders on these to keep your staff aware.
- Noticeboards are places where people often look for reading material. Place information there.
- Put posters up reminding staff of their obligations, or of relevant changes that need to be made. These could be put up just about anywhere.
- Attend regular team meetings and provide progress reports to staff concerned.
- Company newsletters are a useful place to put information.
- When you are about to have an audit, hold workshops for those who may be affected.

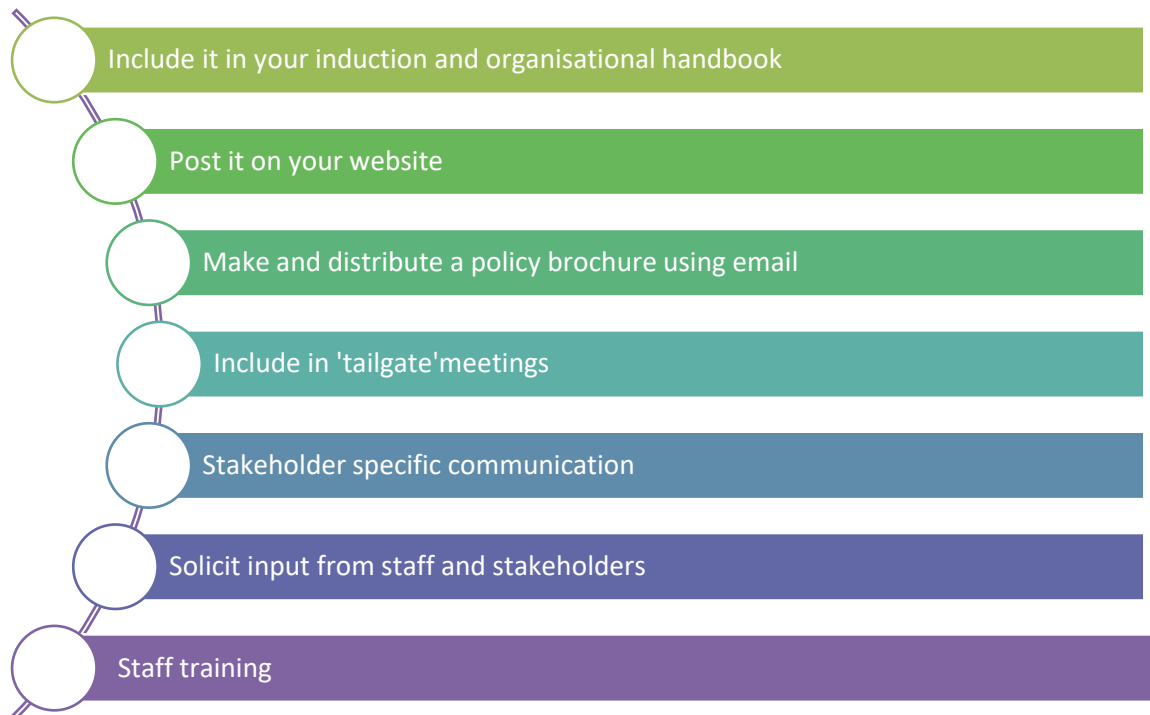
As part of environmental management, you should also be committed to communicating environmental strategies and performance openly and consistently to all key stakeholders. Open communication to staff, local communities, media, authorities, and shareholders should be a key component of a sustainability policy. It can also stimulate an organisation to continuously improve environmental performance. Your communication tools include the Internet and newsletters published by the organisation. Larger organisations may also publish Environmental Performance reports annually and make additional data available on their website.

Before the implementation of the sustainability policy, it will be necessary to communicate the policy, expected outcomes, and expected benefits to all stakeholders, including staff. This process of communicating the policy may take some time, as you, in essence, modify the corporate culture to contain some new elements.

Communicating key policy information to staff and stakeholders is an important part of building and maintaining a successful policy implementation in your organisation, including:

- Staff and stakeholders need to become familiar with your policy in order for them to effectively implement it
- Members of your staff need to know which area impacts on their performance, where to get advice, and exactly how to perform

Example ideas for posting a policy which you might find helpful include:



Internal communications are critical to any successful sustainability program. Key staff and teams must understand how the program affects their organisational functions so that they 'buy-in.'

It is important to engage internal stakeholders in the design, adoption, and promotion of a sustainability (or corporate social responsibility) program before significantly communicating the commitment to the outside world. This is a role for upper management to lead, and the sustainability team to help clarify the significance of this effort to the organisation's business profile, products, staff, and future.

Overcoming Contradictions

Unless carefully managed, the corporate social responsibility goals of a sustainability program may be viewed as somehow contrary to the goals of other teams. A lack of understanding can result in resistance.

That's why the sustainability management team must invest upfront in communication. Not only will it educate the staff, but it also gives them the opportunity to provide input that may enhance the corporate program.

Many of these key staff frequently interact with suppliers, customers, and others in the industry; it is critical to proactively engage and educate all internal stakeholders and get their 'buy-in' early before they have the opportunity to develop (and share) and uninformed opinion. The sustainability team should determine which staff are key stakeholders early in the process (e.g. safety, environmental, legal, marketing, investor relations, corporate communications, HR, finance), and develop an effective communication plan that engages and informs all stakeholders.

Employee communications is a three-step process:



1. Define What Sustainability Means to the Organisation and Articulate a Value Proposition – How Sustainability Drives Business Value.

Most organisations begin with a vision statement about how sustainability will help them create business value for customers and shareholders, and then continue to address value creation for customers and other stakeholders, the environment, and society at large. The three aspects of the 'triple bottom line' (social, economic, and environmental) are intertwined and should be addressed in an integrated manner.

Composing vision statements provides an opportunity to frame sustainability as what it means to the organisation and its stakeholders. This is the message to communicate to staff and other stakeholders and to form the basis for sustainability program strategies and tactics. Composing a vision statement and setting goals for sustainability are among the first steps that should take in initiating a sustainability effort.

