



# Green HRM: People Management Commitment to Environmental Sustainability

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## Abstract

The topic of environmental sustainability is attracting increased attention among management scholars. Despite its importance to managers, employees, customers and other stakeholders, however, there are very few research studies that consider the role of human resource management systems in organizations striving to achieve environmental sustainability. There is thus a growing need for the integration of environmental management into human resource management (HRM) – green HRM – research practice. Green HR is the use of HRM policies to promote the sustainable use of resources within business organizations and, more generally, promotes the cause of environmental sustainability. Green initiatives within HRM form part of wider programmes of corporate social responsibility. Green HR involves two essential elements: environmentally-friendly HR practices and the preservation of knowledge capital. The objective of this paper is to detail a process model of the HR processes involved in green HRM on the basis of available literature on green HR. The literature has been classified on the basis of entry-to-exit processes in HRM (from recruitment to exit), revealing the role that HR processes play in translating green HR policy into practice. The paper also examines the nature and extent of Green HR initiatives undertaken by ITC Limited as a case study.

**Keywords:** Corporate social responsibility, environmental management, sustainability.

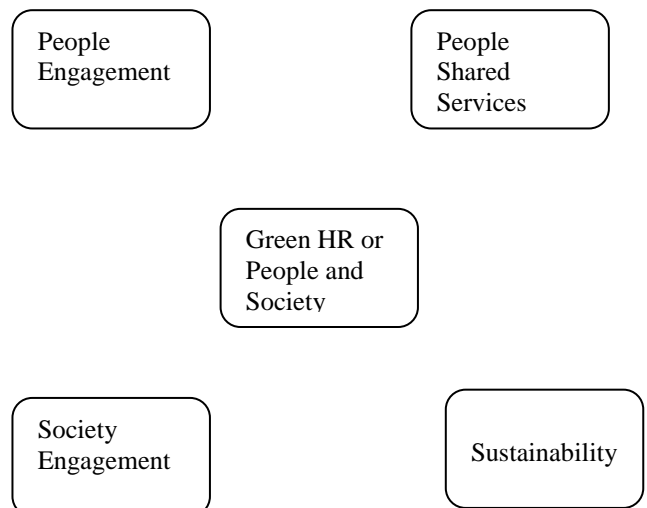
## Introduction

Sustainable development is concerned with meeting the needs of people today without compromising the ability of future generations to meet their own needs. Companies now realize that they have to develop a powerful social conscience and green sense of responsibility where corporate responsibility is not an altruistic nice to have, but a business imperative. The HR function will become the driver of environmental sustainability within the organization by aligning its practices and policies with sustainability goals reflecting an eco-focus. The HR strategy must reflect and inspire the ambitions of the HR team and other employees, aligning with the company's strategy, values and culture, deliver sustainable returns to investors, address customer needs, identify and respond to emerging societal trends, respond to governmental and regulatory expectations, and influence the public policy agenda. In a nutshell creating a green World where consumers and employees force change. In fact the HR function can be renamed as "People and Society".

**Green human resources:** Green human resources refer to using every employee touch point/interface to promote sustainable practices and increase employee awareness and commitments on the issues of sustainability. It involves undertaking environment-friendly HR initiatives resulting in greater efficiencies, lower costs and better employee engagement and retention which in turn, help organizations

to reduce employee carbon footprints by the likes of electronic filing, car-sharing, job-sharing, teleconferencing and virtual interviews, recycling, tele commuting, online training, energy-efficient office spaces etc.

In this green world the green HR or people management function has sustainability at its core as part of its people management and talent management focus and organizations engage with the society by aligning their agendas with it. Communities, customers and contractors all become equal stakeholders along with employees and shareholders. Refer Figure 1.



**Objectives:** The paper has two objectives: -To detail a model of HR processes involved in Green HRM. -To examine the nature and extent of green HR initiatives undertaken by ITC limited. This paper begins with the review of literature on the HR aspects of environmental management, then examines the HR role, proposes a process model of HR issues involved in green HRM. Lastly the green HR initiatives of ITC are taken as a case study.

