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1A

Define scope of the sustainability policy

Sustainability focuses on the concept of interdependence, meaning that life on earth exists due to a delicate balance of ecosystems. If part of the system is disrupted, all life on earth experiences repercussions.

In recent decades it has become clear that human beings are living beyond this natural balance, using up the planet's resources at a rate that cannot be maintained. Sustainability in an organisational context is therefore about reducing water and energy use, reducing waste and pollution, and switching to renewable sources of energy, raw materials and products.

A holistic approach requires that actions be considered on individual, organisational, national and global levels. The fundamental premise of sustainable thinking is that the future is not somewhere we are going, but something we are creating through our choices today.



Components of sustainability

Sustainability is often associated uniquely with environmental issues. However, there are three interlocking components associated with sustainability that are equally important. Actions today have ecological, economic and social consequences for the future, as shown here.

Ecological sustainability

Ecological sustainability is based on our planet having a limited amount of non-renewable resources and ensuring we do not use these up.

Financial (or economic) sustainability

Financial sustainability involves the fair distribution of wealth. Wealth is often needed to access essential services such as medical care and education, and ensure a good standard of living. The global economic crisis in late 2008 demonstrated how fragile our global economies can be. Economic growth is dependent on natural resources and energy supply – without these, there is nothing to trade.

Social sustainability

Social sustainability refers to the needs of people and communities. This may include access to adequate housing, sanitation, food and medical care or just general equality principles.

Identify reporting requirements

There are a number of reporting requirements you may need to consider when developing your policy. Some of these are outlined in the following information.

Global Reporting Initiative (GRI)

The GRI is a network-based organisation that has developed the world's most widely used sustainability reporting framework and is committed to its continuous improvement and application worldwide. The framework sets out the principles and indicators that organisations can use to measure and report on their economic, environmental and social performance.

National Greenhouse and Energy Reporting Act 2007 (Cth)

This Act introduced a single national framework for the reporting and dissemination of information about greenhouse gas emissions, greenhouse gas projects, and energy production and consumption.

Triple bottom line reporting

Triple bottom line reporting is an approach to accounting that, in addition to reporting financial measures, reports on the total performance of a company including environmental and social activities.

Your policy must stipulate the need to report on the strategies your organisation has in place to reduce its impact on the environment and its performance against targets through the mechanism of triple bottom line reporting.

Life cycle analyses

A life cycle analysis is a tool for identifying and measuring the environmental impact of resource and energy used in the entire life cycle of a product, including production, distribution, consumption and disposal. This allows a company to examine the full range of environmental and social impacts resulting from its products and services, and assists in choosing the least damaging route.

An environmentally conscious organisation will incorporate life cycle analysis into decision-making processes, and manage materials and products across their life cycles. The procedures of life cycle assessments are a part of the ISO 14000 Environmental management standards. Software packages are available to aid in these complex calculations.



Relevant personnel

You should also consult with a range of people to obtain relevant and current information that can guide you in developing the sustainability policy. Suitable avenues for consultation are described below.

Suitable avenues for consultation

1

Staff

All staff can provide input for the development of a workplace sustainability policy as they can comment on the efficiency and effectiveness of current practices. It is vital that input from employees is encouraged and acknowledged, and combined with the input from all other sources.

2

Consultants and environmental agencies

There is a range of organisations that provide reporting systems and advice; for example, the Global Reporting Initiative. The GRI produces e-newsletters. There are members of the GRI whose advice and systems will meet the GRI standard. Information on emissions trading can be gained from the Australian Government's Department of the Environment. Find out whether there are any agencies in your area that focus on sustainability programs.

3

Environmental regulators and industry associations

Local, national and international environmental regulators provide advice on policy development and procedures; for example, the Environmental Protection Authority in Victoria provides advice and conducts environmental audits.

Many recommend standards such as AS/NZS or ISO provide best practice guidelines on achieving those standards. Industry associations also provide guidelines and information on compliance with regulations, rules and standards.