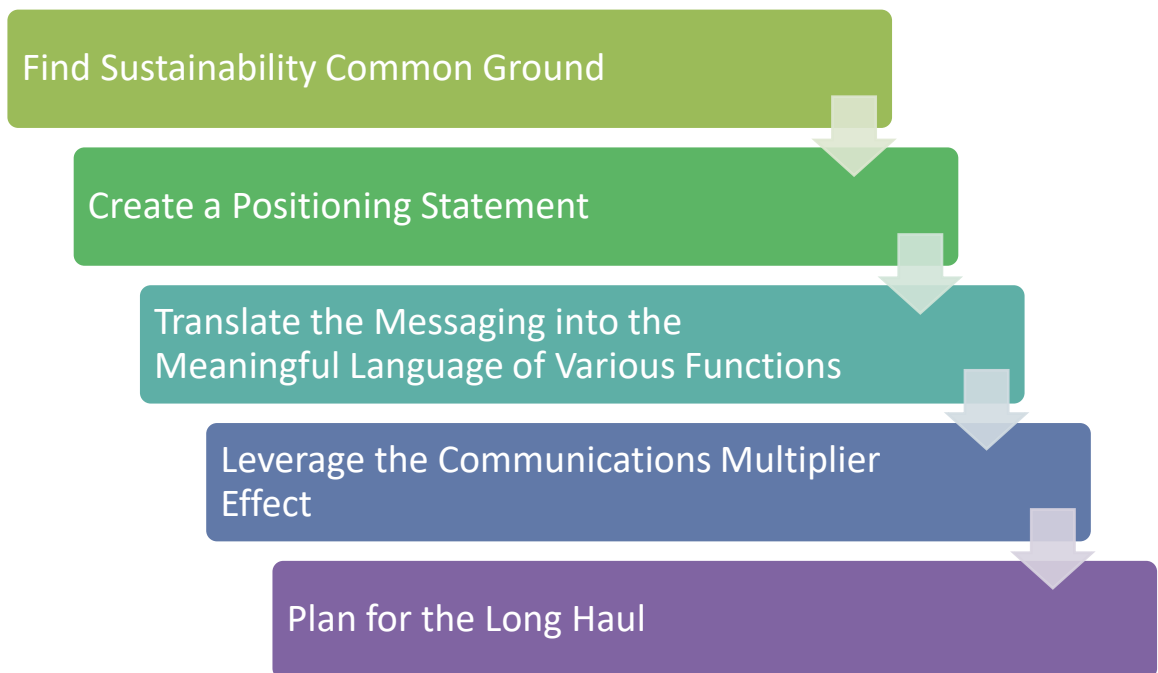
2. Engage Staff.

Sustainability starts from within. Collaborate with staff to discuss sustainability in terms of their job functions. Help them define their roles in achieving 'the business' sustainability goals. Because much of the pressure for adopting sustainability programs comes from outside the organisation (e.g. investors, customers in the supply chain), many organisations initiate sustainability programs and publish reports directed to external stakeholders. However, it is important that employee engagement is not a lower priority than the development of a report. Otherwise, many staff might not understand sustainability and might be cynical about its benefits and authenticity.

3. Implement and Continuously Refine the Strategy using Various Communication Channels, including a Sustainability Report.

Engaging your staff in realising the value-creation opportunities in your sustainability strategy begins with the development of a cross-functional core team that includes corporate communications, environmental health and safety, human resources, investor relations, and others.

There are also five fundamentals for an effective internal communications program:



- **Find Sustainability Common Ground**

One of the barriers many organisations encounter is the lack of a shared understanding of what ‘sustainability’ means. Basing a communications strategy on a poorly defined or overly broad concept can confuse the audience and create unrealistic expectations. Search for language that resonates with staff and management alike, define it clearly, and above all, use frequent and consistent messaging. Be sure the language is interwoven with the organisation’s branding messages and business objectives so that staff sees it as an integral business commitment and not just a bolted-on, short-lived initiative.

- **Create a Positioning Statement**

Engage your marketing experts to create the core message you want to deliver in every medium to influence the perceptions of your stakeholders. That message is likely to evolve to affect training programs, publications, marketing brochures and advertisements, and your website.

- **Translate the Messaging into the Meaningful Language of Various Functions**

Starting from the linguistic common ground, translate the general sustainability messaging into the languages of safety and health, environmental, human resources, purchasing, investor relations, sales and marketing, and government relations. This helps convey the value proposition to those who will take ownership and continuously improve corporate performance.

- **Leverage the Communications Multiplier Effect**

Taking the sustainability efforts from the CEO and corporate team to the whole organisation requires leveraging the communications effort. There may also be the need to overcome the 'silo mentality' that persists in many organisations, where organisational units remain territorial and highly focused on their specific missions and financial results. It is important to spread the management team's sustainability communications to the whole organisation. Internal gatekeepers, those trusted staff with a high degree of credibility, play a key role here.

- **Plan for the Long Haul**

Leading sustainability thinkers say that when it comes to sustainability, there is no endpoint. It is a continuing journey requiring patience and commitment to continuous improvement. Although programs evolve, some degree of consistency is important.

For a sustainability program to be credible and successful, the alignment, engagement and enthusiasm of staff – both managers and the workforce – are essential.

2.1.2 Informing Those Involved in Implementing Policy about Expected Outcomes, Activities to be Undertaken and Assigned Responsibilities

No matter how the organisation is structured, your senior management will always be the party that has the main responsibility and liability in relation to environmental protection. This is particularly true in a legal sense. If you have not done so already, you should allocate overall responsibility for the sustainability policy and ensuring that it works to a representative of the organisational management. It is essential that the management representative has the appropriate level of authority; for example, they need to be able to change the environmental objectives or to decide on environmental investments. Meanwhile, the company director or owner often has overall responsibility for the sustainability policy in smaller organisations.

You also need to decide who will be responsible for key environmental issues:

Who is responsible for:	
▪	Ensuring environmental legal compliance?
▪	Coordinating measures to prove environmental performance?
▪	Environmental training?
▪	Developing and monitoring sustainability policy documentation and auditing?
▪	Internal environmental communication?
▪	External environmental communication, especially your environmental statement?

