



RECP Training



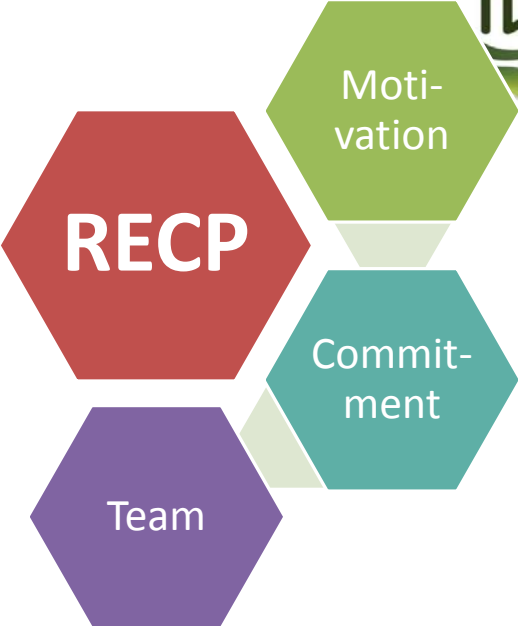



1. RECP Concept & Practice
2. RECP Assessment
3. Motivation, Commitment & Team
4. RECP Indicators
5. Initial Assessment
6. Detailed Assessment

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Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

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Preparation


Initial
interest in
RECP

PREPARATION

1. Secure management commitment
2. Organize project team
3. Establish baseline RECP profile


1. Management commitment
2. Operational project team
3. Confirmed baseline

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Motivation


Enterprises often do not recognize the need for and/or opportunities arising from RECP, yet can be motivated by *uncovering* the business case.

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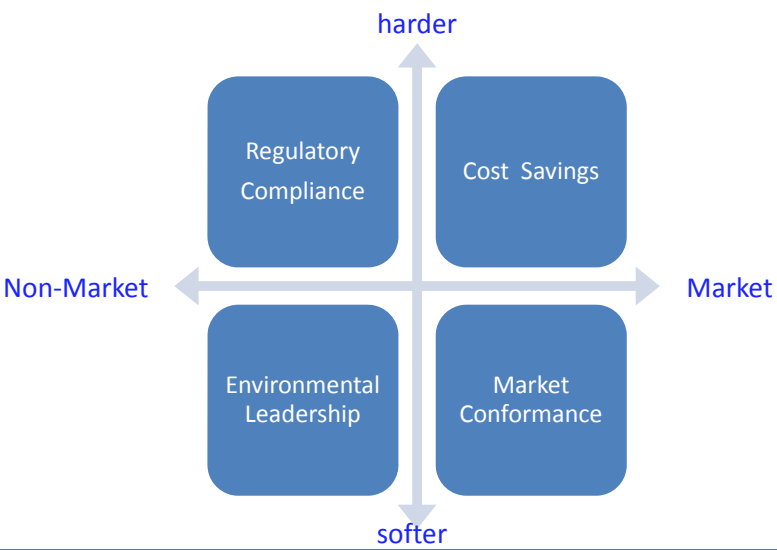
Common Types of Barriers


- **Conceptual & Motivational**
 - Preparedness to deviate from business as usual
 - Willingness to accept environmental responsibility
- **Organizational**
 - Roles and responsibilities in enterprise
- **Technical**
 - Appropriate solutions to enterprise circumstances
- **Economic**
 - Cost/benefits, market acceptance and access to finance
- **Policy**
 - Regulatory uncertainty (future and between institutions) and use of means-based targets

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Motivation Spectrum

| | | | |
|------------|-----------------------|--------------|--------|
| | harder | | |
| Non-Market | Regulatory Compliance | Cost Savings | Market |
| | softer | | |

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Cost Savings




- **Cost savings are strongest driver**
 - **Productivity benefits** – lowered consumption of energy, water and materials
 - **Cost reduction** – disposal of waste and emissions, compliance costs, insurance costs, labor costs
 - Reduction of risks and liabilities
- Present environmental and resource use costs are commonly underestimated
 - Accrued under overheads
 - Incomplete accounting of hidden costs


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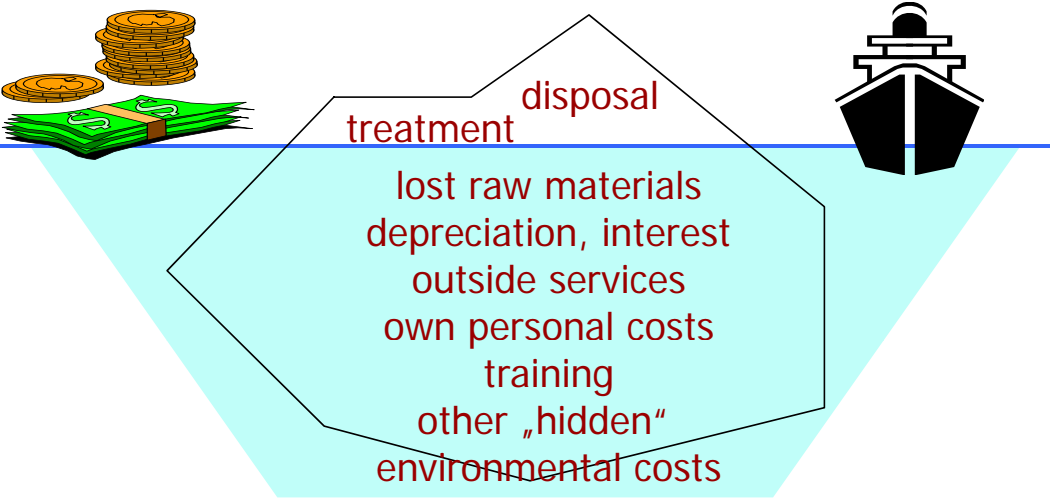
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7



