



Helena Rauatmaa

**ORGANISATIONS' SATISFACTION WITH THE GREEN OFFICE  
ENVIRONMENTAL MANAGEMENT SYSTEM BY WWF FINLAND**

**ORGANISATIONS' SATISFACTION WITH THE GREEN OFFICE  
ENVIRONMENTAL MANAGEMENT SYSTEM BY WWF FINLAND**

Helena Rauatmaa  
Bachelor's Thesis  
Autumn 2011  
Degree Programme in International Business  
Oulu University of Applied Science

## ABSTRACT

Oulu University of Applied Sciences  
Degree Programme in International Business

---

Author: Helena Rauatmaa

Title of thesis: Organisations' satisfaction with Green Office environmental management system by WWF Finland

Supervisor: Minna Kamula

Term and year of completion: Autumn 2011

Number of pages: 60 + 14

---

The commissionaire for this Bachelor's thesis was WWF Finland who has developed an environmental management system for offices called 'Green Office'. The thesis examines the meaning of environmental management, environmental management systems and especially the Green Office System. The purpose of the thesis was to discover how satisfied the current Green Office organisations are with the system and what the most important development needs could be. The main reason behind the study was that WWF Finland is planning to introduce the system more widely in other countries outside Finland and therefore the current opinions need to be examined and the possible development needs to be evaluated.

The theoretical background covers the meaning of environmental management before introducing the concept of environmental management systems more in detail. Additionally, the Green Office system and the process of becoming an official Green Office are well examined. The theoretical foundation serves as the basis for the empirical part of the thesis which in this case is quantitative research. Furthermore, the quantitative research (an opinion survey) included a comprehensive multiple-choice questionnaire with one open question. The survey was supposed to provide the answer to the main research question 'How satisfied are the organisations with the Green Office system?' and additionally to help distinguish the most important development needs of the system. The questionnaire included questions about each part of the Green Office process and hence provided detailed information about the system.

The research results showed that that the organisations were rather satisfied with the overall implementation of the Green Office system. There were certain factors about the system that did not completely satisfy the organisations for instance the Compass tool, the quality and the amount of instructions and the making of an environmental programme. The general evaluation about the cooperation with WWF was good.

Concluding from the research results it can be stated that the organisations are quite satisfied with the Green Office system. Moreover, there are certain elements that do not completely satisfy the organisations but all in all it seems that the level of satisfaction is good. The main issues to be developed in the future are the Compass tool (with which offices can manage the environmental management system), the environmental programme model, instructions related to the Green Office process and annual reporting tool. Further study about the Green Office system could be related to the management's commitment and the benefits related to implementing the system.

---

Keywords: environmental management, environmental management system, Green Office, sustainable development

## TIIVISTELMÄ

Oulun seudun ammattikorkeakoulu  
Degree Programme in International Business

---

Tekijä: Helena Rauatmaa

Opinnäytetyön nimi: Organisations' satisfaction with Green Office environmental management system by WWF Finland

Työn ohjaaja: Minna Kamula

Työn valmistumislukukausi ja -vuosi: Syksy 2011

Sivumäärä: 60 + 14

---

Toimeksiantajana tälle opinnäytetyölle toimi WWF Suomi, joka on kehittänyt toimistoille suunnatun ympäristöjärjestelmän nimeltä 'Green Office'. Opinnäytetyö tarkastelee ympäristöjohtamista, ympäristöjärjestelmiä ja erityisesti Green Officea. Työn tarkoitus oli selvittää, kuinka tyytyväisiä tämän hetkiset Green Office -organisaatiot ovat järjestelmää, sekä mitkä ovat järjestelmän tärkeimmät kehityskohdat. WWF Suomella on tarkoitus viedä Green Office –järjestelmää laajemmin ulkomaille lähitulevaisuudessa, joten siksi olisi tärkeää kerätä tämän hetkiset mielipiteet ja löytää mahdolliset kehityskohdat ennen järjestelmän viemistä uusiin maihin. Tällä hetkellä Green Officea toteutetaan Suomen lisäksi vain muutamassa toimistossa ulkomailla.

Opinnäytetyön teoriaosuus käy tiivistetysti läpi ympäristöjohtamisen merkityksen, jonka jälkeen ympäristöjärjestelmiä tarkastellaan tarkemmin. Lisäksi, Green Office ja virallinen prosessi Green Office -toimistoksi tulemisesta käydään yksityiskohtaisesti läpi. Teoriaosuus toimi pohjana empiirisille tutkimukselle, joka tässä työssä oli tilastollinen tutkimus (mielipidekysely). Tilastollinen tutkimus koostui kattavasti monivalintakyselystä, sekä yhdestä avoimesta kysymyksestä. Kyselyn tarkoitus oli vastata opinnäytetyön päätutkimusongelmaan: 'Kuinka tyytyväisiä organisaatiot ovat Green Office ympäristöjärjestelmään?' Lisäksi tutkimuksen tarkoitus oli selvittää järjestelmän tärkeimmät kehityskohdat. Kysely sisälsi osioita jokaisesta Green Office –prosessin osa-alueesta ja täten tarjosi yksityiskohtaista tietoa toimistojen mielipiteistä järjestelmää kohtaan.

