

2- Background Material

2 Textbook

2.1 Purpose of the textbook "Team, policy and motivation"

Focal issues

The present textbook and the material contained in Volume 2 should help you to optimize the company's organizational and structural framework in order to create ideal conditions for the introduction of preventive environmental actions as a tool to increase the economic results. These measures are also a milestone for the introduction of an environmental management system according to EMAS or ISO 14001.

The following issues are prioritized in this textbook:

- Formulation of arguments supporting the introduction of an action programme to avoid waste and emissions, benefits of CP (pros);
- Anticipation of counterarguments (cons) and obstacles;
- Reasons for the establishment of an environmental task force, environmental representative and environmental team;
- Motivation of the workforce;
- Description/analysis of the current situation: weak points and strong points in terms of environmental performance;
- CP: a sound foundation for an EMS;
- Definition of an environmental policy.

Preventive environmental action depends on cooperation

These focal issues demonstrate that the project you have initiated depends on the cooperation of the entire workforce. Hence, it is important to disseminate information about the project and its goals as early as possible. This will enable you to appeal to all involved employees to contribute to the project and provide valuable information. Before you go into these discussions, you should prepare a list of common counterarguments.



Environmental team

Depending on the size of the company, it makes sense to set up a team committed to planning and implementing the environmental programme. The organizational integration of the team into the company (organization chart) is of crucial importance.

Motivation of the workforce

A project, such as CP, can only succeed, if it is driven by truly committed staff. This part explains how to motivate the workforce of the company in the long term and not just for the duration of the project.

The task of clearly defining the specific environmental targets for the company is best fulfilled by analysing its current strengths and weaknesses. This will perhaps reveal the first weak points in the company.

CP and environmental management system

An overview chart illustrates the tasks you will be faced with during the first CP year and how this automatically prepares the company for the introduction of an Environmental Management System (EMS) according to EMAS (ecological audit) and ISO 14001. Further information on EMS is included in Volume 11.

Environmental policy

The environmental policy sends out a clear signal of the company's environmental commitment. As the environmental policy must be approved by the management, it ensures the involvement of the very highest hierarchical levels of the company. Indeed, the environmental policy is further proof of the many parallels between CP and the EMS in that both programmes insist on the formulation of such a policy. In this part, you will find out all about the content and requirements of a good environmental policy. Practical examples are described in the Examples section of this volume.

This firm "rooting" of the concept of preventive environmental action in the company is based on the following argument:

Only a well informed workforce that feels involved is motivated enough to contribute to the project and take responsibility.



In the Examples section, you will find systematically presented information referring to the above mentioned issues.

Worksheets

You should then proceed by adapting the worksheets from the Worksheet section to the special situation in the company. As an example, the worksheets include the case study of a fictitious brewery. Worksheet 2-7 can be used as an idea pool to collect any ideas you have while studying the textbook.

TIPS

- If the company has less than (or approximately) 20 employees, it makes little sense to set up an environmental team. In any case, it is useful to identify existing structures in the company which could potentially perform the tasks of an environmental team.
- You should try to ensure the cooperation of the workforce, for instance by organizing an idea competition and by involving them in the analysis of strengths and weaknesses.
- Unfortunately, it is impossible to define a time frame for the establishment of an environmental team.
- Ultimately, the time required to organize an information event depends very much on the size and the organization of the company.
- Perhaps you can use internal celebrations to provide information about the project. Alternatively, the company's newsletter may be a suitable channel for a presentation of the project.
- During your first meeting with the management, you should find out whether or not the employees will be able to profit from savings made as a result of their proposals. A system of financial or non-material incentives will stimulate long-term cooperation.

2.2 Implementation of a preventive environmental action programme – getting the management on board

Presenting the pros to the management

Information and motivation are the pillars of success. At an information meeting with the management, the following questions need to be answered:

Why do we introduce a programme to avoid waste and emissions?

