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BECOMING A GREEN OFFICE

Case: JAMK University of Applied Sciences

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Thesis
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Degree programme in Services Management
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Tiivistelmä
Opinnäytetyön tarkoituksena oli laatia sisäinen ympäristöviestinnän suunnitelma Jyväskylän ammattikorkeakoulun IT-Dynamo-kampukselle. Jyväskylän ammattikorkeakoulu liittyi WWF:n Green Office -hankkeeseen vuonna 2012, ja Green Officen lisenssin saavuttamiseksi yksi kriteereistä on tiedottaa ja valistaa henkilöstöä Green Officen toimintatavoista. Toiminnallinen opinnäytetyö koostui ohjeistuksista toimistoille kasvihuonepäästöjen vähentämiseksi, sisäisen ympäristöviestinnän teoriasta, kvalitatiivisesta ja kvantitatiivisesta tutkimuksesta sekä tulosten analysoinnista. Työn tutkimusongelmana oli, kuinka toteutetaan toimiva sisäisen ympäristöviestinnän suunnitelma.

Kvalitatiivisena tutkimusmenetelmänä käytettiin havainnointia työn tekijöiden toimesta. Ongelmakohtia tarkkailtiin Green Officen ohjeita ja Jyväskylän ammattikorkeakoulun ympäristötavoitteita apuna käyttäen. Tutkimuksen pääpaino oli kvalitatiivisessa tutkimusmenetelmässä. Kvantitatiivinen tutkimusmenetelmä otettiin mukaan laajentamaan tutkimustuloksia. Kvantitatiivisena tutkimusmenetelmänä laadittiin strukturoitu kyselylomake, jonka tarkoituksena oli selvittää IT-Dynamon opiskelijoiden ja henkilöstön suhtautumista sekä mielenkiintoa ympäristöohjelmia kohtaan. Lisäksi kyselyn avulla kartoitettiin vastaajien mielestä parhaat ympäristöviestinnän kanavat. Otanta oli pieni ottaen huomioon kampuksen lähes 1 500 henkilön käyttäjämäärän. Kyselyyn vastasi 104 henkilöä.

Havainnoinnin avulla selvitettiin konkreettiset ongelmakohdat IT-Dynamo-kampuksen ympäristövastuullisuuden toteuttamisessa. Strukturoidun kyselyn tuloksia ei voitu yleistää, mutta niitä pidettiin suuntaa antavina, sillä vastaukset olivat melko yhdenmukaisia. Vastaajien asenne ympäristöohjelmia kohtaan oli yleisesti hyvä. Sähköiset viestintäkanavat koettiin selkeästi suosituimpina. Tutkimusten ja teoriatiedon pohjalta laadittiin sisäisen ympäristöviestinnän suunnitelma vuoden ajaksi. Suunnitelma sisältää viestinnän aikataulun, viestinnän kohderyhmät, parhaat viestintäkanavat sekä kehityskohteet, joihin ympäristöviestinnällä halutaan puuttua. Suunnitelma tulee käyttöön lukuvuodelle 2014–2015, minkä jälkeen sitä kehitetään Jyväskylän ammattikorkeakoulun Green Office-tiimin toimesta vuosittain.

Avainsanat (asiasanat)
Green Office, sisäinen ympäristöviestintä, ympäristöviestintäsuunnitelma, kestävä kehitys, ympäristöohjelma

Muut tiedot
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Abstract
The purpose of this thesis was to create an internal environmental communication plan for the IT-Dynamo campus of JAMK University of Applied Sciences. JAMK University of Applied Sciences became a member organization of WWF's Green Office environmental programme in 2012. In order for a member organization to achieve the Green Office -license it must fulfill certain criteria, one of which is to inform and educate the personnel about Green Office and its practices. This practice-based thesis consists of guidelines for offices to minimize greenhouse gases, internal communication theory, qualitative and quantitative research methods and result analysis. The research problem was to find out how to implement a functional internal environmental communication plan.

Observation was used as qualitative research method by the thesis authors. The deficiencies were studied with the help of Green Office guidelines and environmental objectives set by JAMK University of Applied Sciences. The main emphasis was on the qualitative research method. Quantitative research method was included to broaden the results of the research. A structured questionnaire was created as the quantitative research method and the purpose was to clarify the attitudes and interest of IT-Dynamo campus' employees and students towards environmental programs. In addition, the questionnaire was used to map out the best channels for environmental communication according to the participants. The number of people participating in the survey was 104. This was considered a low attendance as IT-Dynamo campus has approximately 1 500 users.

Through observation concrete deficiencies could be demonstrated in the environmental aspects of the IT-Dynamo campus. The structured questionnaire results could not be generalized, but they were used as guidelines as the responses were quite unanimous. The general attitude toward environmental programs was good. Electronic communication channels were considered favorable. The internal environmental communication plan was made to be valid for one year based on research and theory. The plan entails communication schedule, target groups, the best communication channels and development points that environmental communication aims to improve. The plan will be introduced for the 2014-2015 academic year, after which it will be developed by the Green Office –team of JAMK University of Applied Sciences on annual basis.

Keywords
Green Office, internal environmental communication, environmental communication plan, sustainable development, environmental programme

Miscellaneous
The thesis has been published in English and in Finnish.

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1 Introduction - searching for green communication

Sustainable development is a current phenomenon that touches organizations and individual consumers alike. Many organizations have begun to take environmental aspects into consideration on the strategic- and operative levels in order to promote the reduction of carbon emissions. The WWF has created an environmental management system called Green Office for organizations that wish to influence global warming through their operations.

The purpose of this thesis is to create a functional internal environmental communication plan for the IT-Dynamo campus of JAMK University of Applied Sciences. JAMK University of Applied sciences have taken part in the WWF's environmental management system (EMS) Green Office, which is an EMS directed at office environments. In order to achieve a Green Office –license, the organization must fulfill certain criteria, one of which is to inform and educate employees about the Green Office practices. The criteria will be fulfilled by creating an internal environmental communication plan. For the created internal communication plan, please see attachment 3.

The research problem is how to implement a functional internal environmental plan. The research problem is being approached through two research questions: what is environmental communication and what are the best environmental communication channels to implement on the IT-Dynamo campus.

Qualitative and quantitative research methods were used to solve the research problem. The qualitative research method was implemented through observation. The observation of environmental issues on the IT-Dynamo campus was conducted independently by the authors of this thesis. The solutions to the research problem and environmentally friendly models were created based on the observations. In addition, the problem was studied using a quantitative method, which helped to resolve the attitudes of the target

groups regarding environmental programs, as well as the best methods of environmental communication on the IT-Dynamo campus. Green Office guidelines and criteria were used as guidelines for the research forward. This study is an action based research and one of the key elements of this study is the permanent change happening in the case-organization. According to Kananen, an action based research promises an improved solution for the future when compared to the current situation. Action based research solves a problem that the target organization has and improves the existing operations. (Kananen, 2009, 9). This thesis thrives to change the behavior of the IT-Dynamo campus users regarding environmental issues, by creating a functional environmental communication plan according to the Green Office EMS criteria.

2 Thesis starting points

JAMK University of Applied sciences became a member organization of WWF's Green Office in 2012. Green Office has set exact criteria for its member organizations and fulfilling these criteria is a prerequisite for granting the Green Office –license. One of these criteria is to inform and educate the personnel about Green Office practices. The criterion has been approached by creating an internal environmental communication plan with the help of this thesis. Green Office is the first environmental program that JAMK University of Applied Sciences is taking part in.

Ville Jaakkonen is the employer of this thesis, who also operates as the head of the Green Office –team. The progress of the thesis is being moderated by Juha Lindroos, who was also the former head of the Green Office –team. The internal environmental communication plan was agreed to be valid for one year. How well each part of the plan works is being observed during this year and conclusions made based on what works and what needs to be improved on for the next version. This is how the program ensures its own continuity.

The main purpose of the environmental communication plan is to shed light about environmental issues to the IT-Dynamo campus users. The environmental communication plan entails the basic elements of a communication plan: communication channels, schedule, communicators and target groups. In addition, the plan observes clear deficits in the current ways of practice and generates the frame for more environmental friendly ways. With the help of the plan, environmental communication is made a part of the everyday life in the IT-Dynamo campus.

On the long term environmental communication aims to promote environmental awareness to the extent, where the users become comfortable enough to spread the practices to their own homes, friends and other areas of their lives. Because of the broad spectrum of the concept, the thesis focuses on internal environmental communication and –plan.

JAMK University of Applied Sciences

JAMK University of Applied Sciences has a total of 8500 attending students and it employs over 700 people. JAMK's five campuses in Jyväskylä are located in Piippukatu, Rajakatu, Puistokatu, Pitkäkatu and one campus is located in Tarvaala, Saarijärvi. The IT-Dynamo campus facilitates The School of Business and Services Management, the main campus located in Rajakatu also withholds the Puistokatu's Health and Social Studies, the Finnish Music Campus is located in Pitkäkatu and the Institute of Natural Resources is located in Tarvaala, Saarijärvi.

In 2014 there are 27 bachelor's degree programs and 11 master's degree programs available in JAMK University of Applied Sciences. JAMK offers degree programs in the field of culture, ICT, business, natural resources, hospitality, health- and social studies and technology. JAMK University of Applied Sciences' strengths are resource-aware bio-economy, renewable competitiveness, promotion of family welfare, cyber security and innovative learning. (Jyväskylän ammattikorkeakoulu, 2014.)

Figure 1: JAMK University of Applied Sciences logo (JAMK University of Applied sciences 2014)

IT-Dynamo campus

The IT-Dynamo campus is one of the five JAMK University of Applied Sciences campuses. IT-Dynamo is located in the Lutakko part of the city, in the address Piippukatu 3. Hotel and Restaurant management can be studied in the IT-Dynamo campus within the youth- or adult programs as well as in the fields of either Tourism or School of Business and Management. The IT-Dynamo campus also facilitates students studying in Teacher Education College. In addition, the campus offers studies in engineering under five different degree programs, which are Software Technology, Information Technology in Finnish as well as in English, Media Technology and Construction Engineering. The campus has a student library, teaching kitchen and a 300 person auditorium. The IT-Dynamo campus has roughly 1500 users of which 1400 are regular students and 100 are members of staff.

Green Office EMS will first be implemented in the IT-Dynamo campus and from there it will be applied to other JAMK University of Applied Sciences' campuses. The implementation of Green Office in the IT-Dynamo campus will function as a pilot for the other campuses in the future.

Preliminary consumption information about the IT-Dynamo campus has been recorded in Green Office Compass-system. Compass is a secured web-tool

that requires user login information. Each organization applying for the Green Office –license will receive the login information for Compass. Information recorded into the Compass is also visible to the Green Office experts.

2.1 Numerical statistics

JAMK University of Applied Sciences is a client to Jyväskylä Energy Group Oy. The electricity used in the campus comes from renewable energy sources. The IT-Dynamo campus used 1 208 713 kWh of electricity in 2012. According to the electricity service provider, 24 % (290 100 kWh) of the total usage has been generated by using renewable energy sources. The carbon emissions have been 320g per 1kWh. Energy used on heating and ventilation was 1 732 000 kWh in 2011.

Water usage in 2011 was 2755 cubic meters. The water comes from the main water supplier in Jyväskylä, Jyväskylä Energy Group. Water is not being collected nor treated in the JAMK University of Applied Sciences' facilities.

2.2 Green infrastructure

The IT-Dynamo campus takes environmental issues into account on many levels. For example the ventilation has a built-in monitoring system, which adapts to the number of users in the building. The lighting is automated with motion detectors and the use of single-use containers is being reduced by charging an extra fee from the cafeteria customers. However, there are still some practices in use that are outdated and could create major savings if updated.

Computers

The IT-Dynamo campus is, as its name implies, a campus of information technology. The building facilitates multiple IT-classrooms, which are fully

equipped to supply each student attending. This means that IT-Dynamo campus has hundreds of computers in use on a daily basis. The IT-classrooms are used by different teachers throughout the day, but during breaks students can freely use the computers for their personal studies. The computers are turned on for the whole day, which is not wasteful considering the high rate of usage. However, during the evenings, when most classes are over and very few people are left in the building, the computers still remain turned on. There are no separate instructions anywhere for students to turn off the computers after they are done using them. In a worst case scenario, the computers might stay on for the night or even the whole weekend without anyone using them.

Printing

According to the default settings for printing with the IT-Dynamo campus' printers you are supposed to print- and copy one sided. This setup creates more paper waste than printing on both sides of the paper would. A lot of students print out their electronic study material, which increases the created paper waste. The students have a printing limit of 100 copies per month that helps to regulate the paper consumption.

Sanitary facilities

The sanitary facilities of the IT-Dynamo campus are well equipped regarding ecological aspects. The toilets are equipped with a regulated flush, hands are dried using recyclable towel rolls instead of paper towels and the lighting is automated with motion detectors. The only aspect that would require improvement is the faucets that are currently in use. The faucets are traditional manually operated models for now.

Recycling

Recycling possibilities on the IT-Dynamo campus are quite good. Recycling options are available in places where they are needed the most: in the restaurant kitchen and employee break rooms. Bio- and dry waste bins can be found in the restaurant, the break rooms have bio-, dry-, metal- and glass

waste bins and the copy rooms have office- and normal waste paper bins. Recycling works perfectly on these facilities, but the lobby- and classroom areas are problematic. All public spaces are equipped only with dry waste bins; the only exception is battery recycling in the main lobby. This means that when students decide to bring their own lunches, they have no bio waste where to place their leftovers, no recycling bins for cans and no glass bins for their bottles. They all end up among the dry waste, even though they are fully recyclable materials.

2.3 Personnel communication channels

Currently environmental issues are communicated through e-mail, bulletin boards and personnel meetings. Only small part of the personnel knows where they could get more information related to environmental issues. Environmental issues come up with different events regarding ecological aspects, but the IT-Dynamo campus' own ecological possibilities have not been dealt with the personnel. The personnel of the IT-Dynamo campus is perceived to have environmental expertize, but it is mainly visible in personal actions. Most of the personnel are aware how to act ecologically, but common rules are still missing. JAMK University of Applied Sciences does not have any preliminary written down ecological values, which can be a factor when trying to promote environmental awareness.

The personnel have not been encouraged to make initiatives regarding promotion of environmental responsibility. There also is not any rewarding system developed for personnel initiatives. Motivation for protecting the environment has been quite weak. Environmental issues have not previously been taken into account in the annual work atmosphere measurements.

3 Green Office

WWF Finland launched Green Office environmental management system in 2002. The goal of the EMS is to reduce facilities' greenhouse emissions as well as the carbon footprint of organizations. WWF Finland's Green Office currently has 184 member organizations, which totals to 532 offices around Finland. On the international level, Green Office has 252 member organizations, that have over 81 500 personnel all together. In addition to Finland, organizations with Green Office EMS can be found in Indonesia, China, Latvia, Nepal, Pakistan, Romania, Estonia, Switzerland, Denmark and Turkey. (Mikä Green Office? 2013.)

3.1 WWF

World Wide Fund for Nature, also known as WWF is an international environment conservation organization that was founded in 1961. WWF initially focused on protecting endangered species, but quickly evolved into global organization that hopes to promote every aspect of nature with their operations. WWF promotes their goals through field projects, influencing political decision making and spreading awareness of environmental issues in general.

The organization's independent national funds can be found in 28 different countries. The national funds can collect assets independently and influence areas of their own choosing. WWF's operations are being promoted by project offices that function in 24 different countries. In addition to this, WWF has co-operation partners that share their environmental protection goals. (Kansainvälinen WWF 2014.)

3.2 Environmental Management System

Environmental Management System's first priority is to minimize the effect an organization has to the environment on every field of the organizations operations. EMS recognizes as well as sets guidelines and practices to functions in the organization in order to help the personnel to understand how, through their behavior, they can ensure high quality of environmental upkeep. (Business Case Studies 2014, 2.)