## Research Methodology

Firstly, the paper adopts a literature review approach beginning with indicating significant works on Green HRM research, integrating environmental management and HRM and classifying the literature in a process model format of HRM. Literature review is adopted as it enables to structure research and to build a reliable knowledge base in this field. The following HR processes namely recruitment; performance management and appraisal; training and development; employment relations; compensation; and exit are covered (entry to exit). Secondly the paper adopts a case methodology approach examining the green HR initiatives of ITC Limited.

**Literature review Recruitment:** Induction for new recruits is seen to be needed to ensure they understand and approach their corporate environmental culture in a serious way<sup>1</sup>. Therefore sustainable development issues must be integrated into the recruitment process. This involves monitoring the long-term competency requirements for the company, providing new employees with information about sustainable development policies and commitments, using recruitment procedures which support the equitable representation of applicants and recruits in terms of gender, age, racial and ethnic groups, sexual orientation, disabled people and other relevant groups. For this the company's job descriptions should reflect the sustainability agenda and the company's website and other research tools available for candidate access clearly outline its greening endeavors. Finally the interview questions should be tailored to flesh out potential compatibility with the company's green goals. The common sections of job descriptions can be used to specify a number of environmental aspects. The job title and chain of command must include environmental reporting roles and health and safety tasks, which staff are exposed to harmful substances/potential emissions (and their extent), Job purpose must contain a reference to sustainability, the functions of the job list the primary duties associated with the position and highlight the specific eco-aspects of the job and matching personal attributes to needed environmental competencies, i.e. buying-in specialist competencies via new hires or investing in training. These then should be explained in the company's want ads reflecting the company's commitment to sustainable development and ask that all resumes contain evidence that the prospects have contributed to triple-bottom-line enhancement in prior positions. Some

online websites include green dream jobs, GreenBiz.com providing green jobs.

Survey data in the United Kingdom (U.K.) show that high-achieving graduates judge the environmental performance and reputation of a company as a criterion for decision-making when applying for jobs<sup>1, 2</sup>. A survey by the British Carbon Trust shows over 75% of 1,018 employees considering working for a firm see it as important that they have an active policy to reduce carbon emissions<sup>3</sup>. In fact becoming a green employer may improve employer branding and be a useful way to attract potential employees. The latest CIPD/KPMG survey of 1,000 respondents states that 47% of HR professionals feel that employees would prefer working for firms that have a strong green approach and 46% stating that having one would help attract potential recruits<sup>4</sup>. Overall, being a green employer may help to increase employee motivation and engagement (through a shared set of values), create competitive advantage from the opportunities presented by changing markets, with the desire to learn from customers, consumers, suppliers and colleagues, reduce labour turnover (because the organization is one in which people want to work), and improve the health of the workforce (for example, by encouraging cycling to work, car sharing, public transport).

**Performance Management System (PMS):** Using performance management (PM) in environmental management (EM) presents the challenges of how to measure environmental performance standards across different units of the firm, and gaining useful data on the environmental performance of managers. Firms like Tata Group of Companies have installed corporate-wide environmental performance standards (which cover on-site use, waste management, environmental audits, and the reduction of waste) to measure environmental performance standards, and developing green information systems and audits (to gain useful data on managerial environmental performance). One way in which PM systems can be successfully initiated in an organization is by tying the performance evaluations to the job descriptions mentioning the specific green goals and tasks. For e.g., Performance Appraisal (PA) can cover such topics as environmental incidents, usage of environmental responsibilities, reducing carbon emissions and the communication of environmental concerns and policy<sup>1</sup>.