Evaluation

As part of the project, you evaluate the following aspects of the company:

- Organization, structure – in order to set up an environmental team, introduce an environmental information system tailored to the needs of the company and define responsibilities by means of job profiles;
- Legal requirements – not just to comply with current legislation, but also to anticipate imminent developments and prepare for future challenges;
- Environmental technology – to analyse the flow of materials and energy balance with the aim of optimizing the input of raw materials and energy and employing the most efficient production technology.

These measures all help to minimize the environmental impact of production.

The benefits of CP:

Benefits

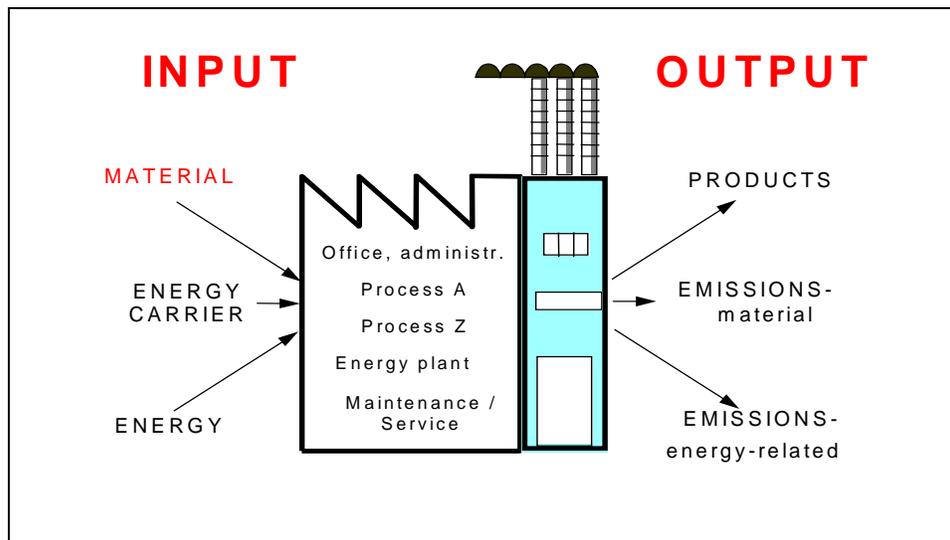
- Proactive rather than reactive approach – active prevention rather than waiting for an order to tidy up the mess;
- Reduced environmental impact of the activities of the company;
- Improved economic situation of the company through optimized input of materials and energy;
- Motivated workforce;
- Improved competitiveness on the market;
- Reduced liability potential by taking preventive action;
- Fewer problems with the authorities and neighbours;
- More efficient cooperation;
- Preparation and building of a foundation for the introduction of an environmental management system.

What system do you apply in order to implement a programme to avoid waste and emissions?