EMS is typically created to adapt different environmental systems like the ISO-14000 series standards or EMAS. These large standards are usable for private, as well as public organizations. When an organization commits to an environmental system it:

- *commits to continuously improve its own the level of environmental protection*
- *recognizes the environmental influences of its products, actions and services*
- *clarifies its own legislative requirements and makes sure they are fulfilled*
- *sets environmental goals and makes sure that they are fulfilled*
- *makes sure that there are sufficient resources*
- *manages the know-how of personnel*
- *directs operations and processes*
- *prepares for environmental risks and possible accidents*
- *observes and follows environmental factors*
- *prevents environmental accidents from happening*
- *manages good environmental practices*
- *evaluates the results of its own actions and makes improvements accordingly* (Suomen Standardisoimisliitto SFS Ry, 2014.)

For varying sized organizations there are a number of different environmental systems available, for example Ekokompassi, Green Office and Ecostar. The systems monitor the organization committed to the EMS, so that the organization meets all of the criteria set. Once the organization meets all the criteria, it is granted with the system's license.

Sarkkinen has created a step by step formula for implementing EMS to an organization. The formula is meant to minimize the burden, rush and errors that an EMS might create when being implemented. The formula is very straightforward and easy to follow. Step by step, the formula goes through eight stages that an organization should take into account when implementing an EMS to their operations. (Sarkkinen 2006, 108)

1. *Choose a target*

JAMK University of Applied Sciences noticed the great workload that was ahead of them when implementing an EMS to a large organization operating in multiple different facilities. This is why the implementation of the EMS was decided to be delimited on the IT-Dynamo campus. The IT-Dynamo campus will work as a pilot for the future campus' implementations.

2. *Identify initial situation*

To identify the initial situation is one of the criteria Green Office requires of the organization. JAMK University of Applied Sciences is very aware of their problem areas regarding consumption. Measurements for different areas of consumption were done first time already in 2007.

3. *Evaluate benefits*

The most meaningful benefit for JAMK University of Applied Sciences is to see the reduction in their carbon footprint. The larger the organization, the bigger the minimization potential is. Creating financial benefits from the EMS implementation is seen as secondary, because as an educational organization, JAMK sees this project more from the corporate social responsibility point of view.

4. *Set goals*

Green Office emphasizes setting realistic goals for the problem areas of the organization. As mentioned before, the goals are part of the required criteria Green Office demands from its partner organizations. The goals set for the IT-Dynamo campus can be found under topic 4.4.

5. Choose methods and divide responsibility

JAMK University of Applied Sciences has assembled a team to manage the Green Office –project that has eight members. The team makes sure that the implementation is advancing on time and that all the Green Office criteria is being followed and met. The methods for minimizing emissions are created through observation and with co-operation of the Green Office -team. Green Office does not provide the organization with ready-made instructions on how to behave, but helps by supplying the organization with different development ideas that can be applied to a generic office environment. These ideas can be applied depending on what suits best for the organization.

6. Implement purposefully

JAMK University of Applied Science's determination is visible especially in the schedule. Clear deadlines have been set for the implementation of the Green Office EMS, which each individual in the team has agreed to follow. The JAMK management supports the implementation of EMS completely, therefore the launch of Green Office is left up to each individual's contribution in the Green Office –team.

7. Follow regularly

Realizing the defined goals is monitored internally within JAMK University of Applied Sciences. Green Office experts are also aware of the on-going progress through using the Compass web-tool and keeping in touch with the head of JAMK's Green Office –team, Ville Jaakkonen. Green Office makes sure that the process stays interesting to the partner organization by setting new tasks to thrive for, once the old ones have been achieved. These tasks can be found in the Green Office Compass.

8. Ensure continuity

To ensure the continuity of the EMS, the action plan for Green Office is renewed annually. Each year a new plan is drawn up on how to advance with communication, activities and goals. Green Office requires an annual report of the indicators agreed upon in the beginning of the project, even though new

goals are being set as co-operation develops. This is being done to ensure that the previous goals will not be forgotten in the way of new challenges.

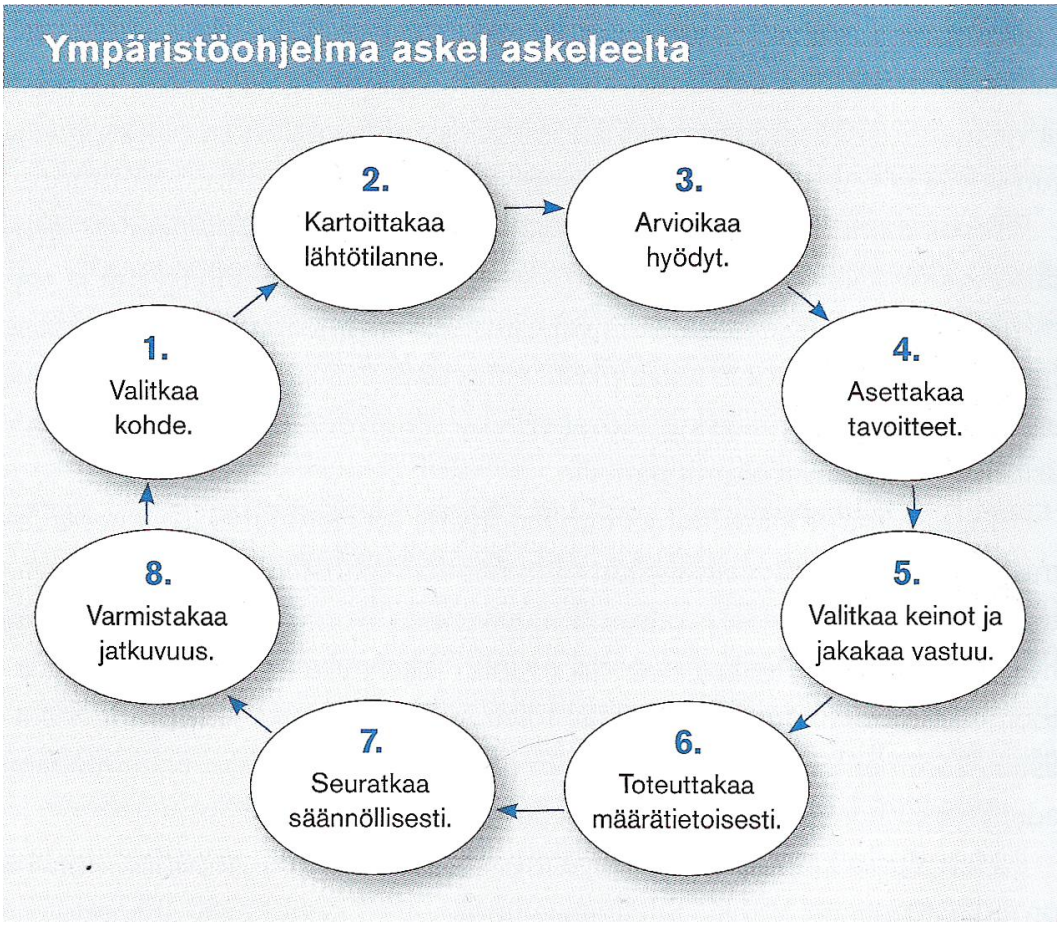

Figure 2: Implementation of EMS (Sarkkinen, 2006, 108)

3.3 Green Office – license

The organization must first choose a Green Office –team, create an environmental program and fill out an evaluation form about the current situation of the organization. Illustration for an environmental program as well as the evaluation form can be found in the Green Office Compass –tool. Green Office Compass is a secured web tool, where the organization updates its current situation, future goals and achievements. (12 Askelta Green Officeksi 2014.) All the information that the organization might need regarding the implementation phase of Green Office can be found in the Compass.

Once the organization has filled the required information in to the Green Office Compass, the organization then can inform the personnel about the new goals and practices within the organization. If needed, employee training sessions can be organized to deliver the information more thoroughly. Once the organization feels that the employees are well enough aware of the upcoming changes, an audit can be arranged with the Green Office experts. By the time the audit takes place, the organization must fill all of the Green Office criteria. In order to fill the criteria, the organization:

- *selects a Green Office coordinator and team*
- *plans a practical environmental programme*
- *improves energy efficiency continuously in order to mitigate greenhouse gas emissions*
- *reduces waste, and recycles and sorts out waste according to local requirements*
- *pays attention to green issues in procurements*
- *informs and educates its personnel about Green Office practices*
- *aspires towards continuous improvement in environmental matters*
- *update environmental program annually*
- *chooses the indicators, sets numeric objectives and monitors the fulfilment of the objectives*
- *reports to WWF annually.*

Figure 3: Green Office –logo (12 Askelta Green Officeksi 2014)

Once the audit has been cleared, the organization is granted with the Green Office label and is now allowed to inform its stakeholders. (12 Askelta Green Officeksi 2014.)

3.4 The IT-Dynamo campus goals

JAMK's vision is to be among the top Finnish universities of applied sciences in regard to environmental responsibility, activities and development. JAMK wants to add more elements of responsible business into its degree programs. Through the Green Office JAMK aims to save costs as well as put into practice an ecological lifestyle and mentality among the staff and students in their everyday lives.

Numerical goals

One of the Green Office criteria is to set and define numerical indicators and goals, which are then monitored from the beginning of the co-operation with the Green Office. The indicators are set for aspects that the organization has the most potential to improve on. In the case of the IT-Dynamo campus, these aspects are energy consumption, the amount of bio waste, copy paper usage and improving the procurement process to be more ecological.

Within the next two years, the IT-Dynamo campus aims to reduce the use of electricity by six percent. The countdown for the goal was set in the fall of 2013. JAMK University of Applied Sciences wants to increase the amount of bio waste to ten percent from the total waste production by the year 2015. The total amount of copy- and printing paper waste produced is going to be reduced by 6 percent between 2013 and 2015.

Goals of internal communication plan

The most important goal of the environmental communication plan is to draw up functional environmental guidelines for the IT-Dynamo campus. The guidelines can then be applied to other campuses of JAMK University of Applied Sciences. JAMK has also set goals that need to be taken into account when creating the plan.

- *Remind the personnel to always turn off the lights when they are not needed*

- *Instruct personnel to save energy by closing displays, computers and other electrical appliances when they are not in use*
- *Organize carpooling whenever it is possible*
- *Encourage personnel to commute by bicycle*
- *Guide personnel to save paper by instructing the use of electronic alternatives for notes and other documents*
- *Encourage personnel to purchase their own ceramic coffee mug*
- *Replace one-time-use utensils with durable alternatives*
- *Organize clear instructions for recycling points and other visible places*
- *Recycle and dispose of hazardous waste accordingly*
- *Abide by the waste act and recycle whenever possible*

Even though the goals are mainly targeted at the employees, they can also be applied to the students. The IT-Dynamo campus has currently 1400 active students, the largest target group using the facilities.

4 Ecological aspects in offices

The name Green Office refers to an office that is ecological in its operations. To be ecological can mean many different things, but in this case the main target is to reduce carbon dioxide emissions and promote awareness of environmental issues within the organization, as well as among external stakeholders. What kind of environmental aspects are issues for an office and how can an office be more environmentally friendly are viewed in the next segment. These aspects have been taken into account within JAMK University of Applied Sciences.

4.1 How does an office consume

An office has a huge impact on carbon emissions. For instance, in the United States alone, the heating, cooling and electrical appliances of offices produce nearly 40 percent of the total carbon emissions of the country. The amount of emissions has been steadily growing for three decades. (Shimo-Barry 2009,

97).

In Finland there are roughly 1.7 million office workers. Every one of those workers uses 60 kilograms of paper on average per year. In addition to that, each Finnish office worker takes an average of 35 copies per day, which amounts to 57.1 million kilograms of paper per year. (Sarkkinen 2006, 10.) One sided copying and printing are still common practices in offices. This is often due to the factory settings of printers. If a small- or medium sized company would change their printer settings to two-sided printing, it could reduce carbon emissions by 1 500 kilograms per year. (Shimo-Barry 2009, 106.) In 2004 Finnish offices used 4.4 terawatt hours of electricity and 40 percent of the total amount was generated by office appliances. (Sarkkinen 2006, 10.)

Office consumption is not only visible in paper consumption and office supplies. For example, two-person business trip from Finland to New York generates 2860 kilograms of carbon emissions. That corresponds to seven apartments' yearly electricity consumption in carbon emissions. (Sarkkinen 2006, 10.)

4.2 Practical ecological office

Recycling

There are many ways to reduce emissions. Recycling is one of the most important ones. Recycling is the nature's own mechanism to renew materials on this planet. For example carbon, nitrogen, phosphorus and water are all constantly recycled and renewed. Modern recycling is man's attempt to emulate that nature's own mechanism and restore waste into raw material for new products. (Sarkkinen, 2006, 16.) Recycling is therefore a way for man to greatly reduce carbon emissions. For example, recycling printer ink reduces emissions by 20 kilograms and recycling paper can reduce up to 50 kilograms per year. (Shimon-Barry, 2009, 94–117).

Sarkkinen has illustrated how in the different phases of production process natural resources turn into emissions and waste. (Kuvio 4.) During a production process, over 90 percent of natural resources used end up as waste and increase carbon emissions. Offices' community waste has increased as well. Community waste refers to emissions that are created within domestic environments and are comparable to waste generated in production. (Tilastokeskus, 2014). Bio waste, dry waste, paper-, cardboard-, metal- and glass waste are good examples of community waste. It is highly important for organizations to recycle their community waste carefully in order to maximize the rate of renewing.