Staff and contractors have specific responsibilities for minimising environmental impacts. Staffs at all levels within the organisation have responsibilities for minimising environmental harm. The organisation's Sustainability Policy further reinforces these responsibilities.

The following descriptions of environmental responsibilities are examples of what you may choose to include in the job descriptions of staff:

▪ **Executive Officers**

- Being familiar with all environmental aspects of the organisational operations
- Identifying members of the staff with responsibility for environmental management
- Preparing, implementing, and supporting a sustainability policy that addresses all regulatory requirements and risks
- Keeping abreast of changes and developments in policy and legal requirements
- Demonstrating and communicating responsibility to staff, stakeholders, and the public
- Ensuring staff are adequately trained and resourced to undertake their duties
- Exercising control over the actions of contractors
- Keeping adequate records to demonstrate compliance

▪ **Managers and Team Leaders, Supervisors**

Managers, Team Leaders and Supervisors are to implement and maintain, within the unit/team an effective system of environmental management consistent with the sustainability policy. Examples include:

- Implementing the organisational Sustainability Policy within the related unit
- Ensuring the provision of induction and refresher training and that staff are trained in their environmental responsibilities as applicable to their work

▪ **Individual Staff and Stakeholders**

All staff and stakeholders have a responsibility to comply with environmental legislation, as well as Sustainability Policy and Procedures developed by the organisation. Examples include:

- Comply with the organisational Sustainability Policy
- Provide feedback on new and/or existing activities that require improvements to existing procedures or development of new procedures to better address risks and Source Resources Required to Implement Sustainability Policies



Policies and procedures for sustainability in the workplace necessitate that everyone in the organisation works together. Each one has a role to play and responsibilities that they must conform to.

Assign responsibilities to your team. Some responsibilities, however, require special skill sets. Take note of the requirements so you can assign them to the team member most capable of handling them.

2.2 Identify and Source Resources Required to Implement Sustainability Policies

Resources are the assets necessary to implement sustainability policy and procedures in your workplace. Resources can be physical, human, or technological resources that will be considered when calculating the cost of policy implementation. These could include additional staff, new equipment, new technology or IT systems, and materials to modify workplace infrastructure.

Before you can begin the actual implementation of your sustainability policies, you must first assign resources to the activities that comprise the policy. To do that, you must first know the resource availability, this being resources that you need along with information on when resources are actually available and conditions for their availability. Start by estimating the resource. There are five tools and techniques that you can use:

Expert judgment

- Ask experts who had experience with the type of work you are planning and get their input

Alternative analysis

- There's usually more than one way to accomplish an activity. Alternative analysis considers the different ways you can use.

Published estimating data

- Get data from articles, books, journals, etc. that is similar to your planned activities

Project management software

- There are various project management softwares available. Choose the software that best fits your requirement and method in estimating resource needs and analysis constraints.

Bottom-up estimating

- Break down the policy into every project activity or task and estimate the resource need or cost per activity. Add the individual estimates to come up with the total estimate. The more accurate your individual estimates are, the more accurate the total.



Aside from the costs, you also have to have a good idea of the timeframes involved. This is where estimating activity durations come in. There are five tools and techniques that can aid you in doing this.

Expert judgment

- An expert could be someone from your team or a consultant who is familiar with the work to be done.

Analogous estimating

- Refer to similar activities from previous projects and how long it took.

Parametric estimating

- Use software or formula to come up with an estimate. Log data into a spreadsheet, database, or computer program.

Three-point estimating

- Get the weighted estimate from a realistic estimate that seems likely to occur, an optimistic estimate on the best-case scenario, and a pessimistic estimate from a worst-case scenario.

Reserve analysis

- Simply means adding extra time to your identified estimated timeframe as buffer.

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2.3 Support Implementation of Workplace Sustainability Policies



The implementation of workplace sustainability policies can only go so far if there is no support from the people of the organisation wanting to implement it. There are a variety of ways that support can be provided depending upon the sustainability policies that are being implemented. It could be as simple as designating bulletin boards where the policy is to be posted to meeting with department heads on a monthly basis to make sure that the policy is implemented in their respective departments. There is, however, one key support that is the foundation of the success of the implementation: making sure that everyone in the organisation knows about the sustainability policy and procedure that is to be implemented.