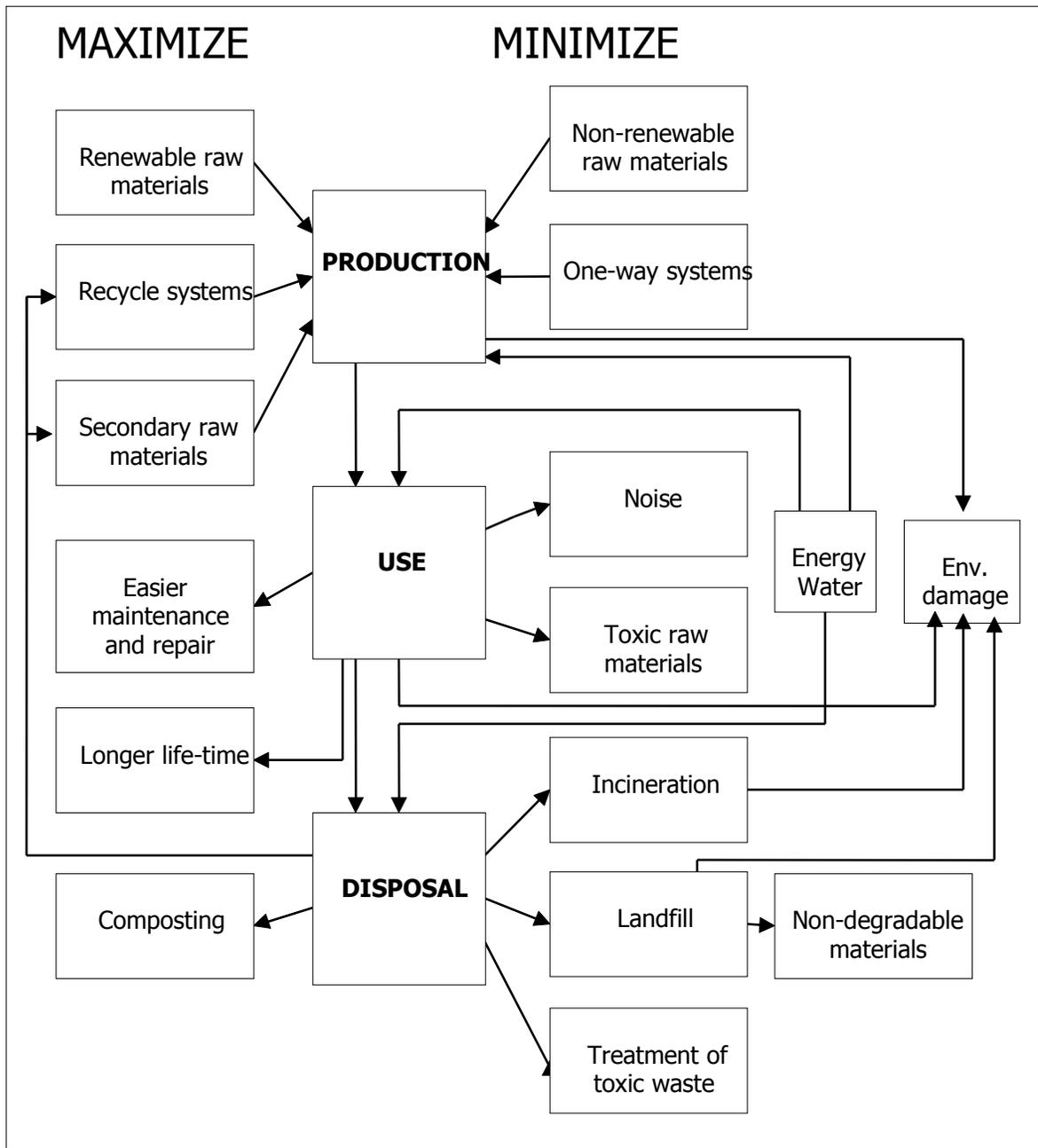
Idea In line with the basic philosophy of preventive environmental action in the company, emissions and waste are perceived as weak points. All producers of major volumes of waste or hazardous waste – often due to the use of harmful input materials – are identified by tracking the waste or emission (the SYMPTOM) back to its source, which is subsequently treated according to the PRU (Prevention before Reduction and Utilization) principle. The following principle applies:

Less waste through reduced input. After all, you can't throw away what you never bought.

Method The operations of the company are analysed by means of a targeted material and energy flow analysis. To start with, an input/output analysis is carried out for the most important material flows. If required, certain aspects of the material flow can be analysed in greater detail.



Analysis Weak points identified by the INPUT/OUTPUT balance can be treated in a variety of ways: using raw materials more sparingly, closing material cycles, taking technical measures, internal utilization or external recycling or modifying the product. The principles of optimization are shown in the diagram below.





Examples from a company

You must look for some simple examples to document the benefits of CP for a company. The worksheets contain some examples from a fictitious brewery.

2.3 How do you motivate the company's staff?

Presenting the pros to the company's staff

The staff fulfil many duties at different levels of the company. They can induce significant changes at the actual sources of production of waste and emissions. However, certain measures must be taken to motivate them and convince them of the importance of their cooperation.