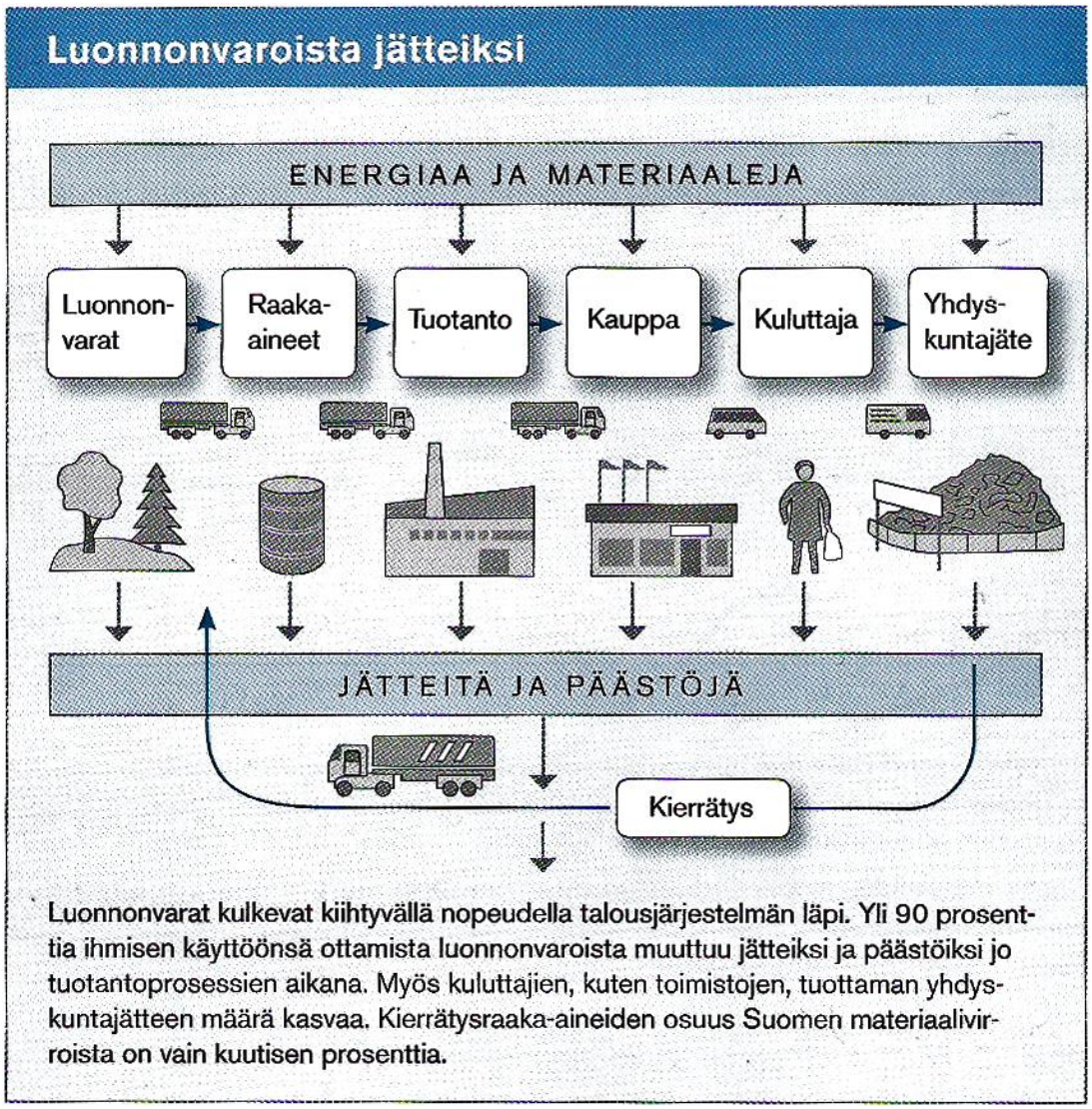

Figure 4: Principles of recycling (Sarkkinen, 2006, 16)

Recycling is not completely flawless. Recycling process uses a lot of energy and it often is not financially profitable. Only six percent of all waste produced in the world is fully recyclable. (Sarkkinen 2006, 17.) Big organizations can influence the percentage through active recycling. Functional environmental communication influences internal- as well as external stakeholders, which is why organizations are in a key position when development of the recycling process is considered. For instance, in JAMK University of Applied Sciences facilities' have thousands of visitors from different stakeholder groups. Through visible environmental communication JAMK University of Applied Sciences can influence outside of its own boundaries when the stakeholders pass their environmental knowledge onwards in their personal lives.

Procurement

Supplies that have been rated as disposable should be avoided. The longer the life span of an item is the greater benefit it offers. Supplies with long life span do not only serve the company economically, but financially as well. (Sarkkinen 2006, 24.) Durable procurement can seem expensive when compared to a disposable item, but on a longer timeline, the item pays itself back.

When the right decisions have been made in procurements regarding durability and quality, it's also important to remember moderation. It is important to evaluate organization's real level of consumption to avoid unnecessary purchases. (Sarkkinen 2006, 24.)

Heating

According to statistics center, 22 percent of the total energy consumption of Finland is generated by heating. (Sarkkinen 2006, 31). It is needless to say, that the facilities play a big role in the energy efficiency of an office. Resealing windows, adjusting heating and familiarizing the personnel about energy efficiency optimizes ventilation's energy consumption. For example, by decreasing room temperature by one degree, the energy consumption decreases even by five percent. (Sarkkinen 2006, 33).

Electricity– and water consumption

Measuring and monitoring electricity and water consumption is important. If there are changes in the monthly consumption levels they can indicate of a larger problem within the facilities. Abnormalities in the measurements can be a pre-emptive method in case of water damage or short outs in some appliances, for instance. (Sarkkinen 2006, 33.)

Up to 50 percent of the total electricity consumption can be generated by the office lighting. Lighting is often adjusted to be too powerful, which causes it to use more electricity and provides bad working conditions. Adjusting the lighting should be taken into account already in the planning phase of the workspace. The most energy efficient option is not always the best option. The worker's individual needs should be the first priority. Often natural light is considered more pleasant than artificial light, and the best part is, it is completely free. Energy-saving lamps are a worthy option when considering energy consumption. By changing only twenty 60 watt light bulbs into 12 watt energy-saving lamps the office can save up to 131 kilograms of carbon emissions. (Sarkkinen 2006, 37.) If the employees remember to shut off the lights every time they leave the room, carbon emissions can be reduced by 440 kilograms per year. (Shimo-Barry 2009, 107).

Working out of office

One option to reduce carbon emissions is to make it possible for the employees to work out of office. Wireless connectivity with laptops, tablets and smartphones makes it possible to work anywhere anytime. Working out of office one day per week has gained popularity along technological advances. For example, approximately three million people in Great Britain work out of office one day per week. In the United States the number is roughly 28-32 million. The possibility for the employees to work out of office can reduce the organization's carbon emissions by 2725 kilograms per year. For example, working from home does not waste time on travelling to work and no emissions are created. (Shimo-Barry 2009 97.)

Working out of office is not as popular in Finland as it is in Great Britain and United States, even though prerequisites for it are there. In 2011 Vanson Bourne commissioned a study regarding working out of office. According to the study 71 percent of Finnish employers believe that working out of office could increase productivity by 37 percent. Microsoft and SYKE (The Finnish Environment Institute) have launched a national work out of office –day. The day aims to encourage employers to try working out of office and to think could working out of office be a part of their organizational culture. (Kansallinen etätyöpäivä, 2012).

JAMK University of Applied Sciences has not taken working out of office into account in its environmental communication plan. However, it would be good for the organization to consider could there be at least few days per months, when the employees could work out of office. The IT-Dynamo campus employs 92 people and there are 700 people in total working for JAMK University of Applied Sciences. If each member of the personnel would work one day out of office in a month, the reduction in emissions could be significant.

4.3 Ecology of the IT-Dynamo campus

As already mentioned in chapter 4.2, the IT-Dynamo campus already takes a lot of different environmental aspects into account. However, the campus still has many things it needs to improve on in order for it to become a green office.

Electricity usage

The campus has hundreds of student computers that are often left on for the night. This is mainly due to lack of communication. The students have not been instructed to turn off the computers, which is why they are often left in the stand-by mode. If computers are left in the stand-by mode in a small- or medium sized organization, it can generate 2155 kilograms of additional

carbon emissions in a year. (Shimo-Barry 2009, 108). There are many ways to improve this situation. One example is to install software that turns the computers off automatically after a certain time. There are many software like this, but one example is a program called Green Snapper. It is a program created by a company called Ravensoft that reduces office electricity usage by up to 50 percent. With this software computers can be turned off collectively, when they are not needed – for example during nights or vacations. (Green Snapper estää tietokoneiden turhan sähkönkulutuksen 2009.) For example, the Finnish Tax Administration saved 140 000 euros in electricity costs by using Green Snapper in 2009. (Verottaja ekoilee 2010).

Paper waste

The default settings for the printers and copying machines need to be changed to print out on both sides of the paper. This way the accumulation of paper waste will be reduced. Paper can also be saved if the IT-Dynamo campus subscribed to more online magazines instead of the regular paper format. Tens of profession related magazines are subscribed by the library and some of them appear every two weeks. If an organization decides to quit subscribing to paper magazines and only focus on online magazines, the savings in carbon emissions can be up to 265 kilograms per year. (Shimon-Barry 2009, 102.)

Sanitary facilities

Sanitary facilities are already environmentally friendly for the most part, for example the toilets are equipped with adjustable flushing and the lighting is automatically turned on as you enter the facilities. However, there are some deficits as well. As we are dealing with facilities that have hundreds of visitors daily, automatic faucets would be a great solution for their hygienic benefit alone. Automatic faucets also optimize water usage.

Recycling

The IT-Dynamo campus only offers modest recycling options for students. Nearly all waste accumulated by students end up in dry waste, since it is the

only waste option in lobby- as well as classroom areas. Trash cans for bio waste, paper waste and cans and bottles would increase the students' recycling options significantly. For example, bio waste trash cans could be placed in the lobby area of each floor and the rest of the recycling options in the main lobby on the first floor. In addition paper waste should also have its own recycling point in every classroom.

Recycling options for the personnel are far better than those for the students. Recycling should be paid more attention to. The personnel should be encouraged to recycle more and it should be effortless. Centralizing the recycling points for instance save the trouble of always having to search for the right trash can. In addition, the difference between recycling paper and office recycling paper should be made clear. Office recycling paper is used to create normal copy paper, whereas regular recycling paper is used for magazines and related products. (Yrityksen kierrätysopas 2014.)

Lunch hour

During lunch it is easy to be responsible. The personnel should be encouraged to reduce usage of disposable dishes and for example, recommend the use of ceramic coffee mugs. The dining area should have clear instructions for recycling – in both English and Finnish. In addition, customers could be encouraged to choose the more ecological vegetarian option.

5 Organization's internal communication

One of the main research questions of this thesis is to define the concept of internal environmental communication. Before defining environmental communication, it is important to get familiarized with organization's internal communication. Internal communication theory can be greatly applied to environmental communication. For example, internal communication

channels, challenges and interferences can also be discovered in environmental communication. The difference between internal environmental communication and organization's internal communication lies with the message and influence of the communication. Organization's internal communication is usually more informative and direct commands or requests for example. Internal environmental communication thrives to influence the message receiver's set of values and lifestyle.

Organization's internal interactions and flow of information are organization's internal communication. Depending on the communication medium, internal communication deals with goals, strategy, decisions or operational commands of the organization. (Pesonen 2012, 145.) Communication takes place between members and groups of the organization and it can be either official or informal. For example briefings, internal releases, trainings and orientations are forms of official communication. Coffee room conversations and passing information in the hallway are forms of informal communication. (Säteri & Hosiokoski 2008, 3.) Organizational communication consists of communication relationships, contents of the messages, practical arrangements and resources. (Kortetjärvi-Nurmi, Kuronen & Ollikainen 2008, 9.)

According to Kortetjärvi-Nurmi, Kuronen and Ollikainen internal communication has three different parts: flow of information, interaction and commitment. The flow of information's most important task is to ensure that the communicator reaches the whole staff and that the information passed on is easily available. Interaction needs to be open: open interaction influences the personnel welfare as well as the organization's success. It is important to remember that interaction works both ways, from the management to the employees and vice versa. When open interaction works, commitment is possible. Commitment means that the receiver accepts the common rules and begins to act accordingly. (Kortetjärvi-Nurmi, Kuronen & Ollikainen 2008, 106–107.)

Communication thrives to influence the message receiver. The effect takes place when a change is caused in the receiver. The change can be related to the opinions, knowledge or set of values of the receiver. When the desired change happens in the receiver, it is called successful communication. (Åberg 1994, 41.)

Communication message

Messages of internal communication vary according to industries, offices, units and people. Communication is therefore attached to personal and cultural aspects of the organization. This means every sent message is interpreted individually while reflecting on past events and previous communication of the subject. One message may therefore create multiple different interpretations depending on the receivers. This is why a common understanding on organizational matters is not always reached. (Keyton 2011, 12-13.) When this is observed from the point of view of an organization that has not previously had any environmental program in use, the news about becoming a Green Office member might be interpreted as a marketing gimmick or a passing campaign. It is important to make the fact clear that JAMK University of Applied Sciences is really committed to implementing Green Office EMS to their operations, which is meant to be continued- as well as spread to other campuses in the future.

5.1 Channels

Communication channel refers to a well-established connection between the communicators. Internal communication channels convey messages that inform the members of the organization of the organizational goals, duties, actions and problems. (Kungsbacka 2003, 10.) The best channel for internal communication is chosen according to priority, content and target group. For many, personal conversation and interaction is the best and most valued method of communication. Face to face occurring conversation is open and

offers the best framework for both parties to understand the message fully. (Kortetjärvi-Nurmi, Kuronen & Ollikainen 2008, 109.)

Communication channels can be categorized in many different ways: direct or conveyed, near- or long distance, face to face, printed or electronic and diverse or one-sided channels. (Kungsbacka 2003, 11). The way a message is distributed does not directly correlate to how efficient the communication is. The importance of communication is subjective depending on the relationship between the sender and the receiver in relation to the message content.

When the thesis target groups' roles are viewed as students and personnel in the case of the IT-Dynamo campus, it can be assumed that environmental communication is not a very high priority for them. Part of this thesis is to clarify what kind of channels would attract our target groups as well as shed light on the attitudes that the facility users have towards environmental friendly values.

Organization's internal communication is not always simple. Communication is often exposed to different challenges and interference that might distort or even interrupt the message from the receiver completely.

Internal communication interference

According to professor Wiio, a communicational interference can be a blockage, noise, disappearance or distortion. A blockage is an interference that prevents the message from being delivered completely. The interference is external and it can be caused by network crash or sending an e-mail to a wrong address. Noise is also an external interference; bad radio signal or weak quality of a copy. (Åberg 2009, 91.)

Disappearance and distortion are internal interferences. In a case of disappearance part of the message disappears due to the recipients' sensory disruption, for example bad vision or hearing. Distortion is caused by interruption error. The recipient interprets the message in a different way that

the sender has intended. Values, attitudes and needs of the sender and receiver can influence on distortion. (Mt.)

Internal communication challenges

There are many things that can influence on the communicational challenges, for example the organization's size. In a large organization, one internal communication challenge can simply be the distance between different offices: there is far less face to face communication and the employees must rely mostly on the internet for communication. (Säteri & Hosiokoski 2008, 5.) When the flow of information is phlegmatic, it creates information vacuums. Information vacuum refers to a situation where the employees are aware that something has happened, yet there is no official information available. This often leads to grapevine type activities. Grapevine can easily distort the information, when it travels from people to people. (Åberg 2006, 111.)

The employees' lack of commitment and willingness to influence organization's well-being and success can be seen as a challenge. The ambiguity of internal communication can also be a challenge. Within internal communication, it is important to remember who the target audience is and shape the communicational channels and content accordingly. (Säteri & Hosiokoski 2008, 5.) Functional environmental communication aims to have the employees commit to common environmental values. Commitment to the values is highly important in order for JAMK University of Applied Sciences to minimize its carbon footprint. Everyones input matters.

Changes in the organizational culture and the new forms of communication that come with them are also a mentionable challenge. For example when passing forward the position of a supervisor, the methods of communication might change from using the intranet to more e-mail oriented. (Puro 2004, 103–104.) It is the supervisor's responsibility to tailor information to a form that the employees understand and pass on the views of the employees forward when the information is received. (Åberg 2006, 112). The speed of internal communication suffers if the prevailing practices change and suddenly

feel unclear to the employees. However, internal communicational challenges related to organizational culture can be defeated through thorough orientation and informing of new practices in situations where the presence of the whole staff is made sure. (Puro 2004, 103–104.)

5.2 Internal Environmental Communication

Functional internal environmental communication is a part of the normal flow of information directed at the employees. An intranet or internal network can be used as an efficient tool for internal environmental communication. Materials that are directed at external stakeholders can also be shaped to be used with internal environmental communication targeted at the employees as well. These sorts of materials can be investments, development projects and personnel training for example. (Pohjola 2003, 201.)

In addition, the measurement results of environmental issues need to come up within internal communication, so that the personnel can be aware of the responsible development within the company. The measurement results can be introduced during orientation for example. Orientation is also an important part of internal environmental communication, because without it, the green practices might be forgotten. Orientation also commits the new employees to working according to the common rules. For example, organizing a meeting regarding environmental issues a few times per year reminds the personnel of the importance of environmental issues. (Pohjola 2003, 201–202.)

Values and attitudes

Environmental communication thrives to influence an organization's employees' values and attitudes. According to Åberg's definition, values are permanent beliefs of goals and behavioral models that thrive for improvement. It requires hard work to change an employee's values and the process is very slow. If the personnel does not have the motivation to improve environmental issues at the work place or at home, the message of environmental

communication has not fully reached the employees. (Åberg 1994, 43–44.)