Tutkimustulokset osoittavat, että organisaatiot ovat melko tyytyväisiä Green Office –järjestelmän yleiseen toteutukseen. Muutamat tekijät eivät miellyttäneet organisaatioita yhtä paljon kuin toiset, muun muassa Green Office –järjestelmän hallintotyökalu Kompassi, ohjeiden määrä ja laatu, sekä ympäristöohjelman laatiminen. Yleisarvio yhteistyöstä WWF:n kanssa oli hyvä.

Johtopäätöksenä tutkimustuloksista voidaan sanoa, että kaiken kaikkiaan organisaatiot ovat melko tyytyväisiä Green Office järjestelmään. Tietyt osa-alueet eivät miellyttäneet organisaatioita yhtä paljon kuin toiset, mutta kaiken kaikkiaan vaikuttaa siltä, että tyytyväisyysaste on hyvä. Ensi sijaiset tulevaisuuden kehityskohteet voisivat olla Kompassi –työkalu, ympäristöohjelman laadinta järjestelmä, Green Officeen liittyvät ohjeet sekä vuosiraportointi -työkalu. Jatkotutkimus Green Office -järjestelmästä voisi liittyä esimerkiksi siihen, kuinka toimistojen johto on sitoutunut järjestelmään, sekä mitkä ovat järjestelmän toteuttamisesta saatavat hyödyt toimistolle.

---

Asiasanat: ympäristöjohtaminen, ympäristöjärjestelmät, Green Office, kestävä kehitys

## TABLE OF CONTENTS

LIST OF FIGURES AND TABLES .....	6
1 INTRODUCTION.....	7
1.1 The commissoinaire .....	7
1.2 The research process and the development task.....	8
2 ENVIRONMENTAL MANAGEMENT IN AN ORGANISATION .....	10
3 ENVIRONMENTAL MANAGEMENT SYSTEMS.....	12
3.1 Creating an environmental management system .....	13
3.2 Environmental management systems in Europe and in Finland .....	18
3.3 Practical environmental management system .....	23
3.4 Environmental operations in an office environment.....	26
3.5 Benefits of environmental management systems .....	27
4 GREEN OFFICE .....	29
4.1 Background information .....	29
4.2 The process of becoming a Green Office .....	29
5 EMPIRICAL RESEARCH .....	36
5.1 The development task.....	36
5.2 Material and methods.....	36
5.3 Research results.....	38
5.3.1 Green Office tools.....	39
5.3.2 Green Office coordinator, the team and communication with WWF .....	40
5.3.3 Environmental review, indicators, environmental programme and environmental objectives and targets.....	41
5.3.4 Internal communication, training and motivation .....	43
5.3.5 Green Office logo.....	44
5.3.6 Office inspections, annual report, continuous improvement and implementation .....	44
5.3.7 Other benefits and general evaluation about the cooperation with WWF .....	46
5.3.8 Summary of the most important development needs .....	48
6 CONCLUSIONS.....	49
7 DISCUSSION.....	54
REFERENCES.....	57
APPENDICES .....	61

## LIST OF FIGURES AND TABLES

FIGURE 1. An environmental management system process, p. 13.

FIGURE 2. ISO 14001 and the Deming Cycle, p. 20.

FIGURE 3. Practical environmental management system, p. 24.

FIGURE 4. The process of becoming a Green Office, p. 30.

FIGURE 5. The official Green Office logo, p. 34.

FIGURE 6. Argument: Implementation of the Green Office system met our expectations well, p. 46.

FIGURE 7. Organisations' general evaluation about the co-operation with WWF, p. 47.

TABLE 1. The main similarities and differences between the regulations of ISO 14001, EMAS and Green Office, p. 23.

TABLE 2. Organisations' opinions about the usage and usefulness of the Green Office tools, p. 40.

TABLE 3. Organisations' opinions about the Green Office coordinator, the team and communication with WWF, p. 41.

TABLE 4. Organisations' opinions about indicators, the environmental programme and objectives and targets, p. 42.

TABLE 5. Organisations' opinions about internal communication, training and motivation, p. 43.

TABLE 6. Organisations' opinions about the Green Office logo, p. 44.

TABLE 7. Organisations' opinions about the annual report and continuous improvement, p. 45.

TABLE 8. Organisations' opinions about other benefits of the Green Office system, p. 47.

# 1 INTRODUCTION

Nowadays, more and more organisations are willing to have a good environmental image and therefore are taking environmental issues into account in their short and long term activities. Environmental considerations have increasingly become an essential part the overall management of organisations in various fields. Some organisations have chosen to adopt an environmental management system to facilitate their environmental management practices and to improve their environmental performance. An environmental management system is a management tool that organisations can use to develop environmental programmes and to control their negative impact on the environment. Moreover, organisations can develop their own environmental management system or they can implement official standards to create an efficient environmental management system. One environmental management system is called 'Green Office', developed by WWF Finland, and it will be introduced and examined in this Bachelor's thesis.

## 1.1 The commissoinaire

The initial idea about the commissoinaire for the thesis was made by InnoMajakka project in Oulu. InnoMajakka project is financed by the European Social Fund (ESF) and the city of Oulu and the purpose of the project has been to enhance the working life co-operation of the institutions of higher education in Oulu region. InnoMajakka has helped coordinating the thesis process together with the actual commissoinaire.