They need to be informed about the following points:

Providing information

- Why (see also chapter 2.2);
- What (pollutants and expensive input materials); and
- How (see also textbook of Volume 3, chapter 3.3 "How to carry out a material flow analysis").

The best way is to organize an information event as illustrated in the Worksheet section.

Delegating responsibility

If the staff feels that the importance of their work is appreciated by the company, they will be prepared to accept responsibility for these tasks. Even the responsibility for seemingly simple work, such as separating waste, must be assigned to a "team".

Praise

You and the management must reward these activities and the initiative of the staff by praising them and/or creating a scheme for financial participation in the savings.

Consolidating the company's image

In its interaction with the outside world, the company's commitment to the environment should be both visible and credible. The participation in a project for the protection of the environment (for instance CP), the choice of ecologically produced and packaged promotional gifts, the adoption of ecologically sound purchasing strategies, the formulation of an environmental policy by the management, publications about the company's commitment to preventive environmental action in the daily press, etc. – combined with tangible activities for the protection of the environment – will ensure the lasting cooperation of the workforce. A policy of two-way communication with the general public will convince the workforce that they are working for a "good, ecologically aware" company.



Setting examples

Positive examples of environmental action by the management and the cooperation of apprentices – for instance by painting the waste collection points – will help motivate the workforce and thus consolidate the idea of preventive environmental action.

Showing benefits

The table below shows the potential benefits for the workforce from their participation in a programme to avoid waste and emissions.

Benefits	Examples
Financial: incentives and bonuses	<ol style="list-style-type: none">1. Bicycle lottery: you could organize a draw for everybody who cycled to work that day;2. Participation in the financial benefits obtained as a result of an internal proposal;3. General bonuses for savings.
Personal: competitions, ecological gifts, training, possibility of promotion	<ol style="list-style-type: none">1. Good proposals and commitment are considered when it comes to promoting members of the workforce;2. Better reputation in the company;3. Increased motivation through competitions and gifts ("green ticket" from the public transport operator).
Other:	<ol style="list-style-type: none">1. "Eco-hotline";2. Information leaflets, company magazines, "Eco-newsletter";3. Internal system to stimulate the submission of proposals by the workforce – idea competition.



2.4 Anticipation of counterarguments (cons) and obstacles

Supporting your argumentation

Please do not be irritated by opposition against your efforts to motivate the management and the workforce. Your opponents may voice some of the following arguments:

23 PROVEN AND SUCCESSFUL "IDEA KILLERS"

Project assassins

1. Don't forget, we have to make money, too.
2. You will never be able to sell these ideas to the management.
3. Let's think about the details later.
4. I know that it won't work.
5. We are too big/too small for this.
6. We have tried/thought about this before.
7. This is bound to be too expensive.
8. This is neither the time nor the place for such a discussion.
9. It means work.
10. We have always done it like this – why should we change now?
11. You don't seem to get the problem.
12. Let's discuss this later.
13. Our company (our situation) is different.
14. Let somebody else try this first.
15. This does not fit in our long-term plans.
16. Talk to such and such, that's his task.
17. We have already overspent/used up this year's budget.
18. It won't work and it is against our strategy.
19. We have no time to lose for this.
20. It sounds good in theory, but in practice it is another story ...
21. We don't have enough/not the right employees.
22. We are not ready for this idea yet.
23. It is too late to change now ...

Arguments

Don't let yourself be steamrolled by these counterarguments. Think about who uses which arguments. Don't try to shrug them off by saying "I've heard this before!" – prove them wrong with intelligent, well prepared answers, pointing out examples from this or other companies.

Opposition

There will always be a certain degree of reluctance and resistance against an innovative project that involves change, such as CP. The following summary provides an overview of different obstacles you may be faced with.