On the other hand, attitudes are closely related to feelings. They are ways for people to react to things around them. Attitudes can vary from extremely negative to extremely positive ones. They are always present in the decision making process. (Åberg 1994, 44–45.) How can attitudes be changed? People can try new attitudes introduced by their social environment or even suggested by them. An individual without any interest towards environmental issues might gain interest after seeing examples set by others and seeing their enthusiasm towards environmental protection. (Clark A. 1999, 45.)

Environmental communication is simply communication about environmental issues. Environmental communication is simultaneously an action as well as a phenomenon that studies itself. Environmental communication as action manifests itself for example as an advertisement on a billboard, as a debate on Facebook, as an article in the Time magazine or even as a TV-broadcast. It is debate, or conversation regarding environmental issues and problems as well as our human relationship towards the environment around us. As a science that studies itself, environmental communication is a complex synthesis of communicational theory and environmental theory that studies the role of communication, techniques and influence on environmental aspects. (IECA 2010).

Attitude of environmental communication

It is important to review the attitude in communication when the subject deals with ethically right or wrong –questions. The subject was under discussion with the thesis client already in the planning phase and we reached an understanding that the attitude of the communication should not be in any way blaming or guilt inducing. The communication needs to be informative and open for everyone, but not compulsory for anyone. The purpose is to get people excited by themselves about environmental aspects and create permanent behavioral models for them.

Before all, the communication needs to take into account the biggest target group of the IT-Dynamo campus, the students. In order to do that, the communication needs to be humorous, concise and clear and at the same time visible. The target group is hoped to receive the message during their actions, for example a guide in the elevator, a reminder next to water faucet, a tip on a light switch or a recommendation on the lunch menu.

5.3 Corporate social responsibility

Corporate social responsibility means the social and environmental related goals that have been added voluntarily in the business plan of the organization. Corporate social responsibility is voluntary and it is not required of organizations by legislation. Corporate social responsibility entails respecting business and human rights, organizational transparency through reporting and socially responsible procurements. (Yritysten yhteiskuntavastuu EU:ssa 2014). Corporate social responsibility can be viewed as the conscious of the organization. Corporate social responsibility is not about marketing, pleasing customers or gaining popularity. It is about the will to work according to the values set together within the organization; the will to do the right thing.

The results of being a socially responsible organization might be visible outside, but the organization differs from others on the inside. Responsibility or irresponsibility begins with the personnel of the organization. An organization can make responsible decisions and the marketing can advertise these guidelines to stakeholders, however the true responsibility is on the personnel (Mäkelä 2011). This is why successful internal communication is one prerequisite for a responsible organization. The benefits that an organization gains from responsible behavior are merely a positive side product.

5.4 Importance of environmental communication for organizations

Many individuals might consider that their personal choices do not matter in regards of global warming for example. Big changes require the input of multiple people, which is why even individual choices matter. For example, in Finland the consumption rate is three times larger than the world can produce per person. Motivation gained at the workplace usually suffices to make changes in personal life as well and this is when environmental responsibility will start to show domestically as well. The greatest aspects where an individual can influence come from food, travelling and living (Mitä minä voin tehdä? 2014.)

Environmental responsibility is a factor that usually shows to external stakeholders for example in the form of procurement and public responsibility reports. Organization's external stakeholders become aware of the company's responsibility. Green values are important for many consumers nowadays, which is why ecological visibility in environmental practices as well as in marketing are key advantages.

5.5 Internal communication plan

Internal communication plan does not differ from organization's regular communication plan – the most important thing when implementing a internal communication plan is to constantly keep in mind the things that the organization wants to communicate and the most efficient communicational channels. Environmental communication thrives to change the attitudes of the receivers and at best, their whole world view.

Internal communication plan entails the schedule of the communication, communicators and their messages, the receivers and the channels that best suit for the task. Once the plan is in use, the functionality needs to be

evaluated throughout the whole organization. This is to ensure the practicality of the plan and notice areas where development is still required. (Developing a plan for communication, 2014.) Communication plan that is visual and easy to read offers the best possibility for the receivers to analyze the plan and if needed – improve the plan. In addition to the traditional elements of communication plan, the JAMK University of Applied Sciences' internal environmental communication plan has development ideas included, that the communication wishes to influence on.

Four steps when making of communication plan

Benz mentions four most important steps that are needed in the making of environmental communication plan. The first step is setting goals and indicators. For example three goals can be set for each year in the plan. Indicators are there to measure the organization's success in its goals. (Benz 2013.) By following Green Office guidelines, JAMK University of Applied Sciences has set numerical indicators as well as different goals that are hoped to be achieved through the environmental program.

The second step is getting to know the message receivers. Who is it that the message goes to and what is the best channel to reach the target audience? What kind of communication style attracts the receivers? The third step is the timing and preparation. For example in the case of JAMK University of Applied Sciences, it is important to leave room for planning and implementation of different methods of communication in the environmental communication plan. In addition, the arrival of new students in the fall semester is a very important time in the environmental communication plan schedule.

The last step in the making of is to review and make possible changes to the final plan. Has the goals been met and could there be more of them? It is important to know how to look at the communication plan critically, in order to get the most benefit out of it. (Mt.) JAMK University of Applied Sciences' environmental communication plan has been made to be valid for one year.

After the first year, the plan will be observed and necessary changes will be made according to current needs.

Internal communication plan for the IT-Dynamo campus

The internal communication plan for JAMK University of Applied Sciences' IT-Dynamo campus is made in electronic format. The electronic format was chosen to be the best option to implement the plan, because a paper version of the plan would have wasted paper and therefore neglected the Green Office criteria and one of the core goals as well as JAMK's goals within the environmental program.

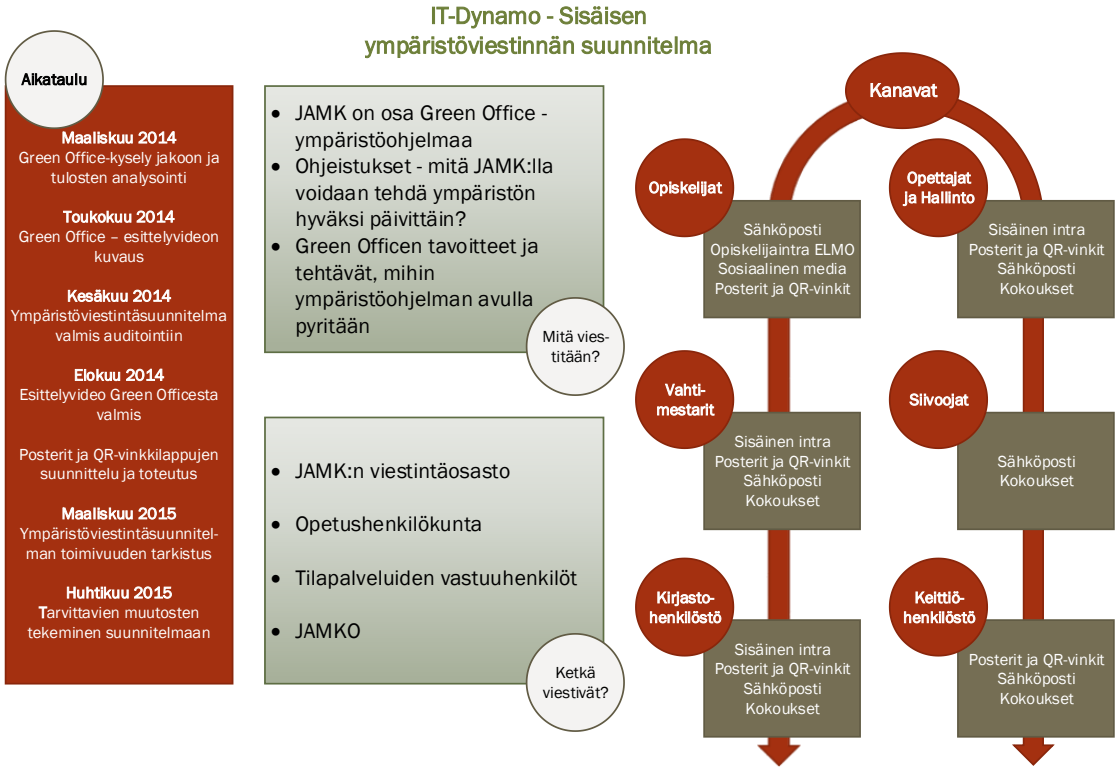

Figure 5: Internal communication plan for the IT-Dynamo campus

Benefit for JAMK University of Applied Sciences

An environmental communication plan is always beneficial for the organization. It clarifies the organization's status of public relations and communication on a yearly scale and entails everything relative in terms of

communication. JAMK University of Applied Sciences receives hundreds of new students every year. The environmental communication plan helps to implement environmental communication on schedule and systematically.

An environmental communication plan also demands concrete deeds from the organization to improve its environmental issues. An organization's carbon emissions diminish when the environmental issues are paid attention to in the work culture. Communication supports the visibility of environmental issues in the daily operations. On the IT-Dynamo campus, environmental communication will be visible for instance in the form of different types of posters and practical tips. Once internal communication is visible, external stakeholders will pay attention to it as well. Their attention is very valuable, because emphasizing an organization's environmental aspects is highly important to many consumers.

JAMK University of Applied Sciences has not previously had a plan for communicating their environmental aspects. The personnel have been able to channel their environmental knowledge in their personal lives, but have not necessarily known how to bring that knowledge to the working environment. Through the internal communication plan, it is easy to find the best channels for communication as well as the right message regarding environmental issues. The environmental communication plan is used to promote the employees' and students' environmental knowledge on the IT-Dynamo campus. The communication channels were chosen by the personnel and the students themselves when they voted them to be the most efficient. The voting was made possible by a study conducted along with this thesis.

6 The research

The thesis focuses on how to create a functional internal environmental communication plan for JAMK University of Applied Sciences.
The study was conducted through a structured questionnaire as well as observation. Both study methods were found to be important and useful regarding the goals of the thesis. The students are a very important part of the internal communication plan. The authors are both students at the IT-Dynamo campus and are interested in environmental aspects. It was easy for them to identify themselves with the role of students and observe environmental issues on the IT-Dynamo campus. Through their observation, the idea was to clarify where the IT-Dynamo campus stands in terms of ecology and what kinds of improvements could be made.

With the help of the structured questionnaire, the idea was to clarify the interest and attitudes of the students as well as the personnel of the IT-Dynamo campus lies in terms of the Green Office -EMS. The study clarified the general attitudes towards environmental management systems- and programs as well as the best channels for environmental communication. It also explored the environmental responsibility of the participants in their personal lives. The personal responsibility influenced on the environmental communication plan and the messaging methods that were chosen. It was important to know how ecologically responsible people the environmental communication plan tries to reach. The number of respondents to the questionnaire was 144.

6.1 Methods

The research methods were both qualitative and quantitative. When different research methods are combined, it is known as triangulation. The triangulation used in this thesis is better known as method triangulation. (Menetelmäopetuksen tietovaranto 2014). The use of triangulation is based on

the fact that study results would not have been sufficient enough if there would have only been a single study method. The study required two different views for the results to be broad enough and therefore usable in the making of the environmental communication plan. The main source of results has been the qualitative research method. A quantitative research method was included in order to broaden the research results. Observation was seen as the most important study method, because the authors exploited their own expertise. Qualitative research was included to open questions related to communication channels and students and personnel of the IT-Dynamo campus. Through observation the authors were able to point out concrete deficiencies in the environmental aspects on the campus.

Observation

The observation period took place during January of 2014 within the IT-Dynamo campus facilities by the authors during multiple different days. During the observation the authors made notes of the IT-Dynamo campus' environment and the goal was to take into account even the smallest environmental issues. The observation did not follow any specific structure, because the goal was to gain as much- and as wide range of foreknowledge as possible. Observation without structure takes benefit from phenomenon theory where presumptions are made beforehand about what should happen in the phenomenon. The required accuracy and goals are always to be set for observation research beforehand. (Menetelmäopetuksen tietovaranto 2014). The main goal of observation in the IT-Dynamo campus –case was to take note of every aspect that could be put to use in the internal environmental communication plan. The observation needed to be as accurate as possible, because even the smallest issues mattered. In addition, the head of Green Office –team was happy with the results of the observation.

Structured questionnaire form

The second research method was quantitative, which means that the information came from multiple subjects. Quantitative research method makes it possible to acquire numerical and statistical results of the phenomenon.

(Jyväskylän yliopiston Koppa 2014). The purpose of the quantitative research was to acquire statistical results of the students' and the employees' environmental knowledge, interest towards environmental issues and information about what kind of environmental communication channels would be most functional. Quantitative research method was chosen on the side of qualitative method because comparing statistics was experienced as a much more effortless method to accumulate, for example, the most popular communicational channels and the opinions of the participants. Structured questionnaire was posted as a web-link on the intranet, where it reached both the students as well as the employees of the IT-Dynamo campus. In addition the questionnaire was sent to the employees of facility services through e-mail.

6.2 Results

Observation

Through observation it became clear that the IT-Dynamo campus has taken ecology into account from many perspectives; however there were still plenty room for improvement. Recycling possibilities for students are nearly non-existent – in the common areas, only dry waste trash cans are available. Recycling for the employees is much easier. Their break rooms offer recycling possibilities for bio waste, glass, metal, cardboard and dry waste. In addition, common- and office paper bins are available in offices and copy rooms. It is not possible to recycle bottles and cans in the campus. Currently students are disposing them through dry waste bins. Recycling bins for bottles and cans could be placed next to the vending machines as well as the cafeteria. They could be emptied few times per week by the cleaning staff for example.
The sanitary facilities are missing automatic faucets, which would be more hygienic as well as ecologic. The computers are on constantly and therefore use electricity all the time. The students print out material constantly one-sided, even though the possibility for two sided printing is an option.

The observation also revealed that lights are often left on in empty classrooms and they are turned off only by the janitor. In addition to teachers, students should be encouraged to turn off the lights from classrooms if they are the last ones to leave.

The campus restaurant has instructions for bio- and dry waste recycling only in Finnish. The campus has international students from all around the world, which is why the instructions should be in English as well. The restaurant does not have separate encouragements to choose the vegetarian option, which would be a much more ecological option than food with meat regarding carbon emissions. Take away –coffee cup made from cardboard is priced 20cents higher than a regular ceramic coffee cup. This is a nice effort to encourage customers to choose ceramic cup and therefore reduce the accumulation of trash.

Questionnaire

The questionnaire form had different claims that the participants answered on a five step scale from completely agree to completely disagree. The questionnaire had 104 participants of which 44 were students, 18 teachers and 42 other personnel. The IT-Dynamo campus currently employs 92 people and roughly 1400 students attend courses in the IT-Dynamo campus. Because of the small amount of participants, the results cannot be generalized. However, some of the results were used in the making of the internal environmental communication plan – for example, the communication channels had some clear favorites that were included in the plan. To clarify the answers, the percentages have been rounded to the nearest whole number.

The first question asked the participants of their role in the IT-Dynamo campus.