4

Companies and businesses

Many companies and businesses provide their sustainability policy, plans, targets and approaches as part of their annual reports, or as separate publications or announcements on their website. Such electronic documents can include policy statements and procedures that can be analysed and considered in terms of your own organisation. Triple bottom line reporting provides one type of standard reporting.

Raise awareness

The sustainability policy must include how the organisation is going to raise awareness of its sustainability aims. There must be a communication strategy that provides for information sessions to ensure that all employees and relevant parties, such as contractors and suppliers, are aware of the policy and the commitment of the organisation to achieving the targets it has set.

The following information provides an outline of some communication strategies.

Communication strategies

1**Induction sessions**

Ensure that information about the policy is included in induction sessions for new staff.

2**Information sessions and presentations**

Arrange whole staff information sessions and presentations to discuss people's responsibilities and provide the opportunity for feedback, making sure part-time employees are included.

3**Explanatory steps**

Explain the steps to be taken to minimise resource use, reduce toxic material and hazardous chemical use, and employ life cycle management. Present these steps using notices, posters, intranet articles, blogs, memos and flyers. Use pictures, photographs and graphics to ensure everyone understands the procedure.

4**Intranet**

Place articles on the intranet.

5**Newsletters**

Place articles in the company's newsletter that is distributed to full-time and casual staff, customers, contractors and suppliers, business associates and shareholders.

6**Teleconferencing**

Hold teleconferences to include those in remote locations.

Qualitative questionnaire

Use a questionnaire to survey key people to rate their view using a Likert scale from 'strongly agree' to 'strongly disagree'.

A template can be used to gather the responses, and then an analysis should provide an initial determination as to whether the option should be investigated further or, on comparison with other options, that it be ranked above or below alternatives.

Here is an example of a qualitative questionnaire template.

Initial response questionnaire on policy option/initiative	
Policy option/initiative:	Description of option/initiative:
Person completing:	Name:
	Date:
Respond to each statement by circling the appropriate number: 1 = strongly disagree, 2 = disagree, 3 = undecided, 4 = agree, 5 = strongly agree	
Provide any additional comments in the space at the bottom or overleaf.	
This option will yield benefits that outweigh the costs.	1 2 3 4 5
The implementation will have little effect on production.	1 2 3 4 5
The option will improve our compliance performance.	1 2 3 4 5
The option will reduce resource consumption and the ecological footprint of the organisation.	1 2 3 4 5
The organisation has the capability to provide the support required to implement this option (e.g., human resources, training).	1 2 3 4 5
The option is in line with the organisation's strategic plan.	1 2 3 4 5
The option will benefit our triple bottom line reporting and is GRI (Global Reporting Initiative) compliant.	1 2 3 4 5
Comments:	

Example: options identified and recommended

Frank and Steph undertake a cost-benefit analysis on the initiatives and options they are considering. The key difficulty they find is quantifying the benefits associated with the options. Assistance is sought from an expert at the local university in quantifying intangible benefits.

A SWOT analysis provides information that enables them to understand the potential effects internally (strengths and weaknesses) and externally (opportunities and threats). Documenting the SWOT analysis identifies areas where they will need to take action to minimise risks associated with the weaknesses and threats.

A report is generated with appropriate costs and time lines for consideration by their fellow directors, Chris and Anh.



Practice task 5

The Kare 4 Kidz centre director has approved two initiatives to include in the sustainability policy:

- Creating a vegetable garden so the children can be involved in planting, watering, weeding, spraying, picking, eating and composting (food scraps and weeds) and learn about how plants grow.
- Asking families to bring in items to re-use for arts and craft.

Using this SWOT analysis table, evaluate each initiative and determine whether you would recommend that the initiatives are included.

	Creating a vegetable garden	Asking families to bring in items to re-use for arts and crafts
Strengths (internal)		
Weaknesses (internal)		
Opportunities (external)		
Threats (external)		

3**Implementation approach and impact**

Identify which areas will be affected and how this will be addressed. For example, down time for equipment changeover could offer an opportunity for staff training.