General problems and opposition:

- Resistance against any kind of change;
- Only laws and regulations are considered as guidelines;
- The manufacturer believes that his facility is the best – no scope for improvement;
- Environmental issues are underestimated;
- Short-term thinking and planning;
- Attitudes such as "protection of the environment costs a lot".

Organizational obstacles:

- No information or data available;
- Position of the waste representative unclear;
- Authority and responsibilities of members of the environmental team unclear;
- Rigid hierarchy.

Economic obstacles:

- Lack of funds;
- Badly set priorities;
- Benefits from a positive corporate image due to environmental measures are underestimated.

Before you initiate a CP programme in the company, you have to diagnose possible obstacles in the company in order to address these problems in your argumentation.



Response to innovative ideas

Resistance against innovation

As we have mentioned earlier, you must be aware that CP will not be whole-heartedly embraced by all of the company's staff. However, do not let this discourage you – it is a typical reaction to innovation. If you want to push through innovative ideas, you will usually find that there are five groups of people whose response to your request of cooperation with the CP project differs dramatically.

Five different groups

1. Innovators

Innovators like to take risks, they are more than willing to give new ideas a chance; however, they are often regarded with suspicion by their colleagues.

2. Early followers

Although early followers are very much open to change and innovation, they do not really like to take risks. Early followers usually enjoy widespread acceptance among their co-workers. Unofficially, the group of early followers often takes the lead when it comes to spreading new ideas.

3. Early majority

The early majority is well informed, but would not consider anything new before it is sufficiently tested. However, they do not want to "lag behind" and contribute actively when it comes to spreading new ideas.

4. Late majority

The late majority is rather sceptical when it comes to change; they prefer to wait. This group shows relatively little preparedness to change and innovate.

5. Laggards

This group categorically refuses change and concentrates on the past, not the future. Waverers are usually isolated and find little acceptance among their colleagues.

You must concentrate on the first three groups – ultimately, they will be the ones to actively support your CP work. Do not take too much notice of groups 4 and 5. The energy it would take to convince them is better invested elsewhere.

2.5 How do I set up an environmental team?

The key to the success you are looking for lies in the cooperation of a committed workforce.

If the size and structure of the company is suitable, you should set up an environmental team. As the organization of smaller entities is relatively simple, it is not necessary to set up an official team; the contribution of committed employees to a programme of preventive environmental action does not necessarily require an organized framework. In some companies, the existing organizational and information structure may even be suitable for the integration of the tasks of an environmental team.

You should set up an environmental team:

Reasons for setting up an environmental team

- Because the company consists of different departments/units; on your own, you do not have the necessary "bird's eye view" of the organization and you lack the necessary technological know-how;
- Because you will choose committed and competent employees to address different environmental issues;
- Because if you wish to install an environmental management system according to EMAS or ISO 14001, you will have to show that the development and implementation of the company's environmental programme is supported by a suitable structure;
- Because as a TEAM – with a common goal – you are much stronger than a lone ranger.

Environmental manager and environmental team

Tasks of the environmental representative

Returning to the last statement, it cannot be overstressed that it is simply not enough to appoint an environmental and waste representative in the company, to expect him to deal with all environmental aspects and to carry out the CP project all by himself. His tasks include the coordination of the project, the provision of information and responsibility for the project vis-à-vis the management.



Tasks of the environmental team

However, in order to successfully conclude a project, he needs the support of a working team. The environmental team is responsible for the consolidation of environmental culture at all levels of the company. Together with the environmental and waste representative, it plans various implementation and information strategies. It updates the internal environmental programme. It cooperates with all levels and disseminates information through internal information channels.

This explains the importance of rooting the environmental team in the company structure and providing it with the necessary authority to influence procedures with environmental impact. Consequently, the members of the environmental team shall be included in the organizational chart.