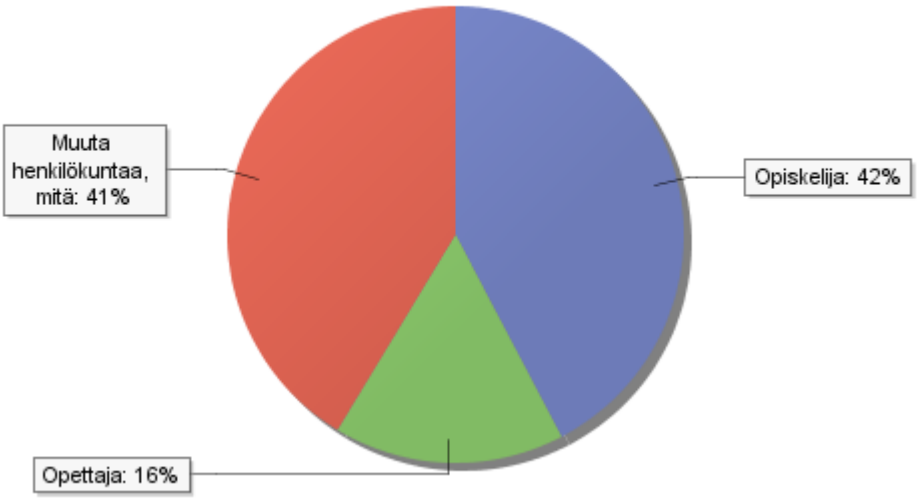

Table 1: Question 1. I am…

If the participants did not fall under the category of teachers or students, they had an open question where they could specify their title.

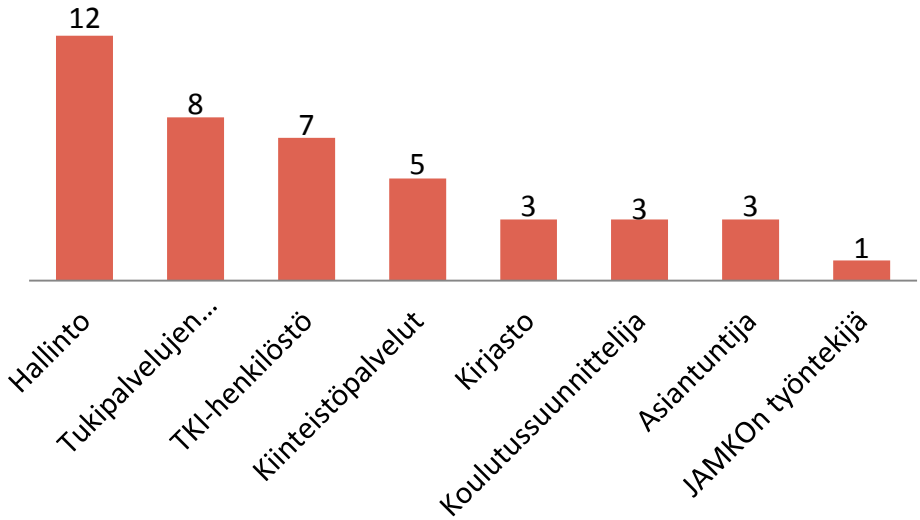

Table 2: Question 1, Other personnel, what – distribution

The second question asked the participants of their attention towards environmental issues in their daily lives (Figure 8). 58 % answered that they somewhat agree with the claim that they pay attention to environmental issues

in their daily lives. 35 % answered that they completely agree and therefore pay attention to environmental issues in their daily life. 6 % answered that they somewhat disagree. Not a single participant answered that they leave environmental issues completely out of their daily lives – from this we can deduct that environmental issues are at least somewhat of an interest to everyone that participated in the test. The answer distribution influences what kind of environmental communication message is efficient. When the receivers are aware of environmental aspects in their personal lives, they will most likely commit to environmental advice with a more open mind. In addition, the tips that are provided in work- or school life can be taken advantage of in personal life as well. This might increase the interest towards receiving Green Office –tips.

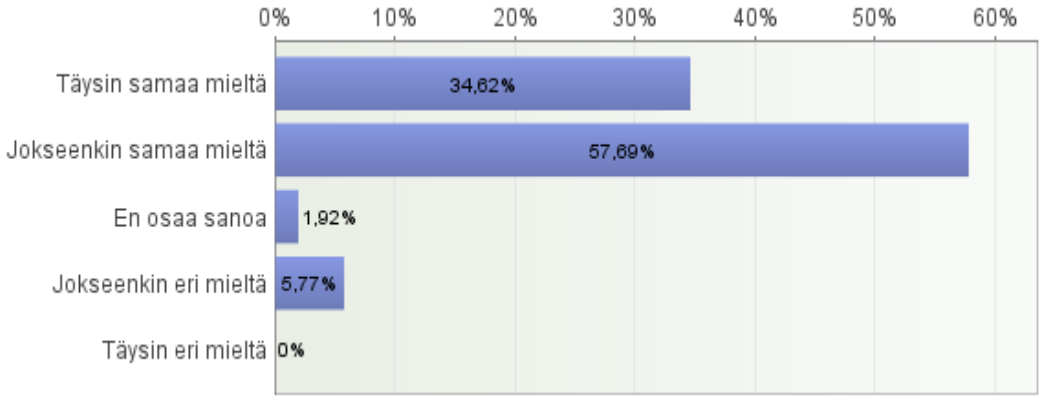

Table 3: Question 2. I pay attention to environmental aspects in my daily life.

The third question asks the participants of their beliefs towards environmental management systems (Figure 9). 57 % answered that they somewhat agree with the claim, 25 % answered that they totally agree and 8 % answered that they somewhat disagree. Based on these answers there seems to be some doubt among the participants towards the functionality of the EMS. Some of these sceptics could be convinced if they saw an organizational responsibility report. The report entails what kind of ecological changes have been achieved through using an EMS in a clear statistical format. JAMK University of Applied Sciences should report on the achieved goals through Green Office on their

website in addition to releasing a responsibility report. Different kinds of responsibility reports are important to modern day consumers, because people wish to know more about the impact and results organizations have, before they purchase a product or service.

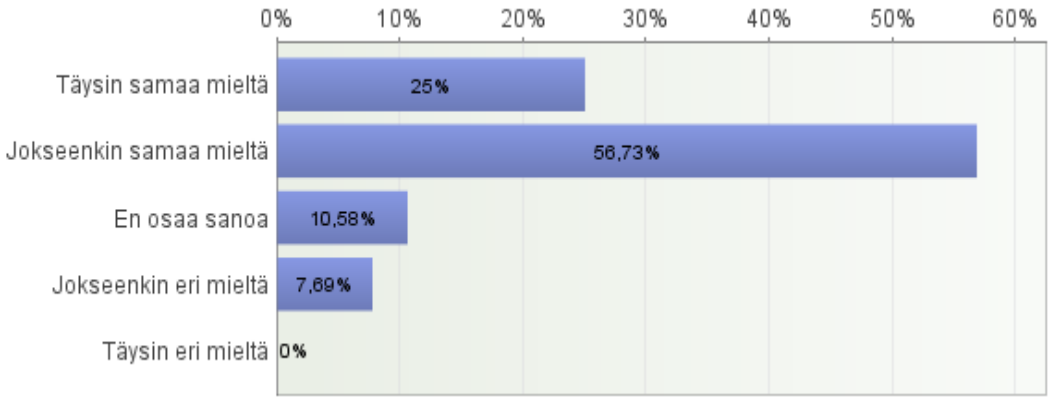

Table 4: Question 3. I believe that Environmental Management Systems (Green Office, EMAS, Ekokompassi etc.) influence the organization's environmental behavior

The fourth question asked the participants which channels they would prefer to receive information regarding environmental issues (Figure 10). A majority of the people (61 %) wanted to be informed through the website of JAMK University of Applied Sciences. The personnel intranet received a vote from 53 % of the participants and the student intranet got a vote from 48 %. Practical tips received a vote from 46 % of participants, social media from 41 %, E-mail from 32 % and posters from 22 %. Lectures and JAMK blogs both received a vote from 16 % of the participants, other printed media (for example environmental guide) received a vote from 15 % and the study guide got a vote from 7 % of the respondents. Only four percent voted for the "Other" –option and suggested personnel- or student events, campaigns and information tips, personnel info point, peer pressure and guerrilla marketing. Only one percent of the participants did not want to be informed at all.

A majority of the participants wishes to be informed electronically. Electronic newsletters are modern and simultaneously more ecological than paper

alternatives, which create additional paper waste. Practical tips, printed media and posters are the only communication channels that require the use of paper. According to the results, a printed version of the environmental guide was abandoned. Practical tips will be seen on the IT-Dynamo campus for example next to recycling points, on the sanitary facilities as well as next to the light switches in the classrooms.

The internal communication plan- and guide will be visible on the personnel intranet. Green Office achievements will be posted on the website of JAMK University of Applied Sciences, in order for external stakeholders to find out about the results as well.

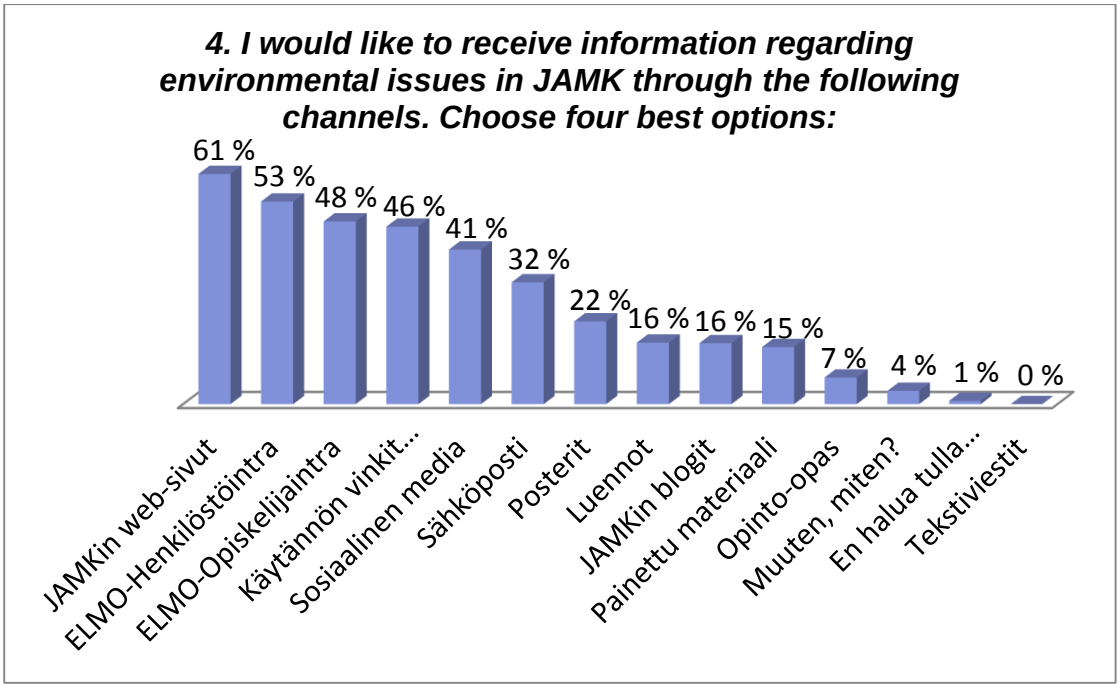

Table 5: Question 4. I would like to receive information regarding environmental issues in JAMK through the following channels. Choose four best options:

The fifth question asked the participants would they be interested to know about the results that JAMK has made through Green Office (Figure 11). 50 % of the participants are very interested in what kind of results JAMK University of Applied Sciences has achieved through the Green Office. 39 % of the

participants are somewhat interested. 7 % of participants answered to somewhat disagree with the claim, and 1 % of the participants are not interested in the results. From the perspective of the Green Office –project, it is important to notice how many people are really interested in knowing results about the achieved through the EMS. A total of 89 % of the participants would be happy to receive information about the results. This motivates JAMK University of Applied Sciences to inform about their results and therefore to put a little more effort on the environmental issues on the IT-Dynamo campus. Better results will increase the credibility of the organization.

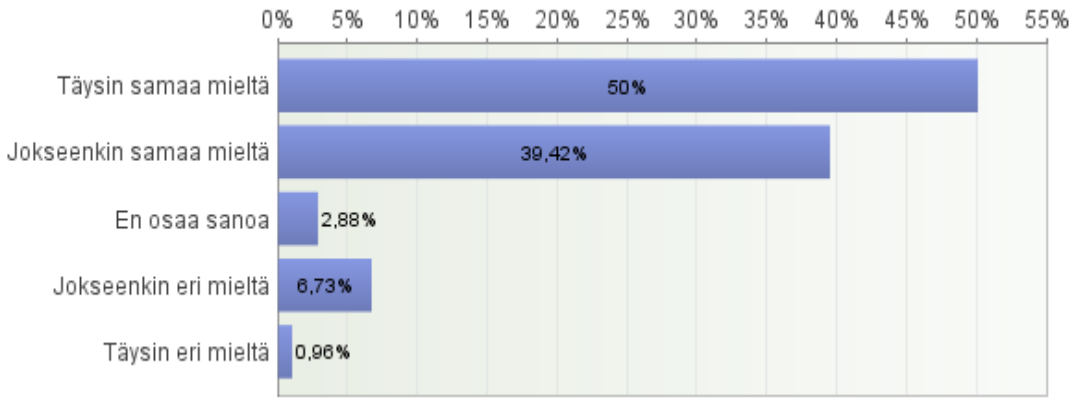

Table 6: Question 5. ***In the future, I would be interested to know what kind of results has been achieved through Green Office in JAMK.***

The sixth question aimed to clarify the attitudes of the participants towards following the Green Office guidelines in the future (Figure 12). 53 % of the participants answered that they completely agree with the claim. 37 % of the participants answered that they somewhat agree and 3 % somewhat disagree. These percentages are positive – only a small percent of the participants is not very keen on following the guidelines. Therefore environmental communication does not necessarily have to be persuasive or pressuring within the campus facilities. Students and employees that have a positive attitude receive environmental tips gladly and therefore the communication can be humoristic.

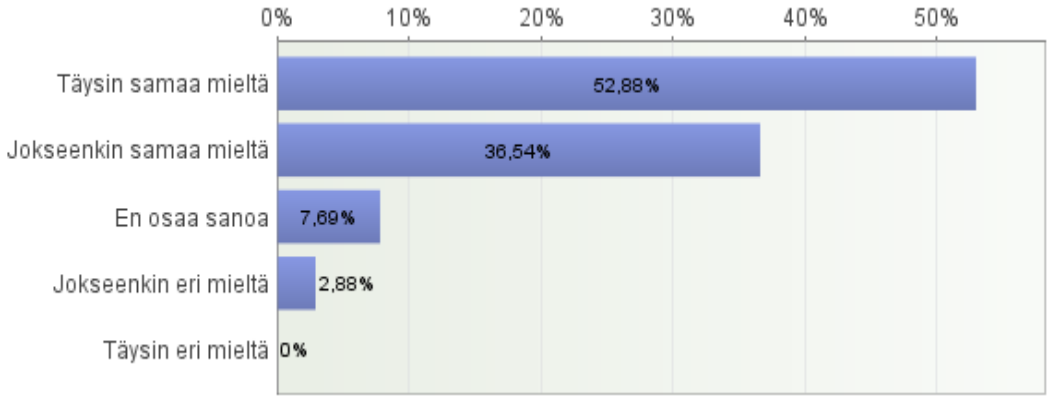

Table 7: Question 6. In the future, I would be interested to know what kind of results has been achieved through Green Office in JAMK.

The seventh question asked the participants how they perceived an organization after they have been granted with an environmental license (Figure 13). 42 % of the participants agreed completely that by achieving an environmental license changes their view of the organization positively. 39 % somewhat agreed, 4 % somewhat disagreed. Only 1 % of the participants totally disagreed with the claim. Environmental license does not necessarily assure consumers of the true responsibility of the organization. Some of the participants probably feel that achieving an environmental license does not influence their view of the organization in either direction. Consumers also require proof of the fact, that the organization actually takes environmental aspects into account in their daily operations.