The thesis was commissioned by WWF Finland which is part of the global WWF network. WWF is a conservation organisation that was founded in 1961 and therefore, in 2011, WWF celebrated its 50<sup>th</sup> anniversary. WWF was one of the first organisations to introduce the concept of environmental conservation to the public and has developed its operations ever since. Furthermore, WWF is one of the world's biggest environmental organisations and it runs approximately 1 300 projects in over 100 countries. The initials 'WWF' originally came from the words 'World Wildlife Fund' but since the activities have changed and expanded over the years the name had to be modified to reflect the scope of WWF's operations better. The new official name is 'World Wide Fund for Nature' (WWF International 2011b, date of retrieval 31.3.2011.)

WWF Finland was established in 1972 and is one of the many national offices of the global WWF network. The main emphasis of the conservation work is on the most valuable natural areas that possess exceptional biodiversity. WWF Finland is running projects both in Finland and abroad (WWF Finland 2011c, date of retrieval 31.3.2011). WWF Finland has developed an environmental management system for workplaces called 'Green Office' which has been created to help offices to increase their eco-efficiency and gain cost savings while making an effort to slow down the climate change (WWF Finland 2011b, date of retrieval 28.3.2011.) The Green Office system is one of the main topics of the thesis.

## **1.2 The research process and the development task**

This thesis examines environmental management systems and especially the Green Office environmental management system. The commissioner WWF Finland is intending to introduce the Green Office system more widely in other countries than Finland in the near future. Therefore WWF Finland is willing to discover how satisfied the current organisations are with the Green Office system. Additionally, WWF is willing to distinguish the most important development needs of the system. So far, the Green Office system is implemented mainly in Finland but also in a few other countries. In order to find the right development areas it is necessary to gather opinions, to get a picture of the current level of satisfaction and to gather development ideas from the offices adopting the Green Office system at the moment. Therefore, the main research question of the thesis is 'how satisfied are the organisations with the Green Office system?' Additionally, the research aims to discover what the most important development needs of the Green Office environmental management system.

The theoretical background of the research covers briefly the meaning of environmental management. Moreover, as the main phenomenon of the thesis is environmental management systems (EMSs) the concept will be studied more deeply. Additionally, the Green Office system is introduced and explained in detail. Furthermore, environmental issues inside an office in general are discussed. As Green Office system is a so called 'practical environmental management system' the concept needs to be covered, too.

The empirical part of the thesis consists of the result of a quantitative research and a thorough analysis of these results using certain methods of statistical analysis. A questionnaire is designed based on the theory and the instructions provided by the Head of the Green Office Programme



Helka Julkunen. The quantitative research includes a comprehensive multiple choice questionnaire with one open-ended question which is directed at offices adopting the Green Office system at the time being. A quantitative research method was chosen due to the great number of Green Offices and the need to get as many offices to answer as possible. It was decided that WWF Finland would send the questionnaire to Green Office coordinators and that way it was assured that several Green Offices would answer the questionnaire. The idea is to gain a good insight about the current level of satisfaction of the Green Offices and also to discover the most necessary and viable development needs of the Green Office environmental management system.

The research results will be helpful and important for WWF Finland since there is no previous research conducted about the opinions and functionality of the Green Office system so far. The idea is to possibly introduce the Green Office system in several other countries in the future and therefore it is logical to improve the system before that. The research process is also useful for the researcher since she finds the topic extremely interesting and challenging. In addition, the topic is very current and offers possibilities to create new knowledge and useful results.

## 2 ENVIRONMENTAL MANAGEMENT IN AN ORGANISATION

Before the main phenomenon of the thesis, 'environmental management systems', can be introduced it is relevant to explain the meaning of environmental management first. Environmental management systems are one part of environmental management so therefore it is logical to gather basic information about the development of environmental management, the meaning of the concept and the current situation of environmental management in organisations before going into details about environmental management systems.

Environmental issues got increasingly more attention among businesses in the mid-sixties and mid-seventies and consequently several publications were released during that time. In 1969, National Environmental Policy Act (NEPA) was established in the USA and United Nations Environmental Program (UNEP) was established in 1972, just to name few examples of these publications. In addition, environmental ministries were established in many countries 1970s onwards. Businesses started to realise that environmental management could offer opportunities and be beneficial for them for instance in terms of enhanced corporate image and cost reductions (Barrow 2002, 31.) Nowadays, businesses are more or less forced to consider the environmental issues because of the customer and stakeholder demands as well as the economic concerns (Friedman 2003, 8). Also Pesonen (2005, 9) notes that these days organisations put increasingly more emphasis on environmental issues due to restricted regulations and customer and stakeholder pressure.

The actual concept of environmental management emerged in the 1970s and it was widely introduced by the *World Conservation Strategy* in the early 1980s (Barrow 2002, 7). World Conservation Strategy was prepared by IUCN (International Union for Conservation of Nature and Natural Resources), UNEP (the United Nations Environment Programme) and WWF (World Wildlife Fund) in 1980 and the aim was to achieve sustainable development through living resource conservation (World Conservation Strategy 1980, I-III). In the mid 1990s, the term environmental management was introduced as part of organisations' quality management. In fact, the term 'environmental management' was earlier known mainly within industrial enterprises before it became a common concept in other types of organisations. The new general principle was that the environmental matters were to be integrated into organisations' decision making process and the overall management system (Pohjola 2003, 37.)