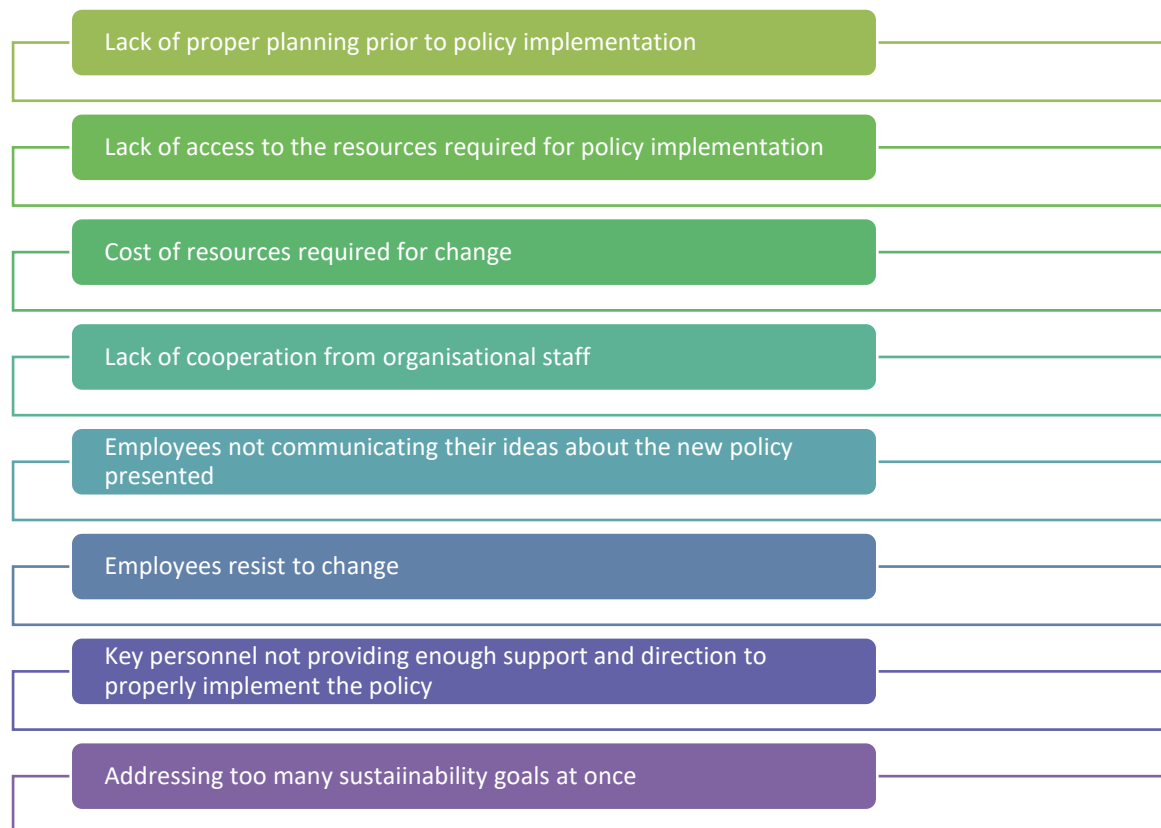
There are a number of mediums that will help you achieve this goal. Start by the distributing the info. Use the channels that you have; be it through department memos or company-wide email blasts. Create a publicity plan for it. Incorporate it during the induction of new employees and dedicated some time to discuss the policy during a team meeting. As mentioned in the previous paragraph, designating bulletin boards and even kitchen cork boards are a good way to spread the word and remind everyone of the policies and procedures.

2.3.1 Barriers to Policy Implementation

Barriers are obstacles that will hinder the implementation of workplace sustainability policies and procedures. To make the implementation a complete success, these barriers have to be accounted for. To do this, all you need is a little foresight.

Barriers can be rooted in a variety of things. It is up to you to address the root cause and develop strategies to address each barrier. A good way to determine the possible barriers to implementation is to go through each of the development phases and explore everything that could hinder the accomplishment of its goals.

In an organisational setting, barriers include the following:



Once the barriers have been determined, the next step is to identify possible strategies to address them. Examples are:

- Involving all staff in the development and implementation process
- Communicating the new sustainability policy within the organisation
- Discuss the benefits and impact of implementing the new sustainability policy into the organisation
- Find sustainable and cost-efficient alternatives for resources required in policy implementation
- Conduct staff training



2.4 Track Continuous Improvements in Sustainability Approaches Using Recording Systems

A record system is a systematic process of determining which information should be retained and recorded. It has three stages:

Creating the record

- The reason for creating the record which is the tracking of continuous improvements in sustainability approaches.

Maintaining the record

- This refers to the development of operations to store the record. Procedures should be put in place to avoid the misuse of the records.

Storing and retrieving records

- Storing simply refers to how the records are stored - either manually or digitally. Once created, records have to be archived so that it can be retrieved when needed.

Recording systems are important for various reasons. They maintain accountability and improve business efficiency. More importantly, recording systems allow for the efficient and effective tracking of continuous improvement ideas in your sustainability approaches.

Recording systems will also help you see a clear view of the sustainability policy and procedures. They will help you gauge the effectiveness of the system implemented and will help you determine which areas of the policy could be tweaked for improvement.

Activity 2

What environmental impacts are there to the operation of your organisation?



Notes









Key Points: Chapter 2

- A strong sustainability policy is helped by a clear organisational structure, active involvement of staff, and staff doing their job in an environmentally aware way. An organisational diagram shows the main structure and responsibilities within the organisation. You can use it as a reference on how your staff is already organised in terms of dealing with environmental issues.
- When working with your staff on developing a sustainability policy, it is important that they are kept informed with what is going on and given opportunities to be involved in the work.
- In environmental management, it is important to openly and consistently communicate environmental strategies and performance to all key stakeholders.
- Resources are the assets necessary to implement sustainability policy and procedures in your workplace. It could be people, equipment, place, money, aid, or support that could be readily drawn when necessary.
- A record system is a systematic process of determining which information should be retained and recorded. Its three stages are: creating the record, maintaining the record, and storing and retrieving records.
- It is important that the monitoring system is enforced and regular monitoring and data collection be conducted. If the monitoring system is not in place and is not working effectively, the organisation may not be able to pick up on significant variances that will have a negative impact on the organisation.



Chapter 2 – ‘True’ or ‘False’ Quiz

Tick ‘True’ if the statement is correct, and ‘False’ if not.		True	False
	Stakeholders are individuals outside the organisation who may or may not have some interest in the organisation's conduct.	<input type="checkbox"/>	<input type="checkbox"/>
	Communicating key policy information to staff and stakeholders is an important part of building and maintaining a successful policy implementation in your organisation.	<input type="checkbox"/>	<input type="checkbox"/>
	Internal communications are critical to any successful sustainability program.	<input type="checkbox"/>	<input type="checkbox"/>
	Individuals in the organisation will always be the ones who have the main responsibility and liability in relation to environmental protection.	<input type="checkbox"/>	<input type="checkbox"/>
	Each person involved in the review should have the knowledge and skills necessary to carry out their specific tasks. If not, training should be provided.	<input type="checkbox"/>	<input type="checkbox"/>
	In collecting data, the checklist/questionnaire approach has the advantage of being relatively quick and cheap to implement, flexible, and easy to use.	<input type="checkbox"/>	<input type="checkbox"/>



Chapter 3: Review Implementation of Workplace Sustainability Policies



Everything implemented – in this case, the implementation of workplace sustainability policies – must undergo review in order to gauge how effectively the policies were run and whether they were able to attain its intended objectives.