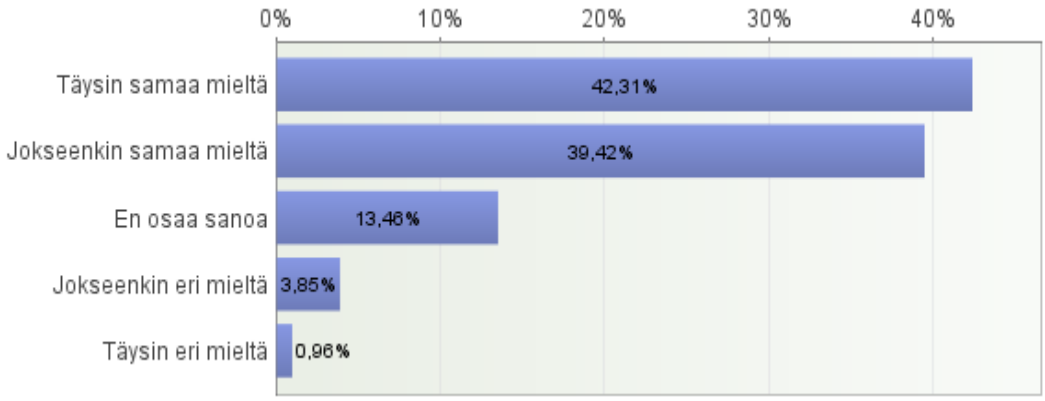

Table 8: Question 7. My perspective of an organization changes positively if it achieves an environmental license.

6.3 Improvement sites and ideas for communication

Improvement sites

The areas that required development regarding environmental issues were made clear through observation.

- **Bottle- and can return point for the campus.** Soft drinks are in great favor among students. Once the bottle is empty, it usually ends up in the dry waste bin, because there are no bottle return points in the campus. Soft drinks are available from the Dynamo restaurant as well as from a vending machine on the second floor. Bottle return point could be placed next to the vending machine and in the facilities of the restaurant for example.
- **Better recycling possibilities for students.** Recycling possibilities for office paper and regular paper, cardboard, bio waste, metal and glass should be found at least from the main lobby area on the first floor. Bio waste bins should be found from each floor, as well as paper recycling bins. Bio waste is generated quite a lot by students who bring their own lunch to school. Paper waste is generated constantly from lecture materials that students usually print out. On the side of each recycling bin, there should be clear instructions about recycling in Finnish as well as in English.
- **Default settings in printers.** At this moment, the printers of the IT-Dynamo campus have been set to print one-sided by default. This setting is easy to change to two-sided printing. A lot of paper can be saved when materials are printed on both sides of the paper.
- **Power saving software for computers.** Power saving software would be an excellent choice for the IT-Dynamo campus. Nearly every computer that has been in the use of students is left on for the night. With the power saving software, the savings in electricity could be significant.

- **Online magazines to replace printed media.** The IT-Dynamo library is a subscriber to multiple different professional magazines. Some of them are delivered on weekly basis. These professional magazines could be replaced with online versions of the magazine so that the amount of paper waste could be minimized.
- **Automatic faucets to replace the traditional ones.** Nearly every sanitary facility in the IT-Dynamo campus is equipped with a traditional faucet. An automatic faucet would help with the regulation of water usage. In addition, automatic faucet would be a much more hygienic option.
- **Carpooling to work/school and to different events.** The personnel should be encouraged to try organizing carpooling. For example, if two co-workers live close to each other, they could share a ride. In addition, different events that are organized by the students or personnel should have a co-transport organized to minimize emissions and costs.
- **Promoting bicycling.** The IT-Dynamo personnel should be inspired to try out bicycling. Bicycling is ecological and great way to stay healthy. JAMK University of Applied Sciences has three bicycles available to borrow, in case the employee needs to borrow one.
- **Recommending the vegetarian option.** The IT-Dynamo campus has a restaurant within the facilities. Vegetarian option should be made a regular recommendation. In the recommendation, there could be an explanation of how much more ecological vegetarian food option is when compared to meat foods.

Ideas for environmental communication

The best channels for environmental communication were resolved through questionnaire. Opinions of the Green Office –team were included when planning the internal environmental communication channels.

- **E-mail.** E-mail can be used to inform about Green Office goals, achievements and possible upcoming changes. E-mail is fast and easy way to reach the whole target audience at the same time.
- **Student and personnel intranet.** Intranet could have its own section for Green Office entirely. The section could entail information about Green Office in general. From the same section people could find the goals and for example theme of the month. Theme of the month could be a set of rules or challenges – for example, theme for one month could be to bicycle to work for four weeks.
- **Social media.** Social media is a very popular communication channel nowadays. Social media could offer random facts about Green Office – for example, statistical information. In addition, social media could be used to organize different competitions or events.
- **Posters.** Posters could be located in the lobby- and classroom facilities. The message of the posters could be to let people know that JAMK University of Applied Sciences is a member organization of Green Office. This is a way to let external stakeholders to know that JAMK University of Applied Sciences is part of responsible activities.
- **Personnel meetings.** Goals of Green Office and the practical measures that they require could be discussed during these meetings.
- **Practical tips and QR-codes.** Practical tips and QR-codes are bound to a place or action. Small information tag can be found for example from a light switch, next to elevator buttons, at the recycling point or near the lunch line to encourage people to choose vegetarian option every now and then. The role of a QR-code in the tag is to make the receiver interested and get more information about the subject. QR-code can be read by using a QR-reader app on a smartphone. The code will then direct the user to a website with more information. The information tags are to be kept short and snappy in order for the message to be clear.

7 Discussion

The goal of this thesis was to create a functional internal environmental communication plan for the Dynamo campus of JAMK University of Applied Sciences. As one of the criteria, JAMK University of Applied Sciences is required to inform and educate its personnel about Green Office practices, which was implemented by creating an internal environmental communication plan. The plan was needed to be ready for auditing in June of 2014. The auditing is being conducted by Green Office expert. The assignment was given in December of 2013, which made the thesis schedule hectic.

Research methods

JAMK University of Applied Sciences wishes to influence the environmental behavior of the IT-Dynamo campus users with the help of the environmental communication plan. The goal is to achieve new permanent behavioral models in the users that would promote more responsible choices and deeds regarding the environment. The progression of the plan was supported with qualitative and quantitative research. Environmental aspects were observed in the IT-Dynamo campus and the users were sent a structured electronic questionnaire. The structured questionnaire was used to map out best channels for environmental communication and to clarify interest level of the employees and students towards environmental issues.

The structured questionnaire was uploaded to both student and employee intranet. The questionnaire was open during weeks 11 and 12. The questionnaire had 104 participants. The IT-Dynamo campus has roughly 1 400 students and 92 employees. Percentage of the responses was weak, which is why the results cannot be generalized. However, some of the results were considered guiding as the responses were quite unanimous and therefore made use of in the making of the internal environmental communication plan. The observation was considered to be a more important research method that enabled the evaluation of environmental issues within the IT-Dynamo campus. Green Office guidelines and the environmental goals

set by JAMK University of Applied Sciences were used as a support when the observation was conducted. The observation was implemented in the IT-Dynamo campus during two separate days in January of 2014. When analyzing the observation results, it should be considered that the observation was conducted by the authors who were still students at the time, and did not possess any specific environmental training. However, the observation was supported by the authors' personal interest towards environmental aspects and sustainable development courses that were a great part of the authors' degree programs.

Results

The questionnaire participants were mostly excited to learn more about environmental aspects and JAMK University of Applied Sciences taking part in Green Office was a topic of interest for them. Electronic communication channels were most popular among the options available in the questionnaire. There was some skepticism noticeable towards environmental licenses. It probably can be explained by the limited amount of knowledge among the participants.

Through observation it became clear that the IT-Dynamo campus' ecology was fragmented. For example, there are recycling possibilities for every waste type, but only in the employee break rooms. Recycling options for students are very limited. Automatic lighting is only used in sanitary facilities and on the hallways – classrooms still operate on traditional lighting switches. Two-sided printing is possible on all printers, but it is not set as a default setting. Neither the employees nor the students have been encouraged to print on both sides, even though the possibility is available. In addition, computers are always left on, even though shutting them down would be very easy and quick thing to do that would save energy immensely. The computers are left on most likely because old habits.

Results of the study were used in the creation of the internal environmental communication plan for JAMK University of Applied Sciences, which will be an

official part of the Green Office EMS. The plan has been created to be valid for one year after which it will be updated if needed. The plan will be applied on other JAMK University of Applied Sciences campuses. The results of the questionnaire as well as the observation are bound to the IT-Dynamo campus, which is why they cannot be directly used for other campuses in environmental communication.

Challenges

Internal environmental communication was one of the most important theory portions in this thesis. Acquiring theoretical information was experienced challenging, because environmental communication is a relatively new concept with very little amount of literature available. External environmental communication however, is more common most likely due to the direct benefits it offers to organizations like popularity among consumers. Internal communication theory has been utilized when researching the internal environmental communication, which has been applied from environmental communication perspective.

Future research possibilities

The functionality and possible development points can be studied in the future. In addition, this thesis has solely focused on internal environmental communication – external environmental communication is also a relevant part of a functional application of Green Office, which is why it would be worthwhile to study it as well.

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Attachments

Attachment 1. Questionnaire in Finnish

jamk.fi

Green Office -kysely

Kyselyn tarkoituksena on kartoittaa IT-Dynamo-kampuksen käyttäjien suhtautumista Green Office -ympäristöohjelmaa kohtaan. Green Office on WWF:n lanseeraama toimistojen ympäristöohjelma, jonka tarkoitus on pienentää organisaation hiilijalanjälkeä. Hiilijalanjälkeä voidaan pienentää esimeriksi vähentämällä paperinkulutusta, kierrättämällä oikein, minimoimalla sähkönkulutusta ja suosimalla ekologisia tuotteita hankinnoissa.

Green Officen käyttöönottoa on jo alettu valmistella IT-Dynamolla ja kyselyyn vastaamalla voit vaikuttaa ympäristöviestinnän toteutukseen työ-/kouluympäristössäsi.

Vastaajien kesken arvotaan keväinen täytekakku!

Lisätietoa Green Office -ympäristöohjelmasta löydät alla olevasta linkistä:
http://wwf.fi/yritykset/greenoffice/mika-green-office/

1. Olen *

- Opiskelija
- Opettaja
- Muuta henkilökuntaa, mitä

2. Kiinnitän huomiota ympäristöasioihin arjessani. *

Esimerkiksi kierrättäminen, vedenkulutuksen seuraaminen, sähkön säästäminen ja ekologiset hankinnat ovat osa arkeani.

- Täysin samaa mieltä
- Jokseenkin samaa mieltä
- En osaa sanoa
- Jokseenkin eri mieltä
- Täysin eri mieltä

3. Uskon ympäristöohjelmien (Green Office, EMAS, Ekokompassi yms.) vaikuttavan organisaation ympäristökäyttäytymiseen. *

- Täysin samaa mieltä
- Jokseenkin samaa mieltä
- En osaa sanoa
- Jokseenkin eri mieltä
- Täysin eri mieltä

Part 1/3

4. Haluaisin, että JAMKia koskevista ympäristöasioista tiedotteisiin seuraavien kanavien kautta. Valitse neljä parasta vaihtoehtoa: *

- ☐ Sosiaalinen media
- ☐ Sähköposti
- ☐ Tekstiviesti
- ☐ Posterit
- ☐ Luennot
- ☐ ELMO-Henkilöstöintra
- ☐ ELMO-Opiskelijaintra
- ☐ JAMKin web-sivut
- ☐ Opinto-opas
- ☐ Painettu materiaali
- ☐ JAMKin blogit
- ☐ Käytännön vinkit tekemisen yhteydessä
- ☐ Muuten, miten?
- ☐ En halua tulla tiedotetuksi ympäristöasioista

5. Minua kiinnostaisi tulevaisuudessa tietää, millaisia tuloksia Green Office -ohjelman myötä on saatu aikaan JAMK:ssa. *

- ○ Täysin samaa mieltä
- ○ Jokseenkin samaa mieltä
- ○ En osaa sanoa
- ○ Jokseenkin eri mieltä
- ○ Täysin eri mieltä

6. Olisin innokas noudattamaan Green Officen vinkkejä koulu-/työympäristössäni. *

- ○ Täysin samaa mieltä
- ○ Jokseenkin samaa mieltä
- ○ En osaa sanoa
- ○ Jokseenkin eri mieltä
- ○ Täysin eri mieltä

Attachment 1: Part 2/3

7. Ympäristölisenssin saavuttaminen muuttaa näkemystäni organisaatiosta positiivisesti. *

- ○ Täysin samaa mieltä
- ○ Jokseenkin samaa mieltä
- ○ En osaa sanoa
- ○ Jokseenkin eri mieltä
- ○ Täysin eri mieltä

8. Täytä yhteystietosi alla olevaan kenttään, mikäli haluat osallistua täytekakun arvontaan.

Voittajalle ilmoitetaan henkilökohtaisesti viikon 13 aikana. Henkilötietoja ei käytetä mihinkään muuhun kuin arvonnan suorittamiseen.

Nimi

Matkapuhelin

Sähköposti

Lähetä

Attachment 1: Part 3/3

Attachment 2. Questionnaire in English

jamk.fi

Green Office -survey

The purpose of this query is to study the attitudes of Dynamo-campus users towards Green Office EMS (Environmental Management System). The Green Office EMS is created by WWF and it is specifically designed for office environment. The purpose of the system is to minimize the organisations carbon footprint through different tasks within the organisation, ie. reducing paper usage, recycling properly and minimizing the use of electricity.

The implementation of Green Office has already begun in Dynamo-campus and through this questionnaire, you can influence in the way environmental issues are communicated throughout the school.

You also have a chance to win a cake by leaving your contact information in the bottom of the questionnaire!

For more information about WWF or Green Office, please visit:
http://wwf.fi/en/our-earth/green-office/

1. I am a *

- Student
- Teacher
- Other personnel, what

2. I pay attention to environmental issues in my daily life *

For example recycling, following your water- and electricity usage, making ecological purchases etc.

- I disagree
- I somewhat disagree
- I Neither agree nor disagree
- I somewhat agree
- I agree

3. I believe that Environmental Management Systems (Green Office, EMAS, Ekokompassi etc.) influence the organisation's environmental behaviour. *

- I disagree
- I somewhat disagree
- I Neither agree nor disagree
- I somewhat agree
- I agree

Attachment 2: Part 1/3

4. I would like to receive information regarding environmental issues in JAMK through the following channels. Choose four best options: *

- ☐ Social media
- ☐ E-mail
- ☐ SMS
- ☐ Posters
- ☐ Lectures
- ☐ ELMO-personnel intranet
- ☐ ELMO-student intranet
- ☐ JAMK website
- ☐ Study guide
- ☐ Other printed media
- ☐ JAMK blogs
- ☐ Practical tips throughout the campus
- ☐ Some other way, how?
- ☐ I wouldn't want to receive any information regarding environmental issues in JAMK

5. In the future, I would be interested to know what kind of results has been achieved through Green Office in JAMK. *

- ○ I disagree
- ○ I somewhat disagree
- ○ I Neither agree nor disagree
- ○ I somewhat agree
- ○ I agree

6. I would be enthusiastic about following the Green Office guidelines in Dynamo campus. *

- ○ I disagree
- ○ I somewhat disagree
- ○ I Neither agree nor disagree
- ○ I somewhat agree
- ○ I agree

Attachment 2: Part 2/3

7. My perspective of an organisation changes positively if it achieves an environmental licence. *

- ○ I disagree
- ○ I somewhat disagree
- ○ I Neither agree nor disagree
- ○ I somewhat agree
- ○ I agree

8. Fill in the following information if you wish to have a chance to win a cake!

The winner will be informed personally during week 13. Your information will not be used for anything else.

Name

Phone

E-mail

Lähetä

Attachment 2: Part 3/3

Attachment 3. Environmental communication plan 2014-2015

Mitä on ympäristöviestintä?