Provide details on training that will be required and which employees will need to attend.

Identify the resource requirements for implementation.

4**Promotion and communication**

Provide an overview of how the initiative will be promoted to stakeholder groups.

5**Responsibility, monitoring and reporting**

Detail who will be responsible for reporting on the implementation of the different aspects of the initiative. Outline the monitoring process and the reports that will be generated.

6**Review**

Provide a review time line and process.

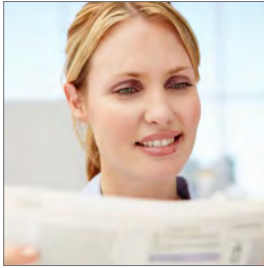
Example: further policy initiatives

When the directors of Prestige Printing and Office Supplies (Frank, Steph, Chris and Anh) agreed to develop a workplace sustainability policy they also agreed to develop a statement outlining their commitment to sustainability and supporting the environment. This formal statement is issued to the local press (newspapers, radio and television). It explains the initiatives that they will be considering to promote sustainability in regards to their products and services.

Frank and Steph draft a sustainability statement and policy that incorporates the following initiatives:

- A 'green discount account' for account clients who purchase environmentally friendly products and services
- A competition for local high school students to write an essay on a sustainability, with the winners to receive green products and discounts from Prestige Printing and Office Supplies
- A billboard displaying the company's monthly energy use designed by local Grade 6 students

Internal newsletter



The organisation's regular newsletter for internal stakeholders is a useful medium to promote the new sustainability policy. Some organisations may decide to prepare a special issue of the newsletter that focuses on sustainability. It should contain a message from the CEO to emphasise the commitment of senior management, and explain the major initiatives that will be implemented in the first stage of the policy, along with the expected outcomes.

Posters and notices



Posters displayed around the office, workshop, factory and tearoom are useful as a promotional strategy, as they provide a constant reminder of what the organisation aims to do. This can help build momentum and encourage commitment to the goals of sustainability. Charts and graphs can be used to show the current situation, the activities planned and the goals the organisation expects to achieve.

Meetings



A meeting specifically held to introduce the policy will focus attention on the sustainability targets and give people the opportunity to ask questions. Meetings are a good medium for explaining the expected outcomes so people can see where they are heading.

Logo or mascot



Develop a name for your 'green office' program. Perhaps create a logo or mascot that will identify the program. This is a fun and visible way to increase its profile, although it will take time and money to create and promote.

... continued

Correspondence

Suppliers, contractors and business associates can be informed of the policy through written correspondence such as letters, memos and emails. Such documents should clearly detail the policy, the methods and approaches for implementation, targets and expected outcomes.

Presentations

Presentations can be used to inform external stakeholders and the general community of policy development and implementation. The size and scope of the presentation will vary according to the promotional budget from a roadshow travelling across the nation, to an open day or a display at a local shopping centre. Presentations are a chance to showcase the organisation's strengths, and to inform those interested in attending what they are doing in relation to sustainability.

Websites and newsletters

The internet is a valuable tool to keep external stakeholders and the broader community informed. Many organisations have a webpage dedicated to sustainability and the environmental strategies they are introducing to reduce their impact. This is used to display policies and highlight achievements. Sustainability reports and the organisation's newsletter can be made available online.

Many websites also provide the opportunity for external parties to seek answers to questions in relation to policy matters, where the organisation welcomes comments and feedback.

Organisations may include a logo on documents or a footer on their email to emphasise commitment to the environment; for example, 'Please consider the environment before printing this email'.

Annual general meeting

An organisation's annual general meeting is an opportunity to communicate environmental performance to a wide range of stakeholders, in keeping with an organisation's commitment to triple bottom line reporting.

Information service

Some organisations provide information services via dedicated phone lines and, when a new policy development is released, provide additional trained staff to handle calls.