HR systems such as e-HR can be introduced to be able to help management and employees track their own carbon emissions<sup>5</sup>. Issues involved in environmental PA's concern the need for managers to be held accountable, so that they familiarize themselves with compliance issues. There is also a need to bridge any differences in corporate rhetoric and action, and develop HR systems in PA and reward so that environmental management initiatives are not seen simply as a management 'fad'<sup>6</sup>. It is suggested that if environmental criteria are integrated into the process of staff appraisal (by

writing such responsibilities into all staff action plans), then a learning culture in EM can be encouraged. Also the managers can ask employees to bring specific green ideas pertaining to their individual jobs to their performance evaluation meetings. These ideas can be brainstormed together to include them into the objectives for the upcoming year. Attaining these objectives would be the basis of performance evaluation.

**Training and Development:** Employee training and development programmes should include social and environmental issues at all levels, from technical health and safety considerations on the shop floor, to strategic sustainability issues at executive management and board level. They should cover the full range of social, environmental and economic risks and opportunities involved with the business and the means to identify them. The focus should be on developing competencies for different business functions and different levels of seniority. Green orientation programs for the newly hired employees should be an integral part of the training and development process. They should inform the employees about the green procedures and policies including the vision/mission statement of the company, the sustainability oriented benefits, company-wide initiatives like reducing greenhouse gases, creating green products etc.

Training is a key intervention to manage waste (in terms of both prevention and reduction), and occurs through organizations training teams of front-line employees to produce a waste analysis of their work areas. Such employees are seen as ideal staff to spot and reduce waste as they are closest to it, but they must be knowledgeable on how to collect the relevant data. Examples of best company practice in training and development in EM in the U.S. comes from Allied Signal Inc., who include a Total Waste Minimization (TWM) component into their training. Training methods like Job rotation provides a useful way to train green executives or future board members in EM, and is seen as a crucial part of successful environmental programmes<sup>1</sup>. At GEC, such training proceeds in three stages, of training content such as environmental legislation, BS7750 and the environmental management system (EMS) (for environmental managers) ; issues like waste management, transport and air emissions; and a discussion of treating waste and ground water, communications, awareness-raising and risk management. A number of steps may be used to establish an environmental training system, such as an audit of existing training system resources and activities, forming a corporate environmental committee (with HR representatives, environmental professionals/consultants and other executives on it), a job analysis producing a job description, and environmental awareness as part of induction/orientation training especially for new employees (as done at the Body Shop in the U.K.), or to use

a performance management system to monitor and review performance on productivity, quality, wastage and accidents. This may be followed by training to do the job, and an assessment of the attitudes, knowledge and skills staff may need for future roles. The timing or sequencing of training then needs to be assessed, as it could be that the firm can build it into their existing provision (as health and safety training could include an environmental element, or management development programmes could include environmental exercises), with organizations needing to evaluate and review the success of the training they have provided<sup>7</sup>.

It is suggested that 'green teams' can be established in each department, producing general awareness and specific training in EM designed to increase personal ownership and shift staff to taking personal action. Some other ideas include bringing in general interest speakers like local contractors who work on green buildings, recycling coordinators or experts on alternative transportation, reducing greenhouse gases, creating green products etc. Also the company can subscribe to popular industry based sustainability journals to update the employees about latest sustainability trends. One person in the office can be designated to answer daily sustainability questions like what can be recycled, green office supplies, using two sided printing etc. In addition, to assess the training required in environmental management, a training needs analysis (TNA) can be done in terms of assessing what environmental knowledge and skills staff need<sup>8</sup>.

**Employee Involvement (EI) and Participation (EP) :** An important way in which employee involvement and participation can be encouraged within the organization is to seek entrepreneurs within the company who are socially or ecologically oriented known as eco-intrapreneurs. They have the ability to organize existing financial, human and natural resources in a way that adds value to the company's products or services where it didn't exist previously. Apart from this employee involvement (EI) teams in EM can cut waste (as employees are seen to have the most knowledge of the work processes and products involved); can manage such complex work well; and using them helps build employee pride and commitment in their work. EI teams can not only bring about a change in how work processes are performed, but also improve worker health and safety too. American Airlines claim their flight attendants recycle over 616,000 pounds of aluminum cans, earning at least \$40,000 to them in one year<sup>9</sup>, and Dow Chemical's Waste Reduction (WRAP) programme was set up as a contest for all employees to engage with, and from which Dow claim a 173 per cent Return on Investment (ROI) from their first year of operation<sup>10</sup>.