The review process starts with documenting the outcomes and providing feedback to key personnel and stakeholders. Remember that one of the first steps in developing workplace policy and procedures for sustainability is the maintenance of effective communication with your stakeholders. Getting approval for the project was an essential step. Thus, at this point, when the policies and procedures have been implemented, it is a responsibility and an obligation to give key personnel and stakeholders feedback.

Reviewing implementation, however, does not stop at feedbacking. One of the main purposes of the review is to generate an opportunity for continuous improvement. As such, trends will be examined to see whether there are ways to improve the process. Once avenues for improvements are identified, it is time to modify the sustainability policies so that said improvements may be incorporated into the procedures.

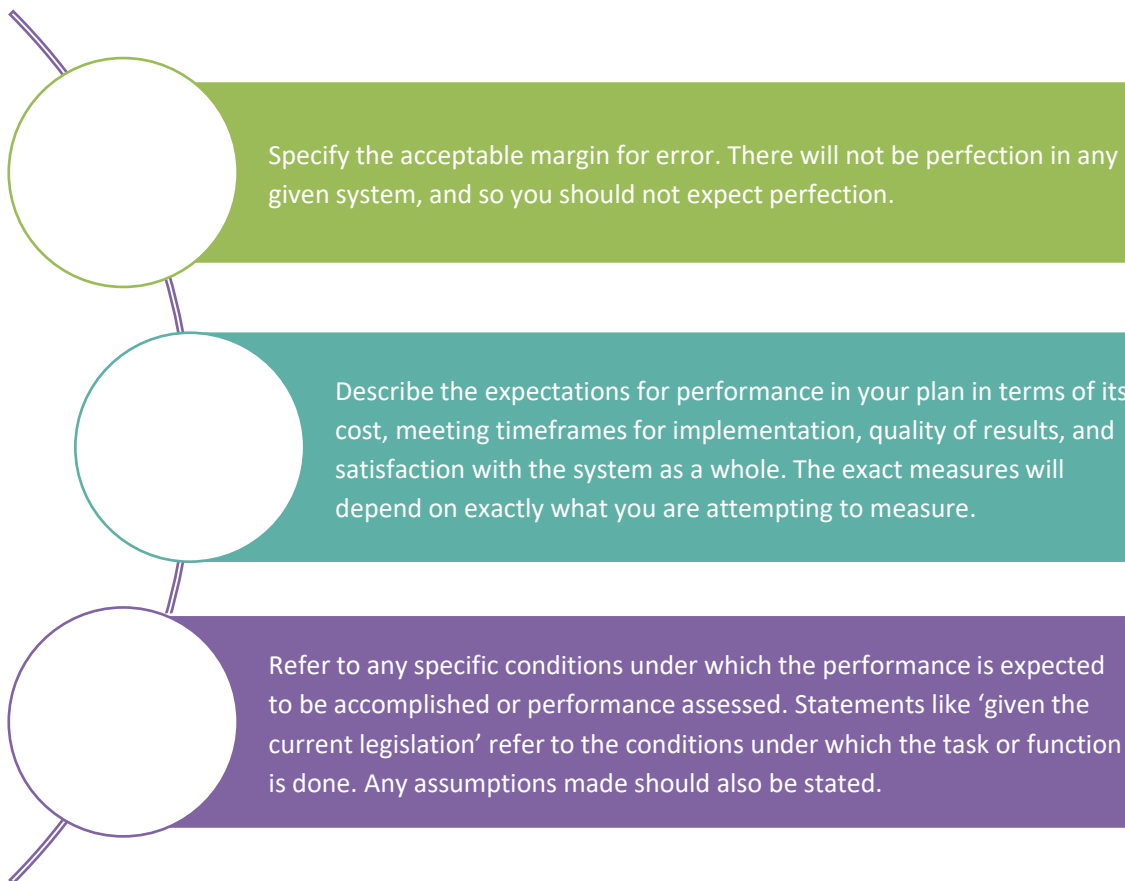


3.1 Document Outcomes and Provide Feedback to Key Personnel and Stakeholders

Now that a plan for the treatment of environmental issues in your organisation has been developed, and subsequently implemented, you need to be sure that the plan is functioning effectively. In this section, you will look at developing performance standards and monitoring systems for your sustainability policy and procedures so that you can document the outcomes.

The decision about what to monitor needs to come predominantly from your identification and analysis plan – that is, what environmental issues are critical? It is those issues that will have the greatest impact on your organisation that need to be carefully monitored. Those with little impact or that are unlikely to occur generally will require less monitoring.

Performance standards are used as the basis for an organisation's evaluation of its own success and in this case, the success of the sustainability policy and procedures as a whole. They are used to establish how well a plan is meeting its goals and objectives, and they can also be used to ensure that a business is doing what it should be. Well-written performance standards will:



To ensure that performance criteria will be useful, consider the following points:

When Writing Performance Standards	
Are the standards realistic?	The standards that you write must be able to be achieved. Ensure that they are needed to complete the job requirements. If they are not, it may not be desirable to have these as required performance standards.
Are the standards specific?	Your performance standards need to state exactly what is required by those involved in actioning them.
Are the standards based on measurable data, observation, or verifiable information?	You need to be able to measure performance. Think about timelines, cost, and quantities produced as measures.
Are the standards consistent with organisational goals?	Each performance standard needs to provide the team with a way of achieving their specific objectives. It is about achievement within the entire organisation.
Are the standards challenging?	The performance standards must challenge the team to raise their game, but not be so challenging as to be impossible to achieve.
Are the standards clear and understandable?	Standards must be able to be understood. Use clear language so that all team members know exactly what is expected of them.
Are the standards dynamic?	The standards must be able to be changed, as the organisation's impacts change.

It is important that at all times, you keep the functions and goals of the environmental management plan in mind, as these will assist you in determining the most appropriate performance measures for your organisation. They will also assist you in determining what needs to be monitored and what does not need to be monitored.