Typical sustainability goals

- Implement a set of environmentally preferred selection criteria so purchasing strategies reflect sustainability practices by the end of the financial year.
- Reduce overall energy use by 5 per cent within one year.
- Reduce monthly printing costs by 15 per cent.
- Achieve 100 per cent compliance with hazardous materials storage regulations within one month.
- Reduce vehicle emissions by 10 per cent.
- Reduce packaging waste by 30 per cent within six months.
- Fit all workstations with a purpose-built stand for LCD monitors within 12 months.
- Recycle or refill 100 per cent of toner cartridges consumed by October 2016.
- Introduce special bins to take recyclable material and reduce the amount of recyclables going to landfill to nil within six months.

Key performance indicators

Key performance indicators must reflect the goals of the organisation and be quantifiable, achievable and agreed on in advance of policy implementation. Ensure that employees understand what they are expected to achieve, are capable of reaching the KPIs that have been set and are in agreement with the expectation of their job description. Skill or knowledge deficiencies will need to be addressed with training.

Example KPIs

- One hundred per cent compliance with sustainability policy
- Compliance with ISO 14001:2004 environmental management systems life cycle analyses
- Zero breaches of regulatory requirements
- A five per cent reduction per month for the next six months in solid waste generated
- A 25 per cent reduction in greenhouse gas emissions
- A monthly report on waste management
- One hundred per cent compliance with green purchasing guidelines
- Compliance with triple bottom line reporting
- 100 per cent safety record
- All staff have completed training in compliance requirements

Identify the activities to be undertaken

The type of activities an organisation will undertake depend on the scale of its sustainability policy. In many cases, organisations that are just starting out are likely to concentrate on small but effective steps such as reducing energy and paper use and introducing a recycling program. Others may embark on a physical restructure, such as purchasing energy-efficient equipment and machinery or changing production techniques and materials to reduce environmental impact.



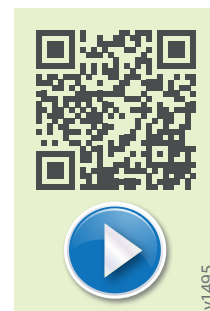
Allocate the responsibilities to the relevant areas and key personnel in your organisation by determining who is responsible for each area. The information below outlines typical responsibilities for managers and staff.

Senior management	General staff
<p>The responsibilities of senior management include:</p> <ul style="list-style-type: none"> • raising awareness of the policy initiatives and encouraging environmental practices • providing information about roles and responsibilities of employees, daily operational requirements, reporting mechanisms and consequences of noncompliance • preparing step-by-step procedures for carrying out specific tasks • reporting progress regularly to staff and external stakeholders • dealing with media enquiries and business partners • implementing purchasing agreements • ensuring compliance with legislative requirements • organising sustainability audits and reviews • managing and rectifying breaches • approving budget expenditure to achieve targets; for example, approving a quote for installation of skylights • arranging training for staff as needed. 	<p>The responsibilities of general staff include:</p> <ul style="list-style-type: none"> • following all sustainability policies and procedures such as: <ul style="list-style-type: none"> – using recycling bins correctly – using once-used paper for printing draft copies – switching off lights when leaving – handling and storing hazardous material correctly • participating in all environmental initiatives such as: <ul style="list-style-type: none"> – green team activities – promotional initiatives – planning days/brainstorming sessions for new ideas.

Example: set KPIs

Frank and Steph met with each of the managers and supervisors in the organisation to discuss targets and KPIs:

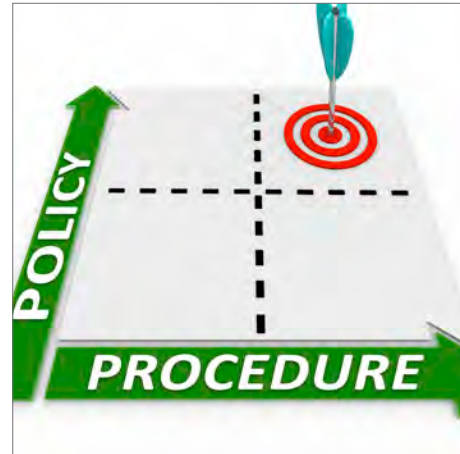
- Ahmed, who is their main purchaser, has a target of 80 per cent green purchasing within a year, with quarterly targets at 20, 40, 60 and 80 per cent. The purchasing team will provide a monthly progress report to Frank and Steph, and a quarterly report to the directors.
- Gillian, who is in charge of the printing area, has a target of a 5 per cent reduction per month on solid waste generated for the first four months, and a 10 per cent increase in recycling of materials in the same period. She will provide a monthly report to the directors.
- All staff are to comply with new procedures on energy use and a 15 per cent reduction in nonproduction energy is to be achieved in six months. Spot observation checks will be instigated. Frank and Steph have had a solar hot water system installed that will assist substantially in achieving this target, and the target may well be increased at some future date after a review.



3A Develop and communicate procedures to help implement workplace sustainability policy

To ensure sustainability initiatives are successful, an organisation needs effective procedures that staff and others can follow to make sure everyone involved knows what they have to do.

While most people will generally agree with the idea of sustainability and the need to monitor the organisation's environmental performance, they may be concerned about their own responsibilities and the impact of the policy on their day-to-day tasks. Provide people with checklists or procedures to show what is required in order to meet policy requirements, and make sure they understand what they need to do in addition to their current responsibilities.



Identify key people to develop procedures

For each strategy or initiative, you need to determine who is involved, and therefore who can contribute to developing a procedure.

To identify the key people for each strategy or policy initiative, consider drawing up a table like the example following.

Strategy/policy	Target	Compliance	Persons responsible/affected
Reduce nonproduction energy use	Decrease nonproduction energy use by 15% by December 2016	<i>National Greenhouse and Energy Reporting Act 2007</i> (Cth)	Employees who work in the office, use the tearoom or use the change room facilities and showers
Decrease greenhouse gas emissions	Reduce company emissions by 25% by 2018	<i>National Greenhouse and Energy Reporting Act 2007</i> (Cth)	Senior executives, production department and operational area, and quality control personnel
Switch to 'green' purchasing	65% of all suppliers to be 'green' by 2016	Nil	Purchasing department and all employees authorised to purchase or procure goods and services
Convert reports to GRI compliant	GRI compliant by 2017	Global Reporting Initiative	Senior executives, managers, supervisors and all employees writing reports on finance, social or environmental issues
Introduce waste reduction initiatives	90% of kitchen waste is recycled or composted by December 2016	Organisational policy	All staff

Example: checklist used as a reminder of procedures to adhere to

Below is a sample checklist that could be used as a reminder of the procedures that should be followed.

Resource checklist		
Employee name:	Date:	
Position:	Time:	
Dept:		
Have you turned off all equipment in your area (computer, printer, etc.)?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Has all your recycling material been placed in the main bin?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Was all ordering done according to the green purchasing policy?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Are you the last to leave? If yes:	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Have the main lights been turned off	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Have the taps in the kitchen been checked?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Has all non-essential equipment been powered down?	Yes <input type="checkbox"/>	No <input type="checkbox"/>

Communicate the procedures

Before circulating procedures, you should ensure that all employees expected to follow the procedure have the knowledge and skills required to do so. In the event that they do not, training will be needed – this usually needs to occur in advance of implementing the procedures.

The following information outlines procedures that should be communicated to all relevant stakeholders using the same mechanisms that were used to explain the policy.

Training

Can be used as a way of introducing the new procedures, either in a formal training environment or on the job with appropriate support materials being provided for participants

Meetings

Held in appropriate groups and used to inform staff of the procedures and how to implement them

3B

Implement strategies for continuous improvement in resource efficiency

Continuous improvement is required in all aspects of an organisation's operations. The organisation needs to continually increase efficiency and effectiveness across all areas in order to maintain a competitive position in the market.