According to Barrow (2002, 2) significant global developments such as loss of biodiversity, pollution and urban growth in the late twentieth century affected the rise of environmental management. Today, the purpose of environmental management is increasingly to promote sustainable development. To continue, the three main focus areas are implementing, monitoring and auditing. However, it is important to notice that environmental management is a broad concept and is therefore continuously evolving and does not possess a single meaning (Barrow 2002, 3-4.)

There are different categories that can be discussed under the term 'environmental management', for instance environmental law, green business, total quality management (TQM), environmental standards and environmental management systems (Barrow 2002, 13.) In general, environmental management simply aims at integrating ecology, policy making, planning and social development. More specifically, goals related to environmental management include certain elements: an organisation should try to prevent and resolve environmental problems and establishes limitations and systems that enable environmental research, monitoring and management. Additionally, an organisation should try to identify opportunities and threats associated with its environmental issues. Also the existing resources should be maintained and improved. Finally, new technology and policies useful for the organisation and the environmental management should be recognised (Barrow 2002, 18.)

To conclude, environmental management is a wide concept that has developed over the years and nowadays it consists of various parts and therefore can be implemented in different ways in various kinds of organisations. Sustainable development is being emphasised when discussing environmental management. There are, however, more specific goals that follow the adoption of environmental management. Strategically, the environmental management should be integrated into the overall management system and decision making process of an organisation. All in all, environmental management that is carefully implemented can bring huge benefits for the organisation and also to the environment.

### 3 ENVIRONMENTAL MANAGEMENT SYSTEMS

An environmental management system (EMS) is a management tool that controls the continuous development of all environmental issues in an organisation (Sarkkinen 2006, 118). Curtin (2007, 17) defines an *issue* as something that is difficult, questionable and stimulates opposition. Therefore, an environmental issue can be for instance waste, energy consumption or pollution. An EMS forms a concrete action plan on how to achieve environmental goals and objectives defined by an organisation (Pohjola 2003, 44). Furthermore, an environmental management system develops, implements, achieves, reviews and maintains organisation's environmental policy through careful planning of activities, responsibilities, resources, practices, procedures and processes (Friedman 2003, 68). Nowadays, EMSs are being adopted in developed countries as well as in developing countries. Moreover, environmental management systems can appear in public and private sectors and they can be implemented in companies as well as in government offices. During the past decades, especially the number of companies implementing EMS standards has increased. Due to the pressure from stakeholders in the public sectors, also governments are more commonly starting to implement environmental management systems (Zutshi 2008, 525-526.)

The concept of environmental management systems preliminary emerged when the need for integrated and proactive approach to environmental matters was realised. Furthermore, the first EMS specifications were developed by the British Standards Institution in the early 1992, namely the BS 7750 standards (Specification for Environmental Management Systems). EMAS (The Eco-managements and Audit Scheme) was developed next in 1993 (Reinikainen 2010, 11) and it included supplementary requirements to BS 7750 but still had additional requirements. International ISO 14001 standards (ISO 14001 Environmental Management Systems – Specifications and Guidance for Use) were developed in 1996 (Reinikainen 2010, 11) and it was later adopted by European Committee for Standardization (CEN) as a European Standard. Additionally, national EMS standards were designed in some European countries, for instance in Ireland. More recently, in 2003, the British Standards Institution published the BS 8555 standards (Guide to the Phased Implementation of an Environmental Management System Including the Use of Environmental Performance Evaluation) which offer organisations an advice on how to build a generic EMS (IEMA 2011, date of retrieval 13.4.2011.) Today, the most used environmental management system models are EMAS and ISO 14001 standard (Sarkkinen 2006, 118). These two models will be discussed more in the chapter 3.2.

### 3.1 Creating an environmental management system

Environmental management system is a systematic framework for organisations to manage their environmental impacts and to control daily operations in an environmentally friendly manner. An EMS can be formal or informal depending on an organisation and the need of environmental improvement. Official national or international standards (e.g. ISO 14001) have been adopted by several organisation whereas some organisations prefer developing a more independent environmental management system (Brady 2005, 106.) Whether an organisation chooses to follow official standards or creates an EMS independently, there are certain steps (FIGURE 1.) that can be followed in order to build an efficient EMS.