Eco-initiatives occur from creative ideas from all employees, and hence mechanisms need to be made to

involve employees in it – which include handing a role for managers in giving employees independence to generate creative solutions to solve problems (which encourages their environmental management concern), and make best use of applying their skills. An EI approach in EM motivates the worker, allows them to detect problems like leakages in the process of production, and that delegating responsibilities to workers is based upon team knowledge of the causes of waste and how to reduce them as seen in EI in waste reduction at Kodak, DuPont, and Procter & Gamble<sup>11</sup>. The two key gains from introducing Green EI initiatives are seen to be improvements in environmental and worker health and safety, and the development of more knowledgeable employees and supervisors<sup>12</sup>.

The findings suggest that employees need to be involved in formulating environmental strategy, so that they can create and expand the knowledge needed to market 'green' products<sup>13</sup>. Organizations are encouraging employees to think of ideas to reduce carbon emissions and save energy. A recent HSBC initiative in the U.K. found benefits in carbon saving being seen to come from employee initiatives, including one where staffs at first direct can bring rubbish in from home and recycle it at work. The use of Employee Participation (EP) in EM has been noted to help prevent pollution from workplaces<sup>14</sup>. EP makes a contribution to improving environmental performance as employees possess knowledge and skills that managers lack<sup>15</sup>. There are two ways in which the workers can participate on environmental projects: a suggestion programme and problem solving circles wherein the specialist staff is more involved in project initiation while line level workers are more likely to participate in project implementation.

Other ways in which employees can be encouraged are to pursue green commuting habits like allowing flexible work weeks, establishing a car pool-program, offering free or discounted free transportation passes, adding car sharing as a employee benefit and setting up transportation savings account. One of the major changes in the HR policy has been the growth of *telecommuting* or *e-work* an arrangement whereby workers perform tasks for their employers via a telecommunication link at their home which decreases the cost of commuting both in rupees or dollars and emissions.

**Grievance and Discipline:** In general terms, grievance and discipline in EM has seen few firms following the lead of the British firm National Westminster Bank in encouraging internal 'whistleblowing' regarding environmental breaches. The need to raise grievances is seen in high risk operations (for their safety record), and in such cases disciplinary procedures are attached to environmental rules and duties where noncompliance occurs<sup>1</sup>. Indeed, expert legal opinion is that some firms may eventually move to ensure that environmental obligations are secured by including clauses in staff contracts to do so, i.e. that environmentally

unfriendly behaviour may constitute a breach of contract and therefore possible grounds for dismissal<sup>16</sup>.

**Green Jobs:** Green businesses have also been growing at a rate of about 5% annually during the last three years. Two particularly growing areas are global carbon credit trading, and construction and services associated with "green buildings" that meet industry standards. The other area is the renewable sector like wind energy and ethanol production. Green employment gains may be made from using bio-mass as it increases the number of farming jobs, and work in the petrochemical industry for converting and mixing processes. Recycling is another area where the waste management industry may create many jobs. It is estimated that up to 35,000 people will be working in 'green' jobs in Britain by 2020, especially in the energy industry (an increase from 8,000), in wind and solar power, hydrogen, biofuels, and coal-to-liquid technology, and also from existing mainstream organizations wishing to save energy<sup>17</sup>.

**Compensation: Pay and Reward Systems:** Attainment of specific sustainable initiatives should be incorporated into the compensation system by offering employees a benefit package that rewards employees for changing behaviours. A variable pay element can be added to the compensation system by linking the pay to eco-performance. Work organizations can benefit from rewarding waste reduction practices that teams develop. For example, when implementing a green suggestion a portion of the savings that accrued from its results can be returned back to the team or the employee who suggested the idea. DuPont has an Environmental Respect Awards program which recognizes employee environmental achievements, and both Nordstrom and 3M offer rewards for suggestions that individual staff make to help the environment and increase firm profitability<sup>9</sup>. Reward packages are related to acquiring designated skills and competencies (and not just for performance), as they are seen to be important factors in performance over the long-term, an example being that knowledge of environmental legislation or chemistry may prevent serious accidents or illegal emissions occurring<sup>18</sup>.