In an environmental context, continuous improvement is defined in ISO 14001: 2004 as 'the process of enhancing the environmental management system to achieve improvements in overall environmental performance in line with the organisation's environmental policy'.

Long-term, continuous improvement should be a key factor in all environmental policies.

For a sustainability policy to be effective, it needs to be monitored regularly, with opportunities for stakeholders to generate ideas and suggestions for improvement and a procedure to discuss and implement options for improvement.

Continuous improvement

Continuous improvement is not about fixing problems as they arise, but creating an environment in which improvement is always encouraged; adopting this mindset can benefit all areas of the workplace.

The five steps of continuous improvement

1

Commitment and policy

Commitment must come from senior management. This is a prerequisite for the organisation as a whole to commit to achieving sustainability goals. The development of the sustainability policy needs to incorporate general research on sustainability, an organisation audit, advice from experts and input from stakeholders. There should be a process in place to regularly revise the policy in light of the organisation's environmental achievements.

2

Planning

Evaluate how well your planning processes worked, and areas that could be improved in future planning activities.

- Was there sufficient consultation?
- Were more physical resources needed?
- Was more time needed?
- Did you have access to all relevant legislation, codes of practice and industry standards?
- Did you do sufficient research on the current impact of the organisation on the environment?
- Did you collect information and data from internal and external sources, and analyse it to determine the strategies to be considered?
- Did you obtain agreement from stakeholders and set realistic targets?
- Was the implementation time frame realistic?

3C

Establish and assign responsibility for recording systems to track continuous improvements in sustainability approaches

When assigning responsibilities, it is important to indicate who is responsible for tracking sustainability improvements and recording achievements and other outcomes.

Capturing data is an essential aspect of the monitoring and review process for continuous improvement.

Records will show:

- compliance with legislation and adherence to voluntary codes of practice, industry standards, other standards (AS/NZS or ISO) and other voluntary initiatives such as the Global Reporting Initiative and triple bottom line reporting
- achievement of organisational goals and targets, including the overall reduction in the ecological footprint and how this was achieved (e.g. reduction in greenhouse gas emissions)
- achievement of targets or KPIs by departments, work groups and individuals.

Environmental records

Be aware of the type of environmental records that your organisation needs to keep. Examples of environmental records that need to be kept by some organisations are shown in the following information.

Measures of environmental performance; e.g. kilowatt hours of energy consumed, expenditure on waste disposal, reams of paper purchased

Details of environmental hazards; e.g. material safety data sheets on the storage of chemicals, incident reports, disposal of toxic waste

Details of environmental policies and strategies

Assessment of environmental policies and strategies

Potential and existing environmental risk assessment and identification

Comments and responses, including complaints, from internal and external sources

Example: internal compliance review report

The table below is a sample compliance review report on office waste procedures.

Compliance review on office waste procedures conducted on 20/9/2015 by S Gardener					
Policy target	Priority (H/M/L)	Progress	Analysis	Actions required	Person/s responsible
Removal of rubbish bins from cubicle area	Medium	Completed	Has led to an immediate reduction in plastic rubbish bag usage – estimated at 120 tonnes p/a	Monitor office area to ensure no rubbish bins are used	Office manager (W Peters)
Recycle dumpster ordered and installed	High	Completed	Recycle company issued 'Green workplace' certificate to the organisation; dumpster adequate for employees' use	No action required	Admin. assistant (J Chang)
Paper recycling bins installed in cubicle area	High	Completed	100% of office paper being recycled; employees are placing correct paper type in bins	No action required	Office manager (W Peters)
Glass and plastics recycling bin installed in tearoom	High	Completed	Incorrect items (e.g. food scraps, plastic bags) are being placed in recyclables bin; recyclable items are being placed in landfill bin	Agenda item for October sustainability committee meeting – how can we get people to sort their kitchen waste?	Office manager (W Peters)

4A

Document outcomes and provide feedback to key personnel and stakeholders

Documenting the outcomes of sustainability initiatives is a crucial part of the continuous improvement cycle. The analysis of data collected will enable the organisation to assess policy performance based on qualitative and quantitative evidence.