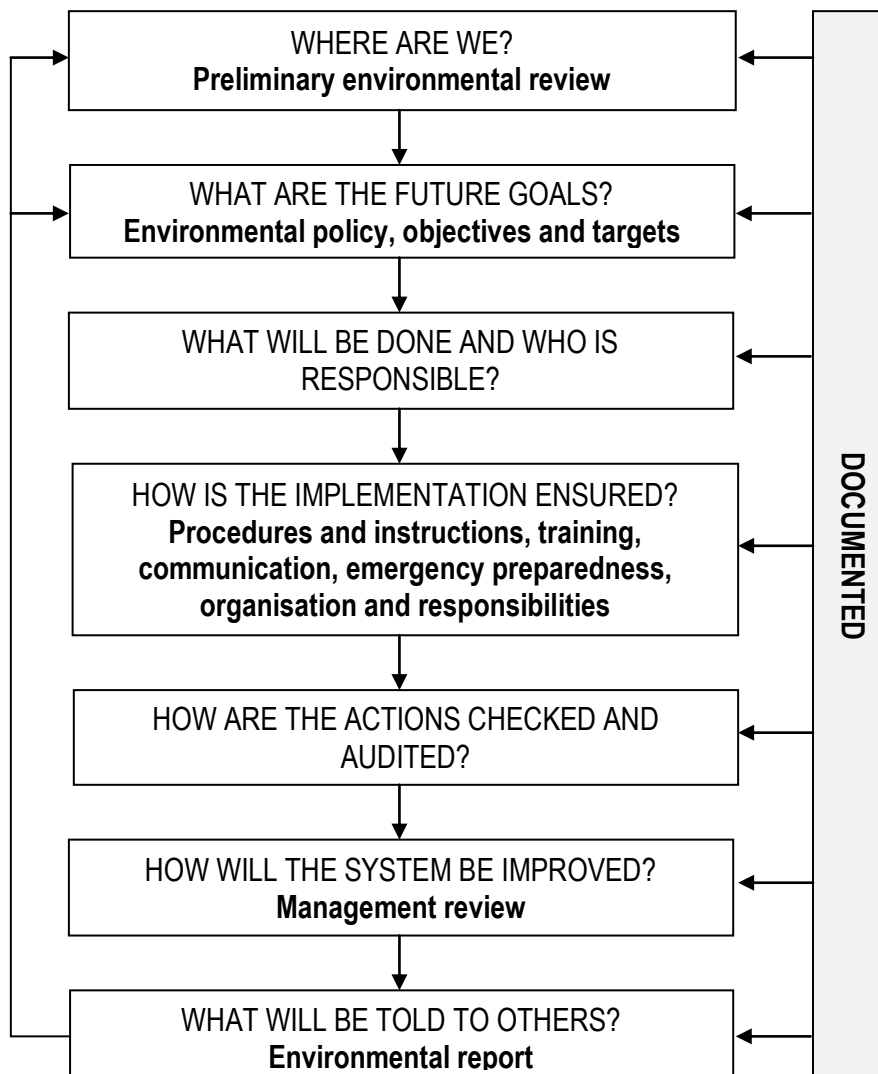


FIGURE 1. An environmental management system process (Sarkkinen 2006, 121).

The steps that can be followed when creating an EMS are next explained in detail.

### **Environmental review**

When an organisation decides to adopt an environmental management system it is advisable to conduct an *environmental review* to map the current level of environmental issues and the potential needs for improvement. An environmental review can be conducted by an external specialist or an organisation itself. A profound environmental review is a starting point for creating an effective EMS. Moreover, according to EMAS the review consists of five essential parts (Pesonen et al. 2005, 41-43.)

First of all, the review has to cover all the *legal and other requirements* that affect organisation's environmental activities (Pesonen et al. 2005, 41-42.) Environmental legislation (national and international) forms a basis for organisations' environmental performance and the minimum actions that every organisation should take. Naturally, knowing the environmental legislation and obeying it is part of a good environmental management. In addition to legislation, organisations face different permits that restrict their operations and control the emissions (Pesonen et al. 2005, 27.)

Recognising organisation's *environmental aspects* is really important since they form a basis for the actual EMS implementation process. Environmental aspects are those factors and operations in an organisation that cause negative or positive changes in the environment (Pesonen et al. 2005, 20-24.) Examples of environmental aspects are emissions to air, use of energy, waste and use of natural resources (European Committee for Standardization 2004, 29). Furthermore, organisation's environmental aspects can cause single or several *environmental impacts*. Both environmental aspects and the most significant environmental impacts should be mentioned in the environmental review. Defining environmental aspects and impacts is essential because later on when progressing in creating an EMS the environmental policy, goals and targets will be based on the most meaningful environmental aspects and impacts (Pesonen et al. 2005, 20-24.)

An environmental review should also clarify the instructions and procedures during *emergency situations and accidents* (Pesonen et al. 2005, 38). The final part of an environmental review is the consideration of the *current environmental management* procedures and actions meaning that an organisation should examine whether environmental activities have already been performed or not (Pesonen et al. 2005, 43). All the above-mentioned factors should be included to the

environmental review. After the review has been finished, an organisation can continue the process of implementing an EMS.

### **Environmental policy**

*Environmental policy* is a statement that outlines organisation's attitudes and values related to environmental issues and environmental protection. It also defines the environmental objectives that an organisation is willing to achieve through its environmental management. Furthermore, environmental objectives and targets will be defined in accordance with the environmental policy. Inside an organisation, the policy works as a main principle for all the environmental activities. (Pesonen et al. 2005, 45-46.) The top management defines the environmental policy and commits to improve the environmental performance continuously. Compliance with the environmental legislation and other requirements also needs to be mentioned in the environmental policy which usually is available for public (Brady 2005, 108.) By mentioning the commitment to improvements and the legal compliance an organisation proves that it has understood the requirements and will follow them. Pesonen (2005, 46) emphasises that the environmental policy should be unique and reflect to organisation's image adequately instead of having a similar look and contents than all the other organisations. According to Kane (2010, 36) environmental policy is an essential starting point for any EMS.