Choice/selection of TEAM members:

Try to choose a good mix of committed employees from the different departments of the company. Pick them from key positions. The list below shows possible "fields of activity":

Fields of activity for the team

Organization, production, engineering, maintenance, materials management, purchasing, acceptance, sales, buildings, quality assurance, accounting, personnel department, legal department, management, consultants, works committee, planning, research and development, environment, safety, energy, company doctor, etc.

Not all of these areas need to be involved. After all, if the team is too big, it is inefficient because discussions take too long. However, consult the organizational chart of the company to check whether all relevant positions are duly represented. Even at this stage, you should ensure that the tasks of the members of the team are clearly described. This description is later translated into a job profile.

Meeting of the environmental team

Planning the first meeting of the environmental team

As soon as you know who you want to work with, you can organize the first meeting. The meeting will address the following issues.

- Give an explanation of personal and technical reasons for the establishment of the environmental team.
- Together, choose a name for the team. In the course of the discussion, you have the opportunity to create a vivid and positive atmosphere by suggesting unconventional names such as "Waste-watchers" or "Green Wonder Boys".
- Then, make your first company screening to find common aims and to define the main topics for the team.

TIPS:



- First of all, address the question of the project time input of all team members. Budget the time required for meetings and team discussions held within the scope of CP events plus additional time for investigation and literature research.
- Meet frequently in the beginning and then at monthly intervals. There should be a minimum of four meetings per year.
- Do not forget to invite the management to these meetings. Inform them about the agenda.
- In the beginning, you have to check that the information is handed down from the team members to the co-workers in the individual fields of activity.
- During the introduction phase, prepare at least one report every quarter.
- Have external or internal experts temporarily join the team to address special issues.
- To get other employees involved in the project at an early stage, you can have them join the name finding session for the team. You could think of three names for the team, possibly with a logo, put them to the vote and in this way let the staff decide which name the team will adopt. It is best to put up posters at a central point in the company – alternatively, you can use the information meeting to put the name suggestions to the vote. In this way, you have successfully informed the staff, involved them in the initial stages and maybe won them over.

Wishes and needs of the workforce

2.6 Staff motivation

A constant challenge: the management, the project manager and everybody involved!

Your CP project can only be a success, if it is driven by keen and committed staff whose motivation remains high at all times (see also chapter 2.3).

In any field of activity and for the company’s culture as such, (permanently) motivated staff are a necessity. The difference in views of the management and staff when it comes to the wishes and needs of the workforce is illustrated by the following table. Based on a survey conducted in several companies, the table compares the needs of the staff as seen by the management and the workforce itself.

In the eyes of the management	In the eyes of the workforce
1. High income	1. Recognition of good work
2. Good working conditions	2. Detailed knowledge of products and the company's mission
..	3. Consideration of personal concerns
..	4. Safe job
..	5. High income
..	6. "Polite management"
..	
9. Recognition of good work	9. Good working conditions
10. Detailed knowledge of the company's mission	

Source: A survey of companies, Institute of Occupational Training, Berlin

In practice, this shows that the management often misunderstands the needs of their workforce. In fact, aspects such as praise and recognition as well as an in-depth knowledge of the mission are much more important than the management would generally believe. It is only by understanding the principles and goals of the company that the workforce will identify with their mission and efficiently work for its fulfilment.



Finally, it is useful to list some aspects you should never forget when you are setting up a committed team – be it for an "ecological" project, such as, CP or for any other project.

If you want, you can use the following list as a checklist for the project:

How do I motivate the staff?

How do I motivate the workforce?