Outcomes can be documented in specific sustainability reports, in financial reports, an annual report that includes triple bottom line reporting, a shareholders report, or a report for an external body such as a regulatory authority. Common report types are outlined in the following information.

Formal compliance reports

Formal compliance reports are required by regulatory authorities and can be developed from internal compliance reviews and audits, or other internal recording systems that are set up to generate the information required. The data collected and the format of the report are prescribed by the external authority.

General compliance reports

Reports may be generated internally and targeted for specific areas of the organisation. These are generated from a range of internal records such as workplace inspections and audits, reviews and breach reports.

Regular target achievement reports

Reports may be generated from regular reviews and analyses conducted to assess progress towards targets and compliance. These reports are used to consider the overall progress and efficiency of the organisation as a whole, and for each of the relevant departments or operational areas.

Board reports

Reports may be provided by senior management to the board of directors. Such reports are created from a range of records and documentation generated throughout the organisation. These reports will show legislative compliance, as well as financial savings or expenditure arising from the sustainability policy.

Provide feedback

Senior managers and shareholders will receive regular formal reports, but other also stakeholders need to know how the organisation is progressing towards achieving its environmental targets. Regular updates and successful achievement of targets can be used to provide encouragement and support to maintain the momentum and commitment of all involved. Feedback can also identify targets that have not been met, areas of weakness and risks; thus showing where improvements need to be made.

There are a number of ways you can provide feedback, as shown in the following information.

Newsletters

Newsletters can be targeted at internal personnel only, or produced to provide information to external groups through publication of a company newsletter or a sustainability newsletter.

Memos, emails and letters

Tailor correspondence to particular key personnel or groups, highlighting progress and providing specific feedback.

Website – intranet

Use an internal website (intranet) to provide key feedback and information, and act as a repository for reports, reviews, audits and analyses of outcomes and issues relating to the implementation of the workplace sustainability policy and procedures. The intranet can be used to announce achievements or highlight staff who have demonstrated a commitment.

Meetings

Hold specific focus meetings to provide feedback and address performance against targets. These meetings can also be used to obtain input from people to address issues. Such meetings may be documented and can result in an action list.

Presentations

Relevant senior management can also hold presentation sessions for key personnel and provide feedback. Such sessions can be used to highlight progress, and boost the confidence of people involved or charged with responsibilities under the implementation of the policy.

Visual methods

Use visual methods to share achievements, such as a huge thermometer on the factory wall for communicating long-term targets and showing current progress or posters thanking people for their contributions.

Procedure modification

When a procedure needs to be modified it is important that the relevant stakeholders are consulted in the development phase. Then, once the new procedures have been implemented, the continuous improvement cycle begins again to monitor and review the improvement.

Procedure modification may be needed for a variety of reasons, as shown in the following information.

1

Changes in legislation or regulations

There may be changes in legislation that require changes in compliance; for example, a class of chemicals is to be phased out over a one-year period, with

2

Changes in targets

A new or amended policy has changed targets; for example, cardboard packaging must be reduced by 60 per cent within 12 months.

3

Monitoring and evaluations

Monitoring and evaluations have shown that:

- targets can't be achieved with the current procedures so they must be adjusted; for example, introduce new procedures that ensure only recycled paper is used
- the reporting system is inadequate; for example, introduce a system in which staff must record when paper is ordered by their department and the type of paper requested
- there needs to be a new awareness campaign to motivate staff; for example, form a green team to specifically work towards supporting green initiatives
- the system for tracking changes needs to be improved; for example, introduce procedures for staff to report on achievements at a monthly staff meeting.

4

New initiatives

Internal proposals for improved efficiency and reduction of the ecological footprint have prompted new initiatives; for example, an incentive program for team successes.