### **Environmental objectives and targets**

The *environmental objectives and targets* will be based on the environmental policy and the most significant environmental aspects and impacts. Thus, an organisation will define objectives and targets for reducing its negative impacts on the environment occurring from its environmental aspects. Environmental objectives are long-term goals that an organisation is trying to obtain whereas environmental targets are more specific and smaller goals that need to be achieved before reaching the final objectives. The attainment of environmental objectives and targets has to be constantly followed, which can be done with specific indicators (see examples of Green Office indicators on page 32.) (Pesonen et al. 2005, 49-50.) Brady (2005, 111) advises that the progress and achievements can be easily followed if the objectives and targets are specific, measurable, achievable, relevant and time related – SMART.

A university faculty for instance could have an environmental objective to reduce emissions occurring from the staff's and students' travels to the university. Environmental targets to reach this objective could then be to first discover the current ways of traveling, then to develop a model

with which the emissions can be followed and finally to reduce the consumption of fuel and emissions from the traffic (Oulu University of Applied Sciences 2011, date of retrieval 30.5.2011.)

### **Environmental programme**

In order to achieve the environmental objectives and targets an organisation should develop *environmental programmes* which are concrete action plans designed to improve the environmental performance (Brady 2005, 111). Each environmental target should have its own environmental programme that assures a successful result. An environmental programme should outline the person(s) in charge, schedules and operations needed to achieve the objectives and targets (Pesonen et al. 2005, 52.)

### **Ensuring the implementation**

As discussed above, environmental programmes require at least one *person in charge*. Moreover, all the responsibilities in an organisation as well as other *resources* such as financial resources and equipment have to be planned and allocated carefully. In addition to responsibilities concerning the environmental programmes, one person needs to be selected as a *management representative* who communicates the results to the top management and who is responsible for the functionality of the final environmental management system (Pesonen et al. 2005, 54.) Of course, all the activities related to environmental programmes have to be planned so that everyone knows his or her task and role in the EMS (Brady 2005, 111).

In order to achieve the environmental targets it is vital that the personnel is motivated and committed to the environmental actions. To ensure the motivation and adequate knowledge within the staff, different *trainings* should be arranged. Each employee might have different training need so therefore these needs should be mapped before arranging the trainings (Pesonen et al. 2005, 56.) The main idea is that through a correct training everyone in an organisation is aware of the level of organisation's environmental performance and what should one do to maintain and improve it. Someone might need general awareness training whereas others are being trained as environmental auditors. In addition to the training, environmental issues have to be communicated to every member inside the organisation. *Internal communication* increases the motivation and keeps the staff up-to-date about the environmental issues. Moreover, *external communication* informs the stakeholders (e.g. customers and subcontractors) about the progress in environmental programmes and other environmental



activities. Effective communication shows that an organisation is really committed to improve its environmental performance (Brady 2005, 111 & Pesonen et al. 2005, 58-59.)

An organisation should design procedures and working instructions on how to avoid new environmental impacts and consequently improve the environmental protection. This is called *operational control* and should appear in a written form. Procedures include general guidelines on how to operate and maintain an environmental management system while working instructions offer more specific directions on different tasks and duties related to environmental issues (Pesonen et al. 2005, 60-61.)

*Documentation* and maintaining the files about organisation's environmental management system is highly important. Documents serve as a handbook for the personnel about all the environmental issues and should not be underestimated (Pesonen 2005, 63.) Updating the documents and controlling them assures that the personnel receive correct instructions and information (Brady 2005, 112).

### **Auditing**

An important element in an effective EMS is regular auditing which tell whether an organisation is going to a right direction or not. *Internal environmental audit* examines the current state of different parts of the EMS and tries to discover the most necessary development areas. Furthermore, environmental auditing discovers whether an organisation is operating according to the environmental policy, whether the organisation is implementing environmental programmes and whether the objectives and targets have been reached. Auditing is usually done in teams and no-one is allowed to check his or her own work. Moreover, auditors can be organisation's own workers or external specialists. (Pesonen et al. 2005, 67-68.) It is advisable that those activities carrying more significant environmental impacts should be checked more often than those with fewer impacts (Brady 2005, 112).

With a help of environmental auditing organisations will easily comply with legal and other requirements on environmental issues. Choosing an external auditor ensures an objective outcome but it is more expensive than an internal audit (Shih et al. 2006, 898.) The interval between audits depends on the organisation in question and of course its impacts on the environment. Furthermore, auditing is usually done at least once a year (Amundsen 1999, 30.)

### **Management review**

Also the management should review the different steps that are included to the EMS process. Moreover, the *management review* finishes implementation period and starts a next cycle. The review covers the environmental policy, objectives, targets and observes whether they should be renewed. Top management usually carries out the assessment, possibly right after the environmental audit. Management review evinces management's commitment to environmental issues and it should be conducted regularly which in most organisations is once a year. However, ISO 14001 for instance does not provide instructions about the number of management reviews (Pesonen et al. 2005, 73-74.)

### **Environmental report**

*Environmental report* is not an essential part of every EMS. However, EMAS requires a clear and brief environmental statement which is directed at the public and stakeholders. The statement should include information about the organisation and its operations, description of the environmental policy, environmental impacts and related objectives and targets. Additionally, the statement has to clarify the elements and the level of environmental protection. An accredited verifier approves an EMAS registration and therefore the name of the environmental verifier should also be found in the statement as well as the date of verification (Pesonen et al. 2005, 82, 87-88.)