In general, such organizations are seen to need to develop reward systems to produce desirable behaviours in EM, and doing so requires effective employment of both incentives and disincentives<sup>19</sup>. Disincentives include negative reinforcements like suspensions, criticisms and warnings and may be needed to get employees to make environmental improvements, e.g. if employees engage in lapses in the handling of hazardous waste. Organizations may wish to engage in giving employees positive rewards in terms of verbal feedback from supervisors, as such informal verbal and written feedback which might help motivate employees towards environmental improvements<sup>12</sup>.

**Performance-Related Pay (PRP):** Monetary-based environmental reward systems have been developed, where for example, an important proportion of monthly managerial bonuses are dependent upon performance outcomes in EM<sup>6</sup>, and company practice in the U.S., Europe and Britain has examined the Greening of Performance-Related Pay (PRP). In the United States, companies such as Du Pont base their executive compensation and bonus system for middle managers and senior officers in part on environmental stewardship practices, where bonuses can be over 10 per cent if they develop an environmentally benign pesticide for agriculture or a non-polluting product<sup>9, 20</sup>. In addition to promote green product sales the commission structure of the sales executives can be restructured so that they get the most commission money for pushing green products. While some firms have started to include EM issues into their PRP systems, as an extra performance criterion or as a baseline standard to be met to qualify for PRP, it is important to consider the successful linking of contingent remuneration for senior managers and the higher performance produced in environmental management, and the successful use of public recognition systems that include financial compensation for employees.

**Recognition and Awards:** Recognition-based rewards for example in the U.S. and U.K. include senior managers at presenting awards in public meetings, and via news articles. Recognition-based rewards in EM can be offered at different levels within companies, for example by CEO's annually for individual, team, and divisional contributions to waste reduction, company-wide team excellence awards at Xerox, and in non-traditional forms like paying their employees for performing community service, and giving them opportunities to attend green events and rallies. Indeed, some U.S. companies like Federal Express are offering employees sabbaticals which enable them to take up to 3 months paid leave every five years to work on jointly-agreed projects with the firm. Other innovative non-monetary rewards that are being used by U.S. firms include paid vacations, time off, favoured parking, and gift certificates – with them all seen to encourage employees on environmental performance<sup>12</sup>, whereas in Europe, the use of environmental rewards and recognition (like daily praise and company awards) are seen to have a significant impact on employee willingness to generate eco-initiatives<sup>21</sup>. Employee anniversaries can be celebrated with eco-friendly gifts like gift certificates to local natural food store, free bus pass etc. In Britain, companies are allowing employees to build up points for positive behaviours regarding emissions reduction on a “carbon credit card” to earn extra benefits<sup>16</sup>. There are many ways in which incentives can be provided in an environmentally friendly way. For example, car mileage for company cars can be extended to bicycle journeys and loans, staff can be offered financial substitutes for car allowances, car pooling/sharing provisions can be encouraged, and company cars can be limited to journeys beyond public transport only<sup>1</sup> or

employees can be rewarded green points through an accrued point system for using alternative transportation. They can then redeem these points for eg., for onsite massages, company merchandise, gift cards to local shops or public transportation passes. Organizations can also place financial incentives into their reward strategies, as tax incentives or for embracing energy efficient cars like the Bank of America does for employees who purchase hybrid cars or Google that provides cash to buy cars that get aggressive mileage. Incentives can also be provided to employees who carry green behaviors at home for eg., using water solar heaters at home, downsizing the family car, personally recycling, increasing home energy efficiency etc. In terms of staff exits, where dismissal occurs, it may be that any ‘general debriefing should include an environmental dimension, and if staff resign, then HR managers need to discover why<sup>1</sup>, or that whistle-blowing green employees (who highlight bad practices), are seen as at risk, as there is no legal protection for them, meaning that they could be dismissed for breach of confidentiality<sup>2</sup>.