- Praise and recognition
- Openness
- Information
- Delegation = passing on responsibility
- Thorough preparation of work
- Getting the management to set a positive example
- Get across your vision and not only quantitative targets
- Joint activities outside the company
- Offer training
- Thoroughly planned and regular meetings
- Importance of language (not staff but colleagues!)
- Knowing and addressing the wishes/needs of the staff
- Addressing private problems
- Stressing the fun aspect

If the project is an "environmental project", observe the following guidelines:

- The workforce should be well informed:
 - They should know and discuss the environmental policy
 - They should know, discuss and be able to influence the environmental targets/programme
 - They should have access to the (documentation of) the environmental performance of the company.
- Recognition of work (environmental team and/or individuals)
- Management sets a positive example of environmental action
- Idea competition for good environmental solutions
- "Eco-hotline"
- "Eco-bulletin board" for announcements/information
- Address private concerns (related to the environment)
- Agreeing targets
- Description of environment-related tasks in the job profiles
- Introduction of a suitable waste separation system at the workplace

TIP:

- Make the issue of motivating the workforce the subject of a brainstorming session of the environmental team and write down all ideas. Immediately take up suggestions that are easily put into practice! You will soon discover the hidden potential of the company's staff!

Motivation of the management and staff**Looking up to the management**

The management must set a positive example as mentioned in chapter 2.3. The visible commitment of the management to the CP project will mobilize the workforce because it shows that the management "lives" the environmental awareness and does not just dish out orders. Credible principles and their implementation are great motivators.

Style of leadership

Of course, the existing organizational structure is bound to influence the implementation of an innovative project such as CP. In today's commercial and industrial environment, many different styles of leadership are practised: authoritarian leadership (based on obedience), consultative leadership (based on advice), participatory leadership (based on recommendation) and cooperative leadership (involving a certain degree of joint and autonomous decision-making). Naturally, the style of leadership in each company directly affects the environmental team. A more cooperative leadership style obviously leaves the group – and therefore the environmental team – more scope for decision-making.

Involving the management in CP

In a CP project, the management should of course fully support the project manager and the environmental team. In any case, the participation in the following key phases of the project is strongly recommended:

- Approval of the project;
- First information meeting;
- First meeting of the environmental team;
- Preparation and approval of the environmental policy.

2.7 What are the environmental strengths and weak points of the company?

Analyse the current environmental performance of the company

Initial diagnosis

Determine the areas of strength and weakness with environmental impact in order to define the targets for the environmental team. The below “weather report” can help to establish an “initial diagnosis” of the current situation. An assessment of the situation using weather symbols will probably provide better results than grades or percentages.

Name:				
Use of raw materials				
Use of energy				
Wastewater				
Pollution prevention				
Waste separation				
Exhaust air				
Smell				
Noise				
Permits/authorizations				
Neighbours				
Motivation of the management				
Motivation of the workforce				
Conditions at the workplace				
Transport/traffic				
.....				

2.8 Which issues should be addressed in an environmental policy

Definition of the environmental policy

If you want to establish an environmental management system in the company, the very first measure is to define the company's environmental policy. The environmental policy should describe the company's long term and strategic environmental goals and targets. It is the foundation which supports everything else, for instance the measures (goals) which are themselves translated into an environmental action plan. In this way, the strategic orientation with respect to environmental action is reliably followed.

The management must define the environmental policy and ensure that it is made known throughout the company. According to ISO 14001 and EMAS, the environmental policy must include at least the following items:

- Declaration of the organization's overall environmental performance principles and targets to provide a framework for the company's actions and definition of its environmental goals (ISO 14001).
- Definition of the overall principles of action and goals with reference to the environment, including compliance with all applicable environmental laws and regulations (EMAS).

Based on these definitions, the environmental policy should include all issues, areas, activities and programmes of the company that are currently implemented or will be developed in the future.

**Definitions
according to
ISO 14001
and EMAS**



Principles of action:

- Promote the awareness of each employee's responsibility for the environment;
- Information and training of the personnel;
- Assessment of the environmental impact of products and processes;
- Avoidance and reduction of damage to the environment;
- Sparing use of resources;
- Avoidance of accident-related emissions;
- Provision of information to the general public;
- Inform the customers about environmental aspects of the products;
- Compliance with all applicable laws and regulations on the protection of the environment;
- Commitment to the continuous improvement of the environmental performance of the company;
- Reduction of environmental damage by using the best available technology within reasonable economic limits.