To summarise, a profound environmental management system consists of environmental review, environmental policy, environmental targets and objectives, environmental programmes, implementation, auditing, environmental review and possibly an environmental report. It depends on the EMS in question to what extent the process is taken but certain elements are found in any environmental management system.

## **3.2 Environmental management systems in Europe and in Finland**

This sub-chapter will introduce the most popular environmental management systems in Europe, which are ISO 14001 and EMAS. Additionally, the Green Office environmental management systems, mainly adopted in Finland, will be introduced shortly and then these three systems are compared. The meaning of this chapter is to provide the reader with basic information about some of the existing EMSs and to point out the main similarities and differences between these three environmental management systems.

## ISO 14001

ISO (International Organization for Standardization) is an international organisation that develops standards for different sectors and stakeholders with various needs. The ISO standards aim at providing technological, economic and societal benefits for organisations and stakeholders. In general, the purpose of the ISO standards is to assure for instance the quality, safety, efficiency and reliability of products and services. ISO has developed over 18 500 International Standards in a wide range of categories, for instance in manufacturing and distribution, information technologies and management. Most of the ISO standards are directed at a specific product, material or a process. Nevertheless, there are two standards that are applicable for any organisation regardless to its sector, size, products and services and whether it operates in business, public administration or government department. These two generic standards are ISO 9001 which provides directions on *quality management system* and ISO 14001 for *environmental management system* (ISO 2011, date of retrieval 3.4.2011.)

ISO 14000 and ISO 9000 series are related with each other namely because they have equivalent specifications related to for instance environmental policy and environmental objectives (Barrow 2006, 122 & 195). ISO 14001 Standard is based on the 'Plan-Do-Check-Act' (PDCA) cycle, also known as the 'Denning Cycle' (e.g. Brady 2005, 107) or alternatively 'Deming Cycle' (Kane 2010, 47) (FIGURE 2). The 'Planning' phase includes the establishment of objectives and processes according to the environmental policy and in the 'Do' phase the processes are implemented. The 'Check' phase consists of the final report on the results after monitoring and measuring the environmental policy, objectives, targets as well as legal and other requirements. The 'Act' phase refers to continuous improvement of the environmental management system.

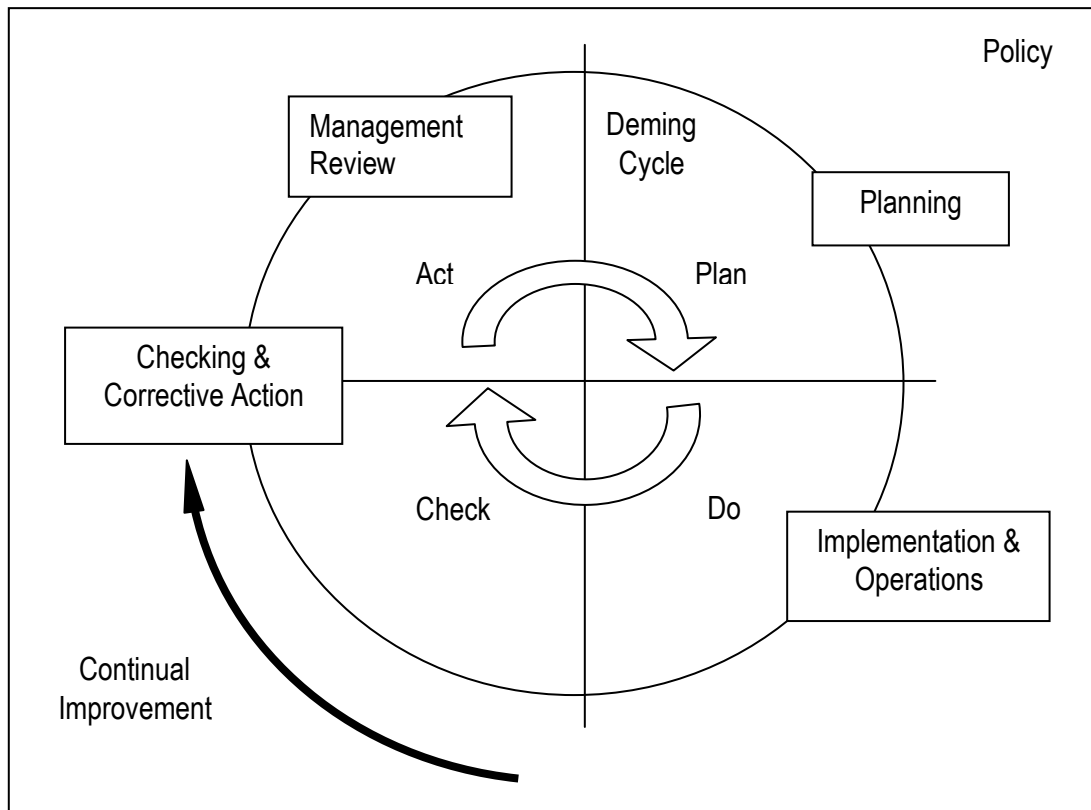


FIGURE 2. ISO 14001 and the Deming Cycle. (Kane 2010, 47).

Furthermore, ISO 14001 Standard consists of five specific steps: Environmental Policy, Planning, Implementation & Operations, Checking & Corrective Action and Management Review (European Committee for Standardization 2004, 9).