Environmental Costs





Market
Conformance



- Access to markets becomes contingent on meeting buyers' standards
 - Strategy choice for enterprises
 - Widespread proliferation of standards increases conformance costs



- Non conformance is a showstopper for sales, but conformance does not guarantee orders in competitive markets


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Regulatory
Compliance




- Compliance with applicable (environmental and other) rules, legislation and standards
 - Precondition for doing business
 - Lowering costs for compliance through elimination of regulated substances and reduction of waste and effluent volumes

- Non-conformance appears cheaper due to lacking implementation and enforcement

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Environmental
Leadership



- **Commitments beyond compliance position and brand the company**
 - Preferential consideration for business developments and awarding of contracts
 - Ability to attract higher price in niche markets
- Customers are (becoming) well-informed and markets are sceptical on greenwashing


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Making the Business Case




| | |
|--|---|
| <ul style="list-style-type: none"> • Monetize whatever you can!! <ul style="list-style-type: none"> – Current utility costs – Current environmental costs <ul style="list-style-type: none"> • Disposal/treatment • Lost value estimates (input and product losses, processing time) | <ul style="list-style-type: none"> • Identify and assess risks and opportunities!! <ul style="list-style-type: none"> – Business continuity under non compliance – Developments in buyer standards – Niche market opportunities |
|--|---|

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Management commitment is necessary to get access to information and resources necessary for RECP assessment and for mobilizing resources for implementation of feasible options. It is best formalized in an environmental or related company policy.

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Why Management Commitment?



- Success of RECP assessment is contingent on
 - Determination of baseline and monitoring of impacts
 - Root source and cause analysis for resource inefficiencies and waste and emission generation
 - Option identification and factual determination of their feasibility
 - Focus on quick wins to galvanize support for mainstreaming of RECP in management, operations and investments
- This requires data, staff time and other resources that need to be agreed to and supported by management

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Why Management Commitment?



- Counter the idea killers, such as:
 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 and discuss 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. It means work.
 9. We have always done it like this – why should we change now?
 10. You don't seem to get the problem



Why Management Commitment?




- And even more idea killers:
 1. Our company (our situation) is different.
 2. Let somebody else try this first, we are not ready for this idea yet
 3. This does not fit in our long-term plans.
 4. Talk to such and such, that's his task.
 5. We have already overspent/used up this year's budget.
 6. It won't work and it is against our strategy.
 7. We have no time to lose for this.
 8. It sounds good in theory, but in practice it is another story ...
 9. We don't have enough/not the right employees.
 10. It is too late to change now.



Take Aways for Management

- RECP
 - Is an integrated, whole of company initiative
 - Requires motivating and innovating
 - Involves identification of barriers and overcoming them
 - Leads to solutions for problems that may not have been previously noted

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Management Commitment

Ad Hoc Commitment


- Resource allocation for specific task

Environmental Policy


- **Self declared** (internal or external)
- **Certified** (in context of Environmental Management System)

Code of Conduct


- Voluntary, e.g. UN Global Compact
- Consequential or mandatory, e.g. Responsible Care


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Environmental Policy




- Environmental Policy is to include:
 - The main environmentally relevant principles of action and goals
 - The duties
 - Requirements from legislation and/or standards (EMAS, ISO 14001, etc.)
 - Voluntary commitments to environmental and related programmes, e.g. RECP, energy efficiency, waste minimization, etc.)
 - The integration of environmental protection with other management priorities (quality, safety, etc.)





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Contents of Environmental Policy



- Principles of action
 - Fostering the responsibility of employees
 - Information and training of employees
 - Assessment of environmental effects of products and processes
 - Avoidance and reduction of environmental pollution
 - Saving of resources, including: energy, water, materials
 - Avoidance of emissions due to accidents
 - Information to the public
 - Inform the customers on the environmental aspects of the products
- Compliance with all environmental laws and regulations
- Continuous improvement of the company's environmental performance
- Reduction of the environmental impacts by economically feasible use of best available technology



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Environmental Policy



- Has to:
 - Be available in written form
 - Be signed and finally issued by the top-management
 - Provide a framework for the definition of environmental targets
 - Be kept updated
 - Be communicated to all employees
 - Be accessible to the public