Ympäristöviestintä tarkoittaa tapaa, jolla organisaatio luo, jakaa ja perehdyttää ympäristöaiheista sanomaa sidosryhmiensä kanssa. Kun kyse on sisäisestä viestinnästä, viestintä tapahtuu organisaatioon kuuluvien yksilöiden ja yksiköiden välillä. Viestintä voi olla esimerkiksi ohjeistusta siitä, millaisilla teoilla organisaatio pystyy parantamaan nykyistä toimintamalliaan hiilijalanjäljen osalta. Ympäristöviestinnän pohjimmainen päämäärä on kuitenkin aina minimoida – parhaassa tapauksessa parantaa vaikutusta luonnon hyvinvointiin. Ympäristöviestinnällä pyritään vaikuttamaan viestin vastaanottajan arvomaailmaan.

Mikä on Green Office ja mitä siihen kuuluminen tarkoittaa?

WWF Suomi lanseerasi oman Green Office -ympäristöohjelmansa vuonna 2002. Ympäristöohjelman tavoitteena on vähentää toimitilojen kasvihuonepäästöjä sekä pienentää yrityksen ekologista jalanjälkeä. Ohjelmaan kuuluminen edellyttää organisaatiota määrittämään indikaattorit, asettamaan niille numeraaliset tavoitteet ja noudattamaan näitä tavoitteita, jotka WWF on hyväksynyt.

WWF Suomen ympäristöohjelmassa on mukana tällä hetkellä 184 organisaatiota ja 532 toimistoa.

GREEN OFFICE
A WWF INITIATIVE TO REDUCE ECOLOGICAL FOOTPRINT
WWF

Green Office -logo

Attachment 3: Part 1/10

Mitä opas sisältää?

Opas sisältää käytännön vinkkejä siitä, miten Dynamo-kampuksen eri käyttäjät voivat pienillä teoilla vaikuttaa sekä omaansa että kiinteistön ekologiseen jalanjälkeen. Ohjeistus on laadittu yhteistyössä kiinteistön henkilökunnan kanssa ottaen huomioon kiinteistön nykyisen infrastruktuurin. Lisäksi oppaassa on noudatettu Green Officen ohjeistuksia. Oppaasta löytyy myös alustava viestinnän aikataulu sekä parhaimmat viestintäkanavat jokaiselle viestinnän kohderyhmälle.

Kehityskohteita

- **Pullonpalautuspiste** Virvoitusjuomat ovat suuressa suosiossa opiskelijoiden kesken. Kun juoma on juotu, laitetaan tölkki tai pullo yleensä kuivajätteen sekaan, sillä pullonpalautuspistettä ei löydy kampukselta. Virvoitusjuomia on saatavilla Ravintola Dynamosta sekä 2. kerroksessa sijaitsevasta juoma-automaatista. Pullonpalautuspiste voisi löytyä esimerkiksi juoma-automaatin vierestä sekä Ravintola-Dynamon tiloista.
- **Paremmat kierrätysmahdollisuudet opiskelijoille.** Alakerran aulatilasta tulisi löytyä ainakin biojäteastiat, metalli – ja lasinkeräyspiste sekä astiat kartongille ja toimistokeräys – ja keräyspaperille. Biojäteastiat tulisi löytyä jokaisesta kerroksesta, samoin paperinkierrätyspisteet. Biojätettä syntyy runsaasti opiskelijoiden omista eväistä. Paperijätettä syntyy paljon taas esimerkiksi luentomateriaaleista. Jokaisen kierrätysastian kyljestä tulisi olla selkeä ohje lajittelusta niin suomeksi kuin englanniksikin.
- **Oletusasetus tulostimissa.** Tällä hetkellä IT-Dynamo-kampuksen tulostimien oletusasetus on yksipuolinen tulostus. Tämä asetus on helppo muuttaa kaksipuoliseksi tulostukseksi. Paperia säästyy runsaasti, kun aineisto tulostuu kaksipuolisesti.
- **Virrankulutuksen säästöohjelma tietokoneille.** Virrankulutusta säätelevä ohjelmisto toimisi loistavasti IT-Dynamo-kampuksella. Lähes kaikki opiskelijoiden käytössä olevat tietokoneet jäävät auki yön ajaksi. Säästöohjelman avulla kampuksen sähkönkulutus pienenisi valtavasti.
- **Verkkolehdet paperisten tilalle.** IT-Dynamon kirjastoon tulee ammattilehtiä viikoittain. Nämä ammattilehdet voitaisiin korvata verkkolehdillä, jotta paperijätteen määrä saataisiin minimoitua.
- **Automaattihanat perinteisten tilalle.** Tällä hetkellä melkein jokaisessa saniteetittilassa IT-Dynamo-kampuksella on perinteinen hana. Automaattihana auttaisi vedenkulutuksen säännöstelyssä. Lisäksi automaattihana olisi hygieenisempi vaihtoehto.
- **Yhteiskuljetukset töihin ja tapahtumiin.** Henkilöstöä tulisi rohkaista yhteiskuljetusten järjestämiseen. Esimerkiksi työmatkat voitaisiin kulkea yhteiskuljetuksella, mikäli työtoverit asuisivat lähellä toisiaan. Lisäksi erilaisiin tapahtumiin osallistujat voisivat hyödyntää yhteiskuljetuksia esimerkiksi tilaamalla bussikuljetuksen kampuksen edestä tapahtumapaikalle.
- **Pyöräilyn suosiminen.** IT-Dynamo-kampuksen henkilöstöä tulisi innostaa pyöräilyn suosimiseen. Pyöräily on ekologista ja hyvää hyötyliikuntaa. Jos omaa pyörää ei löydy, Jyväskylän ammattikorkeakoululla on kolme vapaasti lainattavaa pyörää.
- **Kasvisruokavaihtoehdon suosittelu.** IT-Dynamon tiloista löytyy oma ravintola, jossa kasvisruokavaihtoehtoa voitaisiin suositella esimerkiksi linjastosta löytyvän mainoskyltin avulla. Kyltissä voitaisiin mainita kasvisruokavaihtoehdon ekologisuudesta ja laittaa esimerkiksi tilastotietoja kasvisruoan hiilidioksidipäästöistä verrattuna liharuoan päästöihin.

Attachment 3: Part 2/10

Opettajat

Opettajat ovat ainutlaatuisessa asemassa Dynamo-kampuksella ympäristöviestinnän suhteen. Opettajiin pätee samat pelisäännöt kuin kaikkiin muihinkin rakennuksessa asioiviin, mutta opettajat voivat asemassaan toimia eräänlaisina malliesimerkkeinä. Heidän käytöksensä yleisissä tiloissa on viestintää talon tavoista.

Moniin koulutusohjelmiin kuuluu jo entuudestaan vastuullinen johtaminen, joten Green Officeen tutustuminen modernina johtamisen työkaluna luultavasti vain edesauttaisi asian markkinointia Dynamolla.

Miten opettajat voivat vaikuttaa ympäristöasioihin?

Tulostus

- Muistiinpanot voi tehdä sähköisesti esimerkiksi tabletille, puhelimelle tai usb-tikulle. Näin paperinkulutus vähenee
- Tulostaminen kaksipuoleisena puolittaa tulostuskuorman ja suurin osa nykyajan tulostimista kykenee siihen automaattisesti
- Mustavalkoinen tulostus säästää luontoa sekä kuluja. Käytä värillistä tulostusta vain silloin, kun sille on oikeasti tarvetta
- Keskitettyjen tulostuspisteiden käyttöä tulisi suosia. Se minimoi laitteista syntyviä huolto- ja ylläpitokustannuksia ja säästää energiaa
- Muistiinpanojen tulostamista opiskelijoille tulisi välttää. Opiskelutyylit vaihtelevat oppilaskohtaisesti ja monilla paperit menevät luennon jälkeen suoraan roskiin. Tarjoa luentomateriaali opiskelijoille sähköisessä muodossa
- Keräyspaperin ja toimistokeräyspaperin ero on tehtävä selväksi. Toimistokeräyspaperin jälkikäsittely on luontoa säästävämpi, joten mitä enemmän sitä saadaan lajiteltua, sitä parempi

Sähkö

- Työpisteiden tietokoneet tulisi sammuttaa yöksi. Tietokoneiden päivittäminen ei vaadi tietokoneen päällä pitämistä öisin
- Valojen turhaa käyttöä tulisi välttää. Luonnonvalo kirkastaa huoneen aurinkoisella säällä
- Energiansäästön näkökulmasta valojen sammuttaminen kannattaa aina, vaikka tilasta poistuisikin vain hetkeksi. Tämä koskee kaikkia valaisimia eli myös loistoputkivalaisimia ja energiansäästölamppuja
- Työpisteiden sähkölaitteiden käyttöä tulisi seurata. Esimerkiksi puhelimen laturi kuluttaa virtaa ollessaan kiinni virtapistokkeessa, vaikka se ei lataisi puhelinta
- Jos työpisteellä on käytössä henkilökohtainen tulostin, tulee se sammuttaa päivän päätteeksi. Tulostimet kuluttavat energiaa valmiustilassakin

Ruokailu

- Dynamon ruokala tai omat eväät ovat paras vaihtoehto ympäristön kannalta; valmisruuat tuottavat paljon jätettä ja päästöjä. Omat eväät voi syödä suoraan eväsrasiasta, jotta ylimääräisen jätteen tai tiskin synty saadaan minimoitua
- Kertakäyttöastioiden käytöstä tulisi pyrkiä luopumaan kokonaan. Jos tilanne kuitenkin vaatii kertakäyttöastioiden käytön, biohajoavia vaihtoehtoja on tarjolla
- Henkilökohtainen kahvikuppi taukotilassa vähentää turhia hankintoja ja tiskauskertoja

Kierrätys

- Keräyslasi-, metalli- sekä biojäteastiat löytyvät taukokeittiöistä
- Biohajoavat astiat kuormittavat luontoa yhtä paljon kuin tavalliset kertakäyttövälineet, jos ne kierrätetään väärin. Esimerkiksi take away-kuppien kannet ovat muovia, eivät biojätettä
- Virvoitusjuomapullot ja –tölkit tulee viedä toisen kerroksen pullonpalautuspisteeseen, ei roskakoriin

Attachment 3: Part 3/10

Hallinnon työntekijät

Hallinnon työntekijät ovat tyypillisiä toimistotyöntekijöitä, joiden työpiste eikä työaika juurikaan vaihdu päivittäisellä tasolla. Tämä mahdollistaa sen, että työpisteen tehokkuutta voidaan hioa viimeiseen asti ja muokata uusista ideoista helposti rutiineja. Esimerkiksi kimppakyytien järjestäminen työkavereiden kesken olisi tälle kohderyhmälle todennäköisesti mahdollista.

Toimistoympäristössä liikkuu paljon myyttejä siitä, mitä kannattaa tai ei kannata tehdä sähkön säästämiseksi. Kannattaako valot sammuttaa, vaikka poistun vain pikaiselle lounaalle? Saakohan tietokoneen sammuttaa yöksi vai asennetaanko silloin päivityksiä? Riittääkö se, että pidän tulostinta valmiustilassa vai tulisiko se sammuttaa kokonaan? Toimistomyyteissä täytyy huomioida se, että ne ovat joskus voineet pitää paikkaansa. Kehitys on kuitenkin tullut pitkälle toimistokalustossa ekologisen ajattelun myötä, eikä vanhat ajatusmallit ja energiansäästövinkit pidä enää välttämättä paikkaansa.

Miten hallinnon työntekijät voivat vaikuttaa ympäristöasioihin?

Tulostus

- Muistiinpanot voi tehdä sähköisesti esimerkiksi tabletille, puhelimelle tai usb-tikulle. Näin paperinkulutus vähenee
- Tulostaminen kaksipuolisena puolittaa tulostuskuorman ja suurin osa nykyajan tulostimista kykenee siihen automaattisesti
- Mustavalkoinen tulostus säästää luontoa sekä kuluja. Käytä värillistä tulostusta vain silloin, kun sille on oikeasti tarvetta
- Keskitettyjen tulostuspisteiden käyttöä tulisi suosia. Se minimoi laitteista syntyviä ylläpitokustannuksia ja säästää energiaa
- Keräyspaperin ja toimistokeräyspaperin ero on tehtävä selväksi. Toimistokeräyspaperin jälkikäsittely on luontoa säästävämpi, joten mitä enemmän sitä saadaan lajiteltua, sitä parempi

Sähkö

- Työpisteiden tietokoneet tulisi sammuttaa yöksi. Tietokoneiden päivittäminen ei vaadi tietokoneen päällä pitämistä öisin
- Valojen turhaa käyttöä tulisi välttää. Luonnonvalo kirkastaa huoneen aurinkoisella säällä
- Energiansäästön näkökulmasta valojen sammuttaminen kannattaa aina. Tämä koskee kaikkia valaisimia eli myös loistoputkivalaisimia ja energiansäästölamppuja
- Työpisteiden sähkölaitteiden käyttöä tulisi seurata. Esimerkiksi puhelimen laturi kuluttaa virtaa, vaikka se ei lataisi puhelinta
- Jos työpisteellä on käytössä henkilökohtainen tulostin, tulee se sammuttaa päivän päätteeksi. Tulostimet kuluttavat energiaa valmiustilassakin

Ruokailu

- Dynamon ruokala tai omia eväät ovat paras vaihtoehto ympäristön kannalta; valmisruuat tuottavat paljon jätettä ja päästöjä. Omat eväätkin voi syödä suoraan eväsrasiasta
- Kertakäyttöastioiden käytöstä tulisi pyrkiä luopumaan kokonaan. Jos tilanne kuitenkin vaatii kertakäyttöastioiden käytön, biohajoavia vaihtoehtoja on tarjolla
- Henkilökohtainen kahvikuppi taukotilassa vähentää turhia hankintoja ja tiskauskertoja

Kierrätys

- Keräyslasi-, metalli- sekä biojäteastiat löytyvät taukokeittiöistä
- Biohajoavat astiat kuormittavat luontoa yhtä paljon kuin tavalliset kertakäyttövälineet, jos ne kierrätetään väärin. Esimerkiksi take away-kuppien kannet ovat muovia, eivät biojätettä
- Virvoitusjuomapullot ja –tölkit tulee viedä toisen kerroksen pullonpalautuspisteeseen, ei roskakoriin

Attachment 3: Part 4/10

Opiskelijat

Opiskelijat ovat viestinnän suurin kohderyhmä Dynamo-kampuksella, ja siksi myös merkittävin. Tämän lisäksi heidän käyttäytymisensä näkyy jokaisella kampuksen kulutuksen osa-alueella. Opiskelijoiden käyttäytymistä muokkaamalla voidaan siis saada suurimmat tulokset aikaan kiinteistön hiilijalanjälkeä pienentäessä.

Viestinnän tulee olla ennen kaikkea hauskaa, lyhyttä ja ytimekästä ja sellaista, joka saavuttaa opiskelijan tekemisen yhteydessä. Viestin luonne tulee olla vapaaehtoinen ja pyrkiä siihen, että opiskelija ajattelisi asiaa itse. Syyttävää sävyä viestinnässä tulisi välttää ja sitä, että mitä seuraa, jos opiskelija ei tahdokaan osallistua toimintaan. Viestinnän tulisi pyrkiä keskittymään siihen, mitä opiskelija voi saada aikaan vaihtoehtoisella toiminnallaan.

Miten opiskelijat voivat vaikuttaa ympäristöasioihin?

