

Staff Environmental Awareness Surveys



by Eur Ing John Mulholland BScTech CEng CSci MIChemE FEI
Director, Mulholland Energy
www.mulhollandenergy.co.uk

Sustainability and Carbon Reduction

Most large organisations in the UK have an understanding of their carbon footprint and environmental impact. Drivers for change include:

- Cost reduction
- Environmental Improvement
- Legislative Compliance
- Risk reduction
- Health & Safety
- Reputation and Corporate/Social Responsibility
- Improved working environment

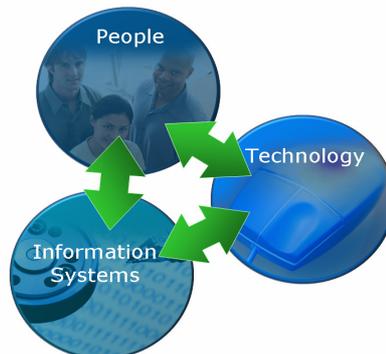
The UK has a net zero greenhouse gas target by 2050 to deliver the commitment made at the Paris Agreement. To achieve such savings will require vision, leadership and management of change at every level in society.

To achieve substantial CO₂, energy and cost reductions there are three key areas to address: technical, information and people.

Technical Solutions includes supply opportunities such as on-site renewables and Combined Heat and Power or demand side such as better lighting, boilers, insulation and controls.

Information Solutions includes smart metering, monitoring energy against driving factors, analysing consumption, detecting waste and taking corrective action.

People Solutions includes behavioural change of end users, raising awareness, staff engagement and training specific groups of staff who can influence carbon reduction.



An excellent way of engaging staff is to design and run an effective environmental awareness campaign.

Environmental Awareness

Running these campaigns requires careful planning and resources. But the results can be effective.

Max de Pree in his book *Leadership is an Art* said that the first responsibility of a leader is to define “reality”. To lead people into the future, it is important to know where people are now, where they need to get to and the best means of achieving the goals. In running an effective environmental awareness campaign, it is important to answer some fundamental questions:

- What do staff already know?
- What do they need to know?
- What is the best way of communicating
- What motivates/demotivates?
- What are the opportunities?
- What are the barriers?

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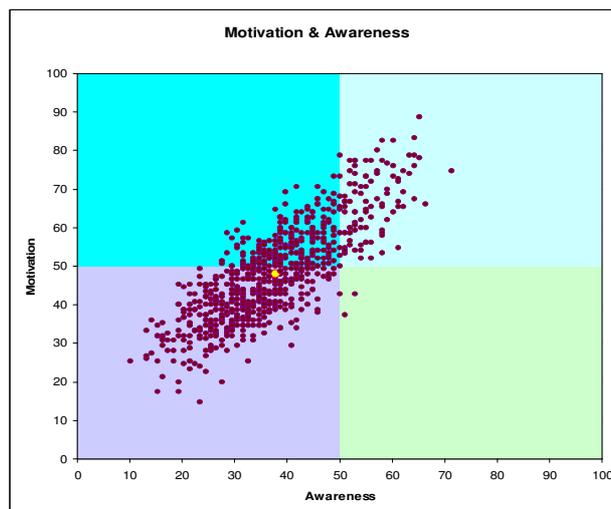
A properly designed staff awareness/motivation survey can quickly provide answers to these vital questions.

It is important to measure two key elements:

- Awareness - what people know (knowledge)
- Motivation - what moves people (internal drivers)

Surveys need to be tailored to individual organisations. The questions are mostly ‘drop and click’ multiple choice but some questions require respondents to enter their views. The survey quantitatively measures levels of awareness and motivation using unique techniques developed over the last 15 years. The survey gives each respondent two scores: one for awareness and one for motivation. Each respondent can be plotted on a Awareness and Motivation Matrix.

Motivation & Awareness Matrix



This maps out where staff are in terms of their awareness and motivation. The results shown on the graph are for an organisation of 8,000 staff on a single site. Each dot represents a respondent. The yellow dot shows the average.