**The HR Role:** It has been observed in general that the personal values that employees demonstrate to EM have not been exploited fully towards achieving corporate environmental initiatives, even though they look to have positive effects for managers. Indeed, many organizations are adopting an integrated approach to implement EM programmes. But achieving this integration of HR and EM involves importantly changing the approach of some HR staff themselves to green issues as well as changing the unsustainable practices that all levels of staff may have learned over decades. A key role for HR environmental executives could be to guide line managers in terms of gaining full staff co-operation towards implementing environmental policies which means HR needs to nurture supporters and create networks of problem-solvers willing to act to change the current status quo. This can only take place if the company establishes formal and informal communication networks with their employees highlighting the company's green efforts for eg., in the company newsletter and website.

Some other ways could be to share research, model green behavior, working with internal marketing staff to circulate informational and inspirational articles, columns and other materials to employees on a regular basis. HR foci as knowledge management, EI, EP, employment screening, training, redundancy, reducing status differentials, and management style can be integrated together to produce environmental improvements for the firm. In addition, HR can generate an environmental report that includes a policy statement, targets, progress measures, overall impact which will encourage line managers and employees to take pride in sustainability initiatives.

Drawing on the studies examined in the literature review above, the paper summarizes the recruitment-to-exit HR processes involved in Green HRM. Refer figure 2. In addition to the possible roles for HR staff and unions, there is scope for all the employees in the organizations to engage in the activities in Green HRM at the workplace level.

**Case Study: ITC Limited:** ITC is one of India's foremost private sector companies with a strong commitment to the triple bottom line. It has been a frontrunner in adopting eco-responsible processes, much ahead of legislation - setting benchmarks for the industry to follow. It has a market capitalization of over US \$ 22 billion and a turnover of over US \$ 5 billion with a diversified presence in cigarettes, hotels, paper boards and specialty papers, packaging, agribusiness, packaged foods and a whole range of other services. ITC PSPD, the Paperboard and Speciality Papers Division has 4 manufacturing units - Bhadrachalam, Kovai, Tribeni and Bollaram - each one following exemplary practices in environmental responsibility. All four manufacturing units are ISO 9001, ISO 14001 and OHSAS 18001 certified.

**Sustainable Initiatives at ITC Green Products- Premium Business Paper:** For the first time in India ITC has launched an environment friendly multipurpose paper "Paperkraft Premium Business Paper", for office and home use using a new technology 'Ozone Treated Elemental Chlorine Free Technology' replacing Elemental Chlorine which was conventionally used in the bleaching process during paper manufacture. This process produces large amounts of toxic chemical compounds called dioxins and furans which adversely impact the environment. The Bhadrachalam unit for the first time in India pioneered the Elemental Chlorine Free technology (ECF) in 2002 substituting elemental chlorine with chlorine dioxide. This technology considerably reduced the AOX, COD and BOD in the effluent which is in fact good for aquatic life. In 2008, ITC PSPD once again for the first time in India introduced the superior Ozone bleaching technology upgrading the ECF bleaching to Ozone bleaching process. Adoption of this new technology has made the pulping process much more environmental friendly with the AOX in effluent being reduced to 0.0064 kg/t.

**Biodegradable Paper and Paper Board Laminates:** As a first again ITC PSPD has introduced a new series of paper and paperboard laminates with applications in Flexible Packaging, Folding Cartons and Disposables. The new series of products has been launched as 'Omegawrap' for flexible packaging, 'Omegabarr' for folding Cartons and 'Omegabev' for disposables. Some other products are 'Eco natura' and 'Eco Blanca' (recycled boards).