Tulostus

- Tulostaminen kaksipuolisena puolittaa tulostuskuorman ja suurin osa nykyajan tulostimista tekee sen automaattisesti ilman paperien kääntelyä
- Onko tulostaminen oikeasti joka kerta tarpeen? Esimerkiksi kurssimateriaalit löytyvät yleensä Optimasta sähköisessä muodossa ja muistiinpanotkin voi tehdä nykyään helposti sähköisesti
- Väliaikaiset muistiinpanot, kuten esimerkiksi esitelmiä varten, on hyvä tulostaa käytettyjen paperien kääntöpuolelle
- Mustavalkoinen tulostus säästää luontoa, sekä kuluja. Käytä värillistä tulostusta vain silloin, kun sille on oikeasti tarvetta

Kierrätys

- Biohajoavat astiat kuormittavat luontoa yhtä paljon kuin tavalliset kertakäyttövälineet, jos ne kierrätetään väärin. Esimerkiksi take away-kuppien kannet ovat muovia, eivät biojätettä
- Virvoitusjuomapullot ja –tölkit tulee viedä toisen kerroksen pullonpalautuspisteeseen, ei roskakoriin
- Dynamon kampuksella on helppo lajitella jätteet; esimerkiksi biojäteastiat löytyvät jokaisen kerroksen aulasta!

Ruokailu

- Kasvisvaihtoehdon valitseminen edes silloin tällöin pienentää jokaisen henkilökohtaista hiilijalanjälkeä
- Serviettejä ei kannata kasata tarjottimelle turhaan – lähes aina yksi riittää
- Ota ruokaa vain sen verran kuin syöt. Biojätekin käy läpi pitkän ja kuluttavan lajitteluprosessin ennen kuin päätyy bioenergiaksi

Muuta

- Käsien kuivaamiseen tulisi käyttää aina ensisijaisesti pyyheannostelijaa WC-tiloissa. Paperiset käsipyyhkeet ovat vessoissa siltä varalta, jos pyyheannostelijasta loppuu rulla kesken päivän

Attachment 3: Part 5/10

Siivoojat ja vahtimestarit

Siivoojat ja vahtimestarit ovat suhteessa kiinteistöön hyvin samankaltaisissa roolissa. Kumpikaan kohderyhmä ei osallistu opetukseen millään tavalla, mutta molemmat liikkuvat ympäri rakennusta laaja-alaisesti päivittäin. Tämän vuoksi nämä kaksi kohderyhmää voivat toimia eräänlaisena tarkkailevana elimenä kiinteistön ympäristöasioissa.

Siivoojat ja vahtimestarit voivat myös omissa asemissaan vaikuttaa toimintaan monella tapaa. Esimerkiksi vahtimestarit hoitavat kiinteistön sisäiset sekä ulkoiset postipalvelut, jossa on monia eri tapoja uudelleen käyttää paketointitarvikkeita. Siivoojat puolestaan pystyvät vaikuttamaan hankintoihinsa ja pyrkiä mahdollisimman ympäristöystävällisiin tuotteisiin.

Miten siivoojat ja vahtimestarit voivat vaikuttaa ympäristöasioihin?

Kierrätys

- Jos roska-astioita ja kierrätystä ei noudateta, raportoi jatkuvasta väärinkäytöstä niin ohjeistusta voidaan parantaa
- Pantilliset pullot ja tölkit roska-astioissa tulisi kerätä talteen pullonkeräyspisteelle 2. Kerroksessa esimerkiksi kerran viikossa
- Kaikista jäteastioista tulisi löytyä kierrätysohjeistus
- Jäteastioiden sijainti tulisi pysyä vakiona ja astioiden ympäristö siistinä. Jos jotakin roska-astiaa lainataan luokkatilaan toistuvasti, tulisi sinne hankkia erillinen oma astia

Sähkö

- Luokkatilojen käyttöä on hyvä tarkkailla. Jos tyhjillään olevassa luokassa on valot päällä, tulee ne sammuttaa

Hankinnat

- Hankinnoissa on hyvä huomioida ympäristöystävällisiä vaihtoehtoja

Jätekatos

- Jätekatoksen tulee ylläpitää hyvässä kunnossa. Katoksella on monia eri käyttäjiä, joten järjestys voi järkkyä helposti
- Astioiden ulkopuolille jätetyt suuret jätteet (esim. kalusteet, laatikot yms.) tulee pilkkoa pieniksi kappaleiksi jäteastioihin tai toimittaa jätelavalle
- Katoksen jäteastioille tulisi aina taata esteetön pääsy

Attachment 3: Part 6/10

Kirjaston henkilökunta

Kirjaston päästöt ovat suhteellisen pienet ottaen huomioon tilan käyttöasteen. Koko kirjaston toiminta itsessään on jo omanlaista kierrätystä. Kirjaston toiminnassa on siis hyvin vähän asioita mitä voitaisiin enää parantaa oleellisten sähkö – ja tietoteknisten asioiden lisäksi. Tästä syystä kirjaston henkilökunnan rooli voisi toimia ensisijaisesti opastavana tekijänä ympäristöasioissa.

Miten kirjaston henkilökunta voi vaikuttaa ympäristöasioihin?

Tulostus

- Kaksipuolinen tulostus voi olla vierasta monille uusille opiskelijoille. Opiskelijoiden neuvominen tässä asiassa jo hyvissä ajoin on kriittistä, ja noudatathan neuvoa myös itse.
- Kirjastosta tulisi löytyä selkeä neuvo, mikä tulostin on käytössä. Opiskelija voi menettää osan tulostuskiintiöstään ja paperijätettä syntyy turhaan, jos paperit menevät väärälle tulostimelle.

Sähkö

- Työpisteiden tietokoneet tulisi sammuttaa yöksi. Tietokoneiden päivittäminen ei vaadi tietokoneen päällä pitämistä öisin
- Valojen päällä pitoa turhaan tulisi välttää. Luonnonvalo kirkastaa huoneen aurinkoisella säällä

Ruokailu

- Dynamon ruokala tai omat eväät ovat paras vaihtoehto ympäristön kannalta; valmisruuat tuottavat jätettä ja päästöjä. Omat eväät voi syödä suoraan eväsrasiasta
- Kertakäyttöastioiden käytöstä tulisi pyrkiä luopumaan kokonaan. Jos tilanne kuitenkin vaatii kertakäyttöastioiden käytön, biohajoavia vaihtoehtoja on tarjolla
- Henkilökohtainen kahvikuppi taukotilassa vähentää turhia hankintoja ja tiskauskertoja

Ravintola Dynamon henkilöstö

Dynamo-kampuksen ruokala Ravintola Dynamo on omalla hallinnollaan toimiva yksikkö kiinteistössä. Keittiön henkilökunta ei siis suoranaisesti ole Jyväskylän ammattikorkeakoulun hallintovallan alla. Tämä ei kuitenkaan tarkoita sitä, että heidät jätettäisiin huomioimatta viestinnässä tai poissuljettaisiin Green Officen ohjeistuksesta.

Keittiöhenkilöstöä ajatellen täytyy kuitenkin muistaa, että heillä on omat tapansa hoitaa toimintaansa, joten ohjeistuksen ei millään tavalla tule olla tyrkyttävää, vaan olla luonteeltaan avointa ja vapaaehtoista. Heille voisi tulevaisuudessa jopa tarjota mahdollisuuden itse ideoida keinoja, miten he voisivat minimoida hiilijalanjälkeä omassa työympäristössään.

Miten Ravintola Dynamon henkilöstö voi vaikuttaa ympäristöasioihin?

- Jääkaapit ja pakastimet tulee tyhjentää kesän ajaksi, mikäli tähän on mahdollisuus. Jos ravintolan tiloja ei käytetä kesän aikana, kylmäkaapit vievät turhaa energiaa kesäkuukausien aikana.
- Salin lasivitriini tulee sammuttaa aina päivän päätteeksi ja siirtää sinne jääneet elintarvikkeet jääkaappiin yön ajaksi.
- JAMK-muki myyntiin! Henkilöstö voisi ostaa oman henkilökohtaisen JAMK-mukinsa ravintolasta. Näin jätteen synty minimoitaisiin. Kuppia käyttämällä voisi saada kahvista ja teestä pienen alennuksen, joka motivoisi asiakkaita käyttämään omaa kuppiaan take away-kahvikuppien sijasta.
- Kasvisruoan mainostaminen. Kasvisvaihtoehdon valitseminen muutaman kerran viikossa pienentää merkittävästi kuluttajien henkilökohtaista hiilijalanjälkeä.

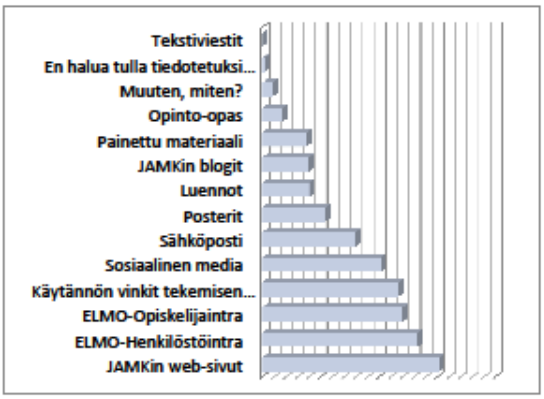
Attachment 3: Part 7/10

Viestintäkanavat

Ideoita ympäristöviestintään

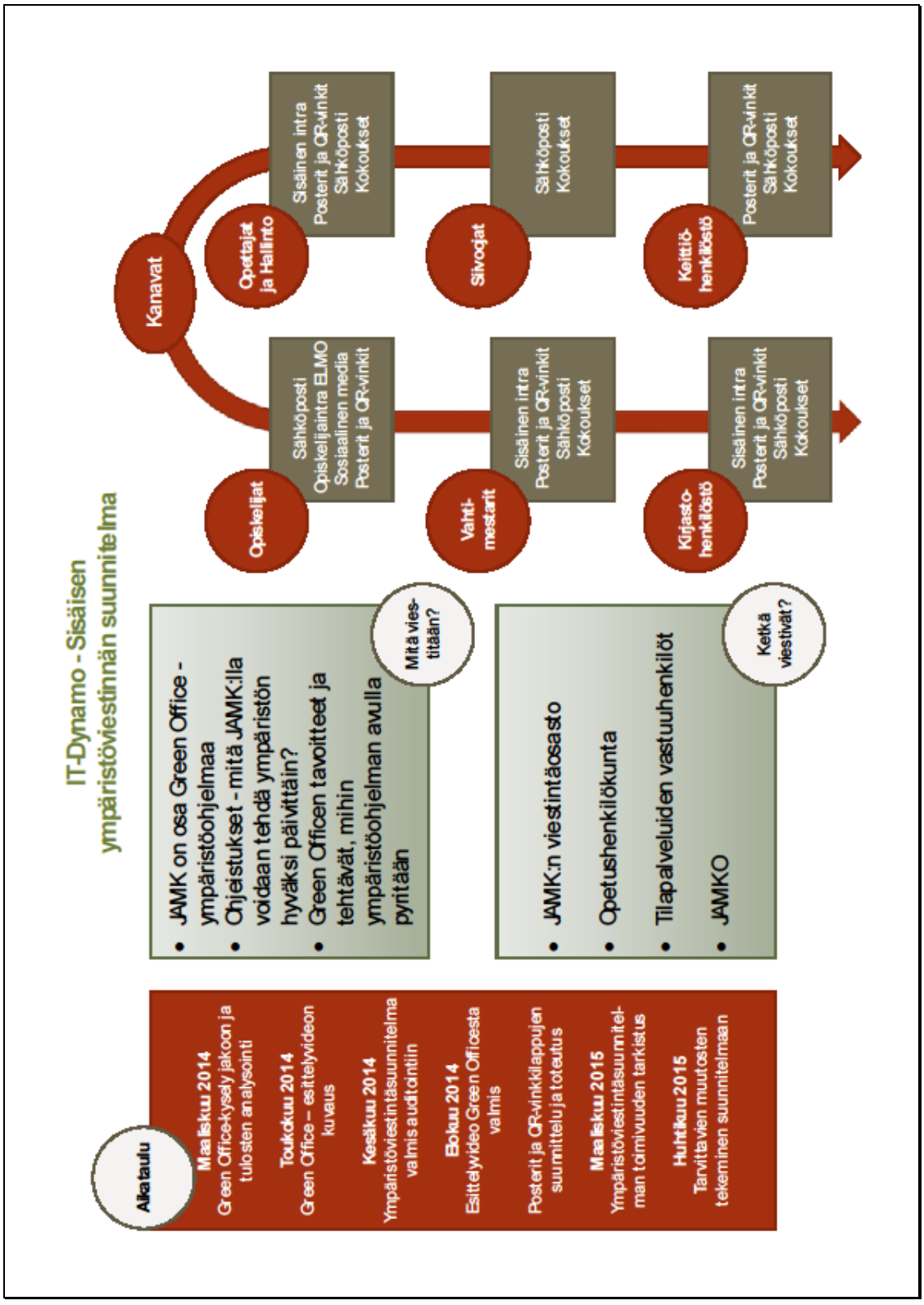
Toteutimme keväällä 2014 kyselyn, jonka avulla selvitettiin parhaat viestintäkanavat ympäristöviestintää varten. Tulosten perusteella ideoimme ja loimme tämän oppaan sekä alta löytyvät ohjeistukset viestintää varten.

Tehtävänä oli valita neljä parasta viestintäkanavaa ja vastausjakauma oli seuraavanlainen:



- **Sähköposti.** Sähköpostin avulla voidaan laittaa esimerkiksi kahden kuukauden välein tiedotuksia Green Officen tavoitteista, saavutuksista ja mahdollisista uudistuksista, joita ympäristöohjelma on tuonut mukanaan. Sähköposti on helppo ja nopea tapa tavoittaa kaikki viestin vastaanottajat samaan aikaan.
- **Opiskelijoiden ja henkilöstön intranet.** Intranetistä voi löytyä kokonaan oma kohta Green Officelle, jossa kerrotaan Green Officesta yleisesti. Samasta paikasta voisi löytyä tavoitteet ja esimerkiksi kuukauden teema. Kuukauden teema voisi pitää sisällään erilaisia ohjeistuksia – esimerkiksi yhden kuukauden teema voisi olla töihin pyöräily neljän viikon ajan.
- **Sosiaalinen media.** Sosiaalinen media on hyvin suosittu viestintäkanava nykypäivänä. Sosiaalisesta mediasta voisi löytyä erilaisia tietoiskuja liittyen Green Officeen – esimerkiksi tilastollisia tietoja. Lisäksi sosiaalisesta mediasta voisi löytyä silloin tällöin erilaisia kilpailuja Green Officen teeman mukaisesti.
- **Posterit.** Postereita voisi löytyä esimerkiksi aula – ja luokkatiloista. Posterit voisivat olla markkinoivia ja niiden tärkein sanoma olisi se, että Jyväskylän ammattikorkeakoulu on lähtenyt mukaan Green Office – hankkeeseen. Näin ulkoisetkin sidosryhmät saisivat tietää ympäristöohjelmasta.
- **Henkilöstön kokoukset.** Henkilöstön kokouksissa käydään läpi Green Officen tavoitteita ja mitä käytännön toimia tavoitteiden saavuttaminen tarvitsee.
- **Käytännön vinkit ja QR-koodit.** Käytännön vinkit ovat sidottuja paikkaan ja tekemiseen. Pieni vinkkilappu voi löytyä esimerkiksi valonkatkaisijan vierestä, hissistä, kierrätyspisteeltä tai lounasjonosta rohkaisemassa lounastajaa valitsemaan välillä kasvisvaihtoehdon. QR-koodin rooli vinkkilapussa on saada viestin vastaanottaja innostumaan aiheesta ja hankkimaan lisätietoa. QR-koodi luetaan älypuhelimen QR-koodilukijalla, ja koodin avulla päästään koodin tekijän määrittämälle internet-sivustolle. Käytännön vinkkilaput pidetään lyhyinä ja ytimekkäinä, jotta viesti menee kerralla perille.

Attachment 3: Part 8/10



Attachment 3: Part 9/10

Yhteystiedot

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Attachment 3: Part 10/10