Some final points to keep in mind when you are writing your performance standards:

- Performance standards should be related to the operation's assigned work and job requirements.
- Your reporting systems should be adequate to measure and report any quantitative data you list.

The important factors to consider when establishing a monitoring system for the monitoring of performance standards within the organisation will be discussed in the following paragraphs.

In order for this system to be most effective, it is important that the system is adhered to, and that the monitoring that takes place meets with the required standards of the system.

It will not serve the organisation well to have performance standards in place if they are not continuously monitored to ensure compliance. If such a monitoring system is not in place and working effectively, the organisation may not be able to pick up on significant variances that will have a negative impact on the organisation.

Therefore, it is important that the monitoring system is enforced, and that regular monitoring and data collection takes place. Such a process can be accomplished by producing regular checklists of monitoring and data collection that take place on a weekly or monthly basis, as well as lists of what data needs to be collected. This information can then be used to monitor performance and determine whether any problems exist that need to be solved.

The outcome of a monitoring system is data that can be used to evaluate the current performance levels of the organisation's Sustainability Management System. The evaluation takes place by first taking the current measure, and then comparing this against the required benchmark of performance. Any variance that exists (either positive or negative) needs to be calculated, and this can then be used to start an analysis of the process.

Such an analysis should take place for all performance measures on a regular basis. The regularity of the analysis will vary depending on the measure being taken, and a timetable for measurement and data analysis should form a part of the formal monitoring system.

After you complete the monitoring of your sustainability management system, you may be asked to report your findings to senior management and to provide feedback to other key personnel and stakeholders. This report is important, in that it will present how well the operational objectives and goals you set at the beginning of the process have been met, and if they are not, what you will do about non-compliance. The previous discussion on monitoring will help guide your report preparation, as it is the monitoring system that will allow you to examine the achievement of the organisation's goals, by analysing the variances that are found.



3.1.1 Providing Feedback to Key Personnel and Stakeholders



Interest of the results from your sustainability policy does not only come from you. Key personnel and stakeholders are also invested with the results of the implementation. Remember to give feedback to your key personnel and stakeholders. A good way of doing that is through providing them with a copy of efficiency reports and annual reports. Key personnel also include members of your team. In this case, workgroup meetings are a great medium for the provision of updates aside from the copy of reports given. Depending upon your organisational process, providing a progress report for completion of each activity can also be required.

3.2 Identify Trends Requiring Remedial Action to Promote Continuous Improvement of Performance

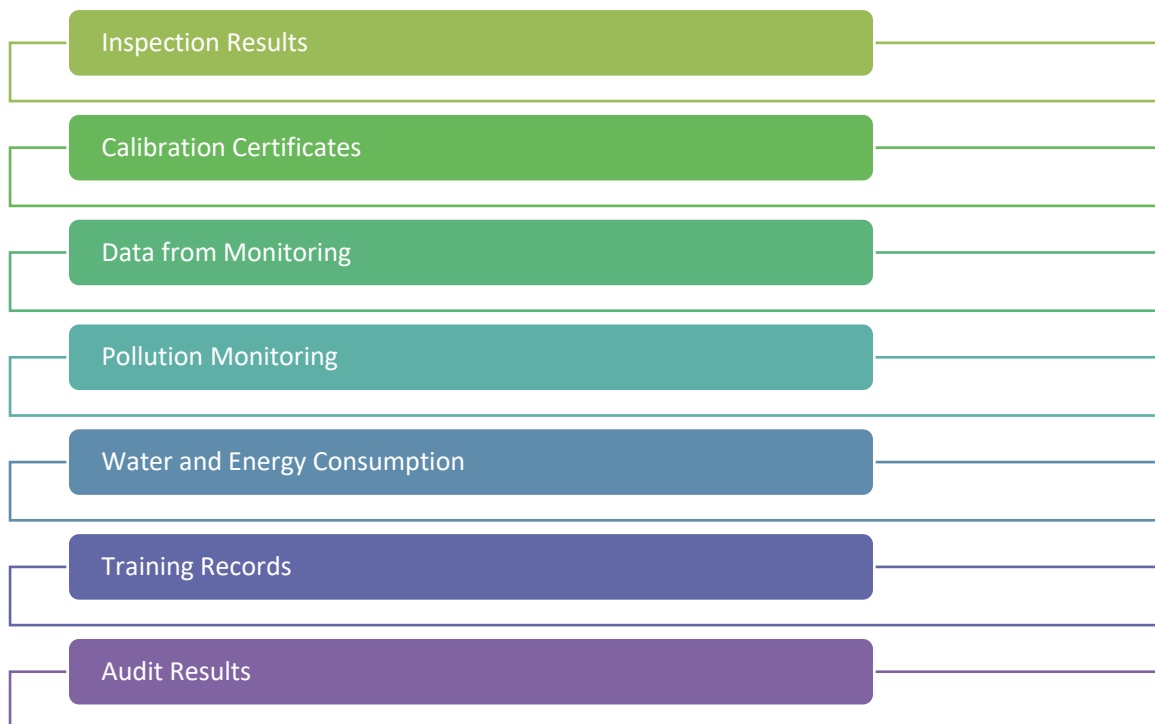
The records that you keep are the documents that outline what you have actually done and allow you to determine what you have achieved. The records provide you and the organisation with evidence of the achievements you have made during the process of making changes to your sustainability policy and procedures. The records will also show the trends, that is, the general direction of the progress of the sustainability policy and procedures implemented. If there is an upward trend, it means that sustainability policy and procedures implemented had favourable results. If a downward trend is seen, there is an urgent need to change the approach and method. In both cases, there is always room for improvement.

The real benefit of such records is that they allow you to provide evidence when you are auditing the systems within your organisation, and provide the organisation with data and information that it can use to further enhance the organisation's performance as a whole.

A recording system for an organisation typically involves you in:

- Ensuring the system retains appropriate records.
- Ensuring the system retains records for an appropriate amount of time.
- Ensuring that all records are easily identifiable and able to be traced if required.