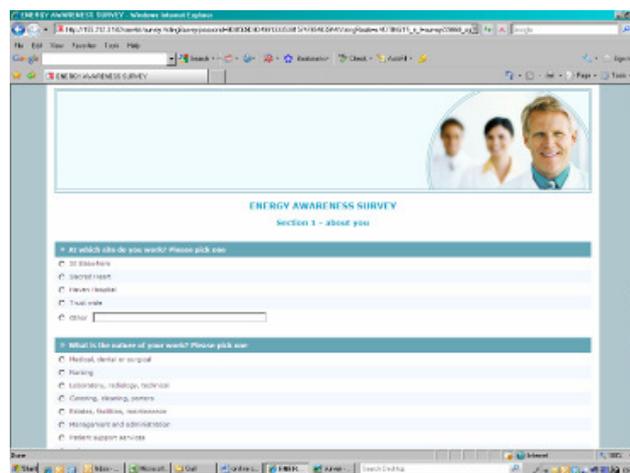
Different matrices can easily be generated to show variations by site, job function, age, gender and experience.

Clearly the desired quadrant is top right “High Awareness and High Motivation”. There are already a number of staff in this quadrant. These people make excellent Environmental Representatives or Champions as they are already aware and motivated. Those in the top left quadrant are relatively high on motivation but lacking in awareness. These people generally want to help but often lack knowledge and are unsure exactly how they can help. So they simply need some awareness raising to move them to the top right quadrant.

Those in the bottom right quadrant are a difficult category: they know what to do but lack motivation. This lack of motivation can be totally unrelated to sustainability issues. Fortunately for the organisation shown above only three respondents are in this quadrant.

However, there are many respondents in the bottom left quadrant “Low Motivation/Low Awareness”. At first appearance these people may seem like a lost cause. However, for a number, the reason they are low in motivation is because they are low in awareness. So by raising awareness the motivation also rises. The data scatter gives some evidence in that the data trends from bottom left to top right.

Some questions in the survey do not measure awareness or motivation but simply ask employees to identify barriers to saving energy, effective incentives and their view of the best methods of communicating the energy saving message. Other questions seek to garner specific ideas on saving energy and improving environmental performance. These can elicit a number of carbon/money saving suggestions related to operational issues which may otherwise not be registered. All this data can be analysed and provide valuable information for crafting a campaign strategy.



Benefits of a Survey

There are a number of benefits from using an on-line survey. The survey:

- Quickly identifies and recruits volunteer Environmental Representatives
- Quantitatively measures staff awareness/motivation levels
- Different types of staff can be analysed by site, job function, department and displayed on the matrix so that comparisons can be made
- By repeating the survey at a later date, shifts in awareness/motivation can be plotted
- Helps tailor a campaign strategy based on facts
- Identifies quick win opportunities
- Identifies barriers to improved environmental performance
- The survey itself has an awareness raising effect

How do they work?

The surveys are developed for on-line use ensuring ease of completion and accuracy. The link to a survey is provided but the organisation needs to make it known via a global email from a senior manager. Often the link is sent out by the Chief Executive or a senior manager in a normal weekly communication to all staff. Typically for an organisation with over 5,000 staff a response rate of around 8 or 9% can be expected which is sufficient to have a representative sample.

In a number of organisations some staff would not have regular access to a computer as a normal part of their work. So it is usual to supply managers with hard copy versions of the survey for staff to complete at a staff meeting. This data can then be entered manually.

In a typical survey with 850 respondents often 180 to 200 will volunteer to be trained as Environmental Champions or Representatives. They can then conduct walkabouts in their area looking for opportunities for waste reduction and savings.

During the response period, usually two to three weeks, the levels of response can be monitored so if a site or job function or department is unrepresented, steps can be taken to target certain groups to encourage them to respond to the survey so that a representative sample is received.

Once the data has been analysed, a report will be produced containing recommendations on the shaping of an appropriate campaign strategy tailored to the organisation.