**Technological Improvement initiatives undertaken at their units: The Pulping Process:** The pulping process in any paper mill is highly thermal energy intensive. PSPD has

replaced the conventional batch digesters by the latest Superbatch technology, which has significantly reduced the specific steam consumption, improved the quality of pulp and reduced the generation and release of non condensable gases which is the main source of odour in pulping process.

**Reducing the Carbon Footprint:** The carbon emission in ITC PSPD at 1.6t/ t of board is the lowest in the country but its commitment towards maximizing the usage of energy generated from renewable sources has led to the installation of the "Green" Boiler designed to use internally generated bio-mass like bark, chip dust etc. By using bio-fuels in place of coal the carbon dioxide emission is reduced by about 2.0 lacs t/year and the usage of coal by about 1.0 lac t/year. To accomplish this, a producer gas plant has also been installed that generates producer gas from solid waste and helps reduce the existing boiler's demand on fossil fuel, and encourages reuse of process waste.

**Water Conservation:** Recycling of back water is an essential requirement to reduce consumption of fresh water. To achieve this end a filter employing advanced technology that prevents the clogging of filter cloth was installed in Unit Kovai. This enabled the units to recycle additional 2000 m<sup>3</sup>/day of back water and reduce the usage of fresh water.

**Conservation of Energy:** Some of the technologies used by all the units to conserve energy are: Usage of VFD (Variable Frequency Drive), for flow control, instead of valves, AC drives in place of DC motors, Replace old equipments like pump with more energy efficient ones, Make the inside surface of pump casings smoother by coating, Upgrade steam & condensate system, Installation of solar water heating and lighting system, Replacement of incandescent lamps with high efficiency lamps/CFLs.

**Colour removal from effluent:** The Bhadrachalam unit adopted the Moving Bed Biofilm Reactor technology for effluent treatment, which resulted in significant reduction in colour of treated effluent.

## Conclusion

The focus on improving the operational efficiencies combined with up-gradation of technology have led ITC to be the only company in the world, of its size and diversity, to achieve the milestones of being carbon positive, water positive and achieving almost 100% solid waste recycling. The "Three Leaves" rating awarded by Centre for Science and Environment, Green Tech Environment Excellence award, "Golden Peacock" award and "Solid Waste Recycling Positive", "Excellent Water Efficient Unit" awards to name a few are testimonies to these efforts and achievement.

The future of Green HRM appears promising for all the stakeholders of HRM. The employers and practitioners can establish the usefulness of linking employee involvement and

participation in environmental management programmes to improved organizational environmental performance, like with a specific focus on waste management recycling, creating green products. Unions and employees can help employers to adopt Green HRM policies and practices that help safeguard and enhance worker health and well-being. The academicians can contribute by carrying further research in this area revealing additional data that can build a knowledge base on Green Management in general.

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**Table-2**  
**Summary of HR processes involved in Green HRM**