Some of the evidence that you should retain includes:



Moving on to examining the allocation of responsibility with regards to a Sustainability Management System, in order for such a plan to be effective, there needs to be responsibility assigned to specific individuals so that everyone is aware of who is responsible for individual objectives and goals within the plan as a whole. Think carefully about who should be responsible for what.

You might expect your senior management, for example, to have to report to the board regularly about specific aspects of the implementation of your system's plan. The chief executive would need to receive certain information, in turn, from the middle management – looking at how they are managing to reach and achieve their specific goals and objectives. Having a set of responsibilities in place allows you to determine where changes are needed and who is responsible for them.



Your reports to management should be written and may be supplemented by oral presentations.

Trends that you may have noticed in the environment include:



If the plan will be changed:

- Ensure that you understand and outline why the changes need to be made: what is the driver for the change?
- Outline the cause of any defects or issues with the original plan, so that you can learn from the experience.
- Ensure that each change to the original strategic plan is outlined with new goals or objectives and timelines in place for the changes being made.

3.3 Modify Sustainability Policies to Incorporate Improvements

After the outcomes have been documented and opportunities for improvement identified, it is now time to modify the sustainability policies developed to incorporate the improvements.

Put simply; you need to know whether your goals and objectives have actually been achieved or not. If they have not been achieved, you need to establish why that might be. You may, for example, ask yourself:

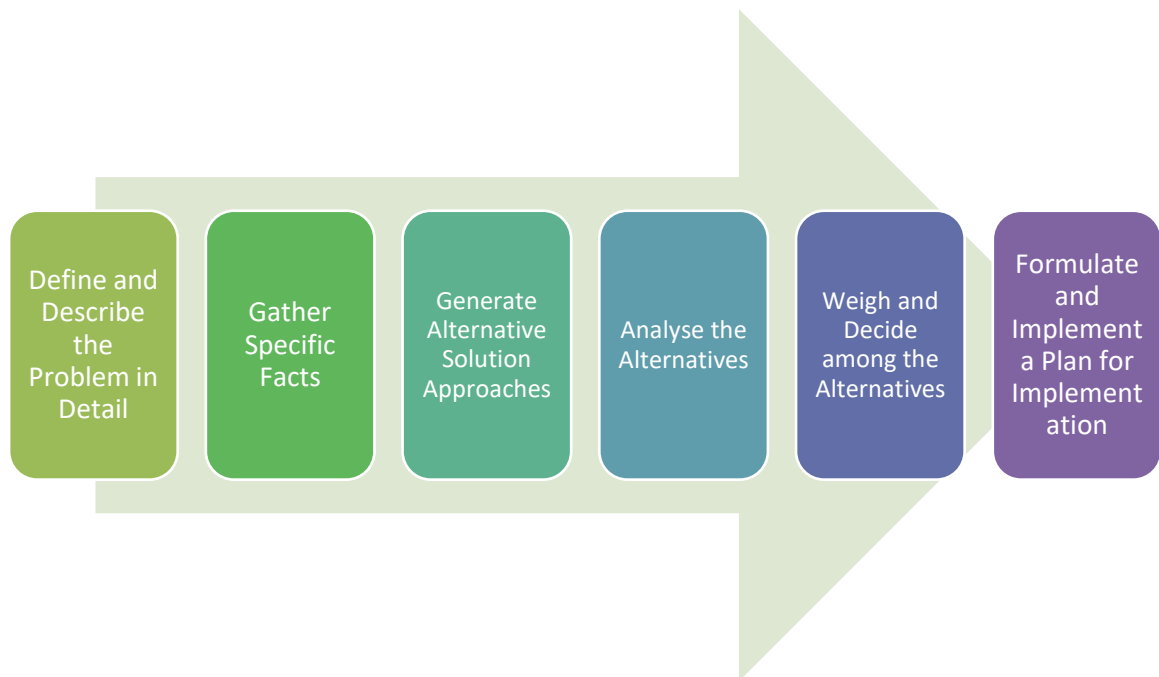
- Was the goal actually achieved?
- When will the goal be achieved, if ever?
- Do the people responsible for achieving the goal have enough resources to allow it to be achieved?

- What additional resources could be allocated?
- Should our priorities be changed?
- Do the goals need to be changed?
- What have we learned from the monitoring that would allow us to meet our goals and objectives?

3.3.1 Investigate Success or Otherwise of Policy

Incorporating improvements in your sustainability policy necessitates that you investigate successes or otherwise. Knowing the reason for success may help make similar activities a success by emulating them. If there are variances or in cases where the activity is not as successful as hoped for, determining the cause will help find solutions to solve the problem. It could be due to a number of factors such as poor staff training, cost over-runs, poor maintenance, etc.

When determining the most suitable recommendations to make to solve a particular problem of non-compliance, you may find it useful to follow this problem-solving process:



- **Define and Describe the Problem in Detail**

To fully examine what the problem is, you need to understand the larger picture: how the problem relates to your organisation at large. It will also answer questions regarding the worth of solving the problem and whether the expense to solve the problem will produce an efficient outcome. You should always examine the problem from as many different angles as possible when initially evaluating the problem.

- **Gather Specific Facts**

It is important at this stage to recognise that much of the information you gather may be meaningless and may simply serve to make the task of sorting through the information more difficult. This is why you must be critical of the information coming from the computer systems used for incident and accident reporting you require for making your decisions. Carefully analyse this information and use it to determine the cause of the problems.

- **Generate Alternative Solution Approaches**

The next stage of the problem-solving process involves developing a range of possible solutions to your problem. The most effective means of developing possible solutions to a problem is to look at your problem in different ways – to try to find a new perspective, something that you have not seen before.

- **Analyse the Alternatives**

Analyse the alternatives you have produced by creating a list of criteria that are important with regard to the problem. These criteria will be used at the next stage to determine which alternative you will use. For example, some of the criteria you use may include cost, ease of implementation, and whether the new solution is likely to cause problems further down the track.

- **Weigh and Decide among the Alternatives**

Now using the criteria developed in the previous stage, rate each of your alternatives and select those recommendations that best fit the needs of the organisation.