Environmental Policy Uses



- Management
 - Environmental responsibility accepted and taken up as a performance dimension
- Employees
 - Direct allocation of responsibility and encouragement for environment related initiatives
- Environmental Manager/Staff
 - Guidance document for environmental operations and projects (e.g. RECP) including mobilization of funding
- Communications
 - Inform legislators, suppliers, customers, consumers and society at large




Environmental Policy Development

- Consultation on scope and level of ambition
- External references
 - Model policies and guidelines, competitors, etc.
- Drafting of environmental policy
 - Customized to the organization, its environmental aspects and management and information systems and organizational culture
- Consultation on draft policy
 - internal and possibly external
- Approved and communicated by top management


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Policy – Objective – Measure


| | Example | |
|----------------------|---|-------------------------|
| Basic principle | Reduction of the environmental impacts | Environmental policy |
| Specific objective | Minimization of raw materials within technical, organizational and economic feasibility | |
| Environmental target | Reduction in the consumption of lubricants by 10% before 10/2015 | Environmental programme |
| Measure | Regular maintenance of the machines → increase in service lifetime | |


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SMART Goals




- **S** Specific
- **M** Measurable
- **A** Achievable
- **R** Relevant
- **T** Time-framed




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Identification, evaluation and implementation of RECP options requires contributions from different parts of the organization, including management, production, maintenance, finance and environment.


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Why a Team?




- Because
 - Different departments/units needs to contribute
 - Company has environmentally-committed staff
 - Team can achieve more than individual
 - Teams motivate and provide continuity

– Yet team should match size and complexity of the enterprise

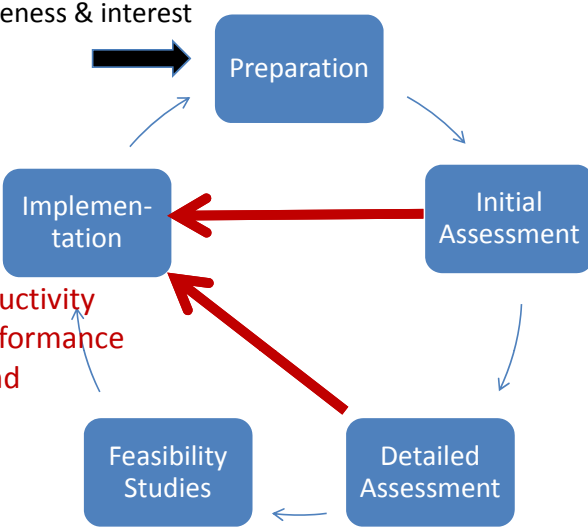
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Assignment of RECP Team



RECP Team executes the RECP assessment and thereby facilitates implementation of RECP in the company


Awareness & interest →



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graph TD
    A[Awareness & interest] --> B[Preparation]
    B --> C[Initial Assessment]
    C --> D[Detailed Assessment]
    D --> E[Feasibility Studies]
    E --> F[Implementation]
    F --> A
    C --> F
    D --> F
            
```

Better resource productivity & environmental performance
Cost, productivity and quality benefits

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Cross Functional Involvement



- Management
 - Authorization for RECP project and resource allocation
- Production
 - Process analysis, root source and cause analysis, option generation, implementation
- Engineering/Maintenance
 - Data on operational performance of plant machinery
- Finance
 - Costings of inputs and outputs, economic feasibility analysis
- Environment
 - Lead responsibility for environment related initiatives

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29



RECP Team



- Responsibility for RECP assessment is best assigned to internal team(s)
 - One Team Leader (senior staff member)
 - 2-3 team members (contributing expertise and data from different areas)
- External advisors cannot perform RECP assessment without full participation of an internal team
 - External advisors guide the company team to success

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30



The Chocolate Factory



- You are the manager of a mid size chocolate company and have heard of RECP
 - Would you need a team?
 - Who would you involve?
 - Who plans and manages the team's activities?
 - What external help would you need?
 - How could you align with other management initiatives (quality, HACCP, production)?



RECP Team



- Key success factors
 - Mandate from management
 - Freed up from other assignments
 - Proper kick off to clarify expectations in terms of aims and objectives, timeframes, roles, budgets and responsibilities
 - Joint familiarization of workplaces, operations etc.
 - Regular communications
 - Incentives or rewards for team achievements
 - Team or individual bonus, recognition (e.g. in reports, etc.), career opportunity



RECP Team



- Making people work together
 - Information sharing: why, what how
 - Shared responsibility
 - Praise, credit and other incentives
 - Environmental performance adds to satisfaction and retaining of staff
 - Training and coaching are critical
 - Keep track of progress, e.g. visual cues

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RECP Team



- Importance of a work plan
 - Key performance indicators
 - Preliminary assessment
 - » Immediate low/no cost solutions
 - » Mid/long term priority areas
 - Detailed assessment
 - » Comprehensive set of RECP options for company priorities
 - Feasibility analysis
 - Implementation and results' monitoring

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34



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Thank You

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www.recpnet.org

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