Recruitment	Performance Management System	Training & Development	Employment Relations	Pay & Reward	Exit
<ul style="list-style-type: none"> <li>-Green job descriptions for employees (and green goals included into managerial job descriptions)</li> <li>- Graduate perceptions of Green practices (applicants use green criteria)</li> <li>- Green job candidates</li> <li>- Recruitment of employees who are ‘Green aware’ becomes part of the interview schedule</li> <li>- Green employer branding (green employer of choice)</li> <li>- Green aspects introduced to the induction process (familiarization)</li> <li>- Becoming a green employer may produce other HR benefits, like increased staff motivation and/or engagement, reductions in labour turnover, and increasing workforce health</li> </ul>	<ul style="list-style-type: none"> <li>- Green performance indicators into performance management system, and appraisals (PMA)</li> <li>-Communication of Green schemes to all levels of staff through PMA scheme, establishing firm-wide dialogue on green matters</li> <li>- Managers are set green targets, goals and responsibilities</li> <li>- Roles of managers in achieving Green outcomes included in appraisals</li> <li>- Writing &amp; integrating green criteria in appraisals</li> <li>- Appraisals assess number of green incidents, use of environment responsibly, &amp; successful communication of environmental policy</li> <li>- Penalties for noncompliance on targets in environmental management (EM)</li> </ul>	<ul style="list-style-type: none"> <li>- Introduce training on EM, &amp; processes/material use</li> <li>- EM training needs analysis</li> <li>- Integrating training on instruction and generation of eco-values</li> <li>- Development of employee skills, and competence building in EM</li> <li>- Green orientation programs (socialization) in Green values/management</li> <li>-Educating employees about climate change and other environmental issues</li> <li>- Use of Green teams in EM</li> <li>- Train staff to produce green analysis of workspace</li> <li>- Job rotation to train green managers of the future</li> <li>- Integrating training to increase staff knowledge</li> <li>- Training in EM aspects of safety, energy efficiency, waste management, and recycling</li> <li>- Safety representatives to give data on green courses</li> <li>- Establish development of Green personal skills</li> </ul>	<ul style="list-style-type: none"> <li>- Promoting eco-intrapreneurs by showcasing their works in high profile organizational events</li> <li>- Employee involvement &amp; participation (EI&amp;P) in Green suggestion schemes, &amp; problem-solving circles</li> <li>- Staff independence to form &amp; experiment with green ideas</li> <li>- Integrate staff EI&amp;P into maintenance (cleaning)</li> <li>- Employee help-line for guidance in green matters</li> <li>- Tailor Green EI scheme to industry/company standards</li> <li>- Increase line/supervisory support behaviours in EM</li> <li>- Unions negotiating Green workplace agreements</li> <li>- Training of union representatives in EM</li> <li>-Consultation and joint working with union environmental representatives</li> <li>- Green elements into the health and safety process</li> <li>-_Implementing wellness programs to foster employees’ proper nutrition,</li> </ul>	<ul style="list-style-type: none"> <li>- Green pay/reward system</li> <li>- Tailor packages to reward green skills acquisition</li> <li>- Use of monetary-based EM rewards (bonuses, cash, premiums)</li> <li>- Use of non-monetary based EM rewards (sabbaticals, leave, gifts)</li> <li>- Use of recognition-based EM rewards (awards, dinners, publicity, external roles, daily praise)</li> <li>-Reinforcing positive green behaviours eg., turning off PC’s, lights when leaving, using 100% renewable energy etc.</li> <li>- Develop negative reinforcements in EM (criticism, warnings, suspensions for lapses)</li> <li>- Develop positive rewards in EM (feedback)</li> <li>- Establish PRP for all to gain green stewardship / citizenship (esp. seniors)</li> <li>- Link suggestion scheme to rewards system</li> <li>- Link participation in Green initiatives to promotion/career gains (managers advance through supporting staff in EM)</li> </ul>	<ul style="list-style-type: none"> <li>- Staff de-briefings in EM in cases of dismissal</li> <li>- Managers to ask if Green issues are reasons for resignations (moving to a more Green employer?)</li> <li>- Role of exit interviews to gauge perceptions of firm Green-ness</li> <li>- Whistle-blower accounts on state of firm Green-ness</li> <li>- Legal protection for green whistle-blowers</li> </ul>



		<ul style="list-style-type: none"> <li>- Re-training of staff losing jobs in relevant polluter industries</li> </ul>	<p>fitness, and healthy living</p> <ul style="list-style-type: none"> <li>- Encouraging employees to use green forms of transport</li> <li>- Using Web or teleconferencing to reduce travel</li> <li>- Promoting the reduction of paper use</li> <li>- Set-up low carbon chiefs (including CEO and Board) to increase action in EM</li> <li>- Introduce green whistleblowing help-lines</li> <li>- Discipline and/or dismissal for EM breaches</li> <li>- Employee volunteering to support environmental charities and projects e.g a few paid hours per month</li> <li>- Promoting sustainability competitions within the departments with gift certificates</li> </ul>	<ul style="list-style-type: none"> <li>- Use green tax breaks</li> <li>- Line managers have rewards to motivate employees in EM</li> </ul>	
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