- **Formulate and Implement a Plan for Implementation**

Finally, you should develop a plan for the implementation of your proposed recommendations. This will first involve writing the recommendations in report format and justifying their implementation for approval.

Activity 3

Choose a sustainability policy that is being implemented in your workplace, or if none, think of a sustainability policy that you would like to propose. Determine the performance standards that will be used as the basis for evaluation.







Notes

Key Points: Chapter 3

- Performance Standards are used as the basis for an organisation's evaluation of its own success and the success of the sustainability policy as a whole.
- Keep the documents that outline what you have actually done and allow you to determine what you have achieved.
- Reports to management should be written and may be supplemented by oral presentations.
- After the outcomes have been documented and opportunities for improvement identified, it is then time to modify the sustainability policies developed to incorporate the improvements.
- Incorporating improvements in your sustainability policy necessitates that you investigate successes or otherwise. Knowing the reason for success may help make similar activities a success by emulating them. If there are variances or in cases where the activity is not as successful as hoped for, determining the cause will help find solutions to solve the problem.

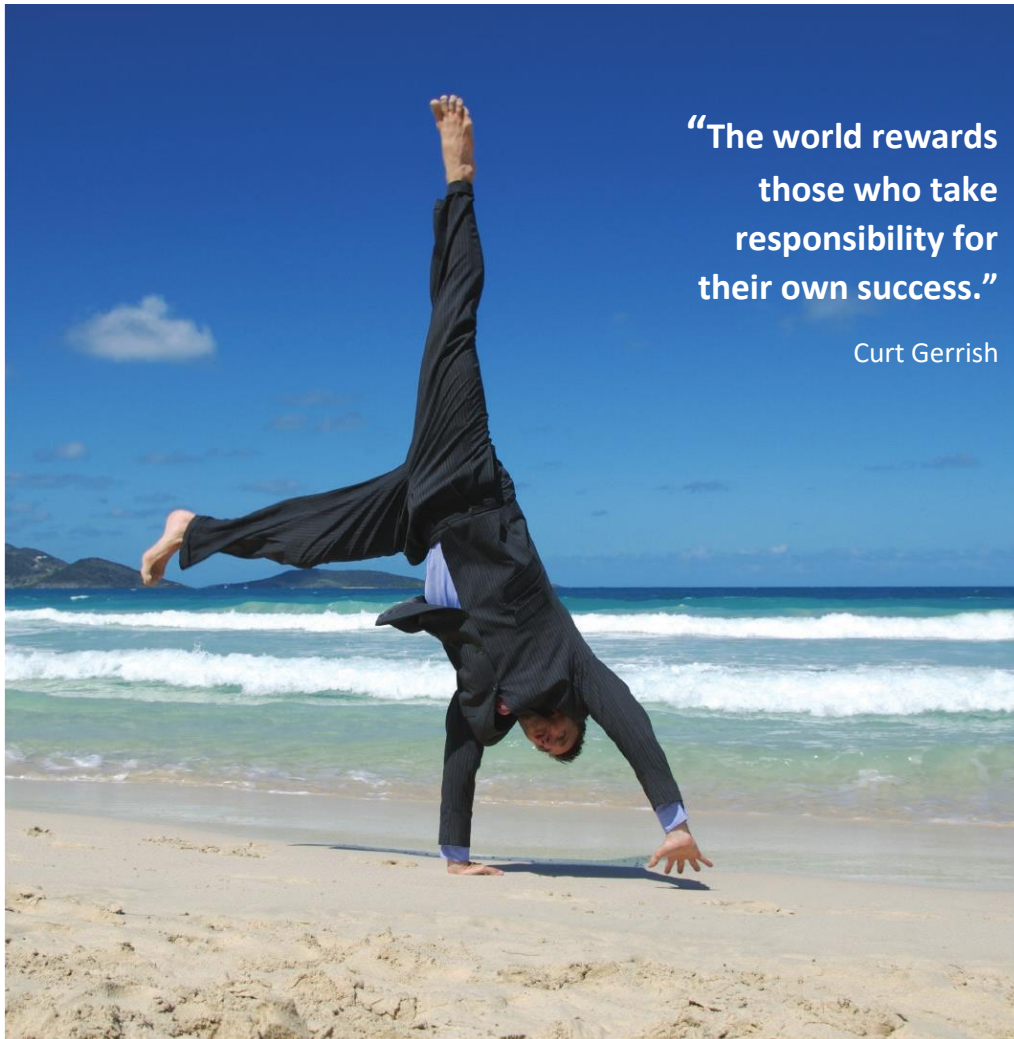


Chapter 3 – ‘True’ or ‘False’ Quiz

Tick ‘True’ if the statement is correct, and ‘False’ if not.		True	False
	Performance standards are used to establish how well a plan is meeting its goals and objectives and are used to ensure that a business is doing what it should be.	<input type="checkbox"/>	<input type="checkbox"/>
	Your reporting system should be adequate to measure and report any qualitative data you list.	<input type="checkbox"/>	<input type="checkbox"/>
	The records provide you and the organisation with evidence of the achievements you have made during the process of making changes to your sustainability policy and procedures.	<input type="checkbox"/>	<input type="checkbox"/>
	Developing sustainability policy and procedures ends after the outcomes have been documented, and opportunities for improvement have been identified.	<input type="checkbox"/>	<input type="checkbox"/>



Summary



Organisations that understand their impact on the environment are most likely to prosper in the long-term. At the same time, interest from stakeholders in the organisation’s environmental performance is at an all-time high. Whether you are a public or private organisation, you need to report on how environmental issues will affect your profitability. And growing environmental awareness means more organisations than ever are coming under scrutiny.

Reporting on your environmental performance will benefit you in two ways:

- It will provide you with management information to help you exploit the cost savings that, based on experience, good environmental performance usually brings; and
- It gives you the chance to set out what you believe is significant in your organisation’s environmental performance.



References



These are some references that we feel may be of assistance to you in completing the Assessment for this unit of competency:

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