1. Environmental policy: The policy forms a basis for the environmental management system. The environmental policy should be documented and it should be available to the personnel of the organisation as well as to the public. The policy should address the commitment to legal and other requirements and continual improvement of environmental performance.
2. Planning: In the planning phase an organisation identifies the main environmental aspects and impacts, agrees on the main objectives, targets and environmental programmes and describes the legal requirements.
3. Implementation and Operations: An organisation chooses the operational control and the procedures, documents and communicates the responsibilities and roles, defines the

emergency procedures and plans the training and awareness of environmental issues inside the organisation.

4. Checking & Corrective Action: An organisation has to ensure that it is aware of the right procedures for monitoring and measuring the environmental impacts and that the corrective and preventing actions for non-conformities have been selected. An audit system should be defined as well.
5. Management review: The management conducts a review that ensures a continuing suitability and competence of the system and evaluates the effectiveness of the EMS. Finally, the necessary changes are defined by the management.

(Kane 2010, 46 & European Committee for Standardization 2004, 17)

## **EMAS**

EMAS (The EU Eco-Management and Audit Scheme) is a voluntary EMS with which the organisations can manage and improve their environmental performance. Originally, EMAS was directed at industrial sector but nowadays it can be adopted by organisations in any economic sector. Public and private organisations operating in European Union and the European Economic Area can get the EMAS registration. Nevertheless, organisations outside EU and EEA can also participate in EMAS due to the regulations in EMAS III which is the latest revision released in 2010 (European Commission 2011, date of retrieval 1.4.2011.)

EMAS was introduced in 1995 and today, after revising the system in 2001, it incorporates ISO 14001 standards. Moreover, organisations implementing EMAS have to meet the ISO 14001 standard requirements and also fulfill some additional requirements (Kane 2010, 45-46 & Brady 2005, 114). In other words, EMAS and ISO 14001 are similar to each other but EMAS is more prescriptive in nature. Additionally, EMAS has a legal status within the EU member states (European Commission 2011, date of retrieval 13.4.2011.) The most notable difference between EMAS and ISO 14001 is that EMAS requires a public environmental statement that officially proves organisation's commitment to continuous improvement (Amudsen et al. 1999, 10). Then again, according to Barrow (2006, 195) ISO 14001 is more user-friendly than EMAS.

In ISO 14001 standards organisations receive a *certification* whereas in EMAS regulations they receive a *registration* (Pesonen et al. 200, 82). In order to get the EMAS registration an organisation has to complete certain steps. These steps include environmental policy, environmental review, environmental management system, environmental audit, an environmental statement and finally after all the previous steps have been approved, the organisation will get the permission to use the EMAS logo (European Commission 2011, date of retrieval 13.4.2011.) Once again, those organisations that have created an environmental management system according to ISO 14001 standards can get the EMAS registration after they have published an environmental statement. If an organisation creates its own EMS it has to receive an accredited verification by an objective, independent and external environmental verifier before it can apply for the EMAS registration (Pesonen et al. 2005, 82-83.)

### **Green Office**

Green Office is a so called 'practical environmental management system' that attempts to motivate the office staff to work in an environmentally friendly way in their day-to-day tasks and enhance the environmental consciousness in general. Additionally, the system offers an opportunity to gain cost savings for instance in energy consumption. The Green Office system is adaptable for small and large offices in private enterprises, government offices and other organisations (WWF Finland 2011b, date of retrieval 16.4.2011.)

An EMS of an office has to fulfill certain criteria in order to pass an office inspection after which the office is permitted to use the Green Office logo externally and receives a diploma by WWF. There are several criteria that an office's environmental management system has to fulfill. First of all, an organisation has to select a Green Office team and a coordinator. Then, a practical environmental programme needs to be developed and environmental indicators are chosen. Green issues have to be considered in the waste management as well as in procurements. An office should show continuous improvement in its EMS and the personnel should be motivated and trained to environmental thinking. Objectives and the ways of monitoring these objectives should be chosen and finally annual reports should be conducted (WWF Finland 2010b, date of retrieval 28.2.2011.) The Green Office system will be discussed further in the chapter 4.

### **Comparison**

The Green Office system is based on the general principles of ISO 14001 and EMAS even though Green Office is a so called 'practical EMS'. The idea is that organisations adopting the

Green Office system can later on apply for the ISO 14001 certification if they wish. EMAS includes the ISO 14001 standards and therefore they are interrelated (Reinikainen 2010, 11). Hence, all three environmental management systems have several characteristics similar with each other. However, some differences do exist. A comparison table (TABLE 1.) was prepared by the researcher to present this similarities and differences.

TABLE 1. The main similarities and differences between the regulations of ISO 14001, EMAS and Green Office.

Requirement	Environmental system		
	ISO 14001	EMAS	Green Office
Official environmental review	NO	YES *	NO
Public environmental policy	YES	YES	NO
Objectives and targets defined	YES	YES	YES
Environmental programme(s)	YES	YES	YES
Public environmental statement	NO	YES	NO
Regular auditing	YES	YES	YES
Management review	YES	YES	YES
Continuous improvement	YES	YES	YES

(Pesonen et al. 2005 & WWF Finland 2011b) \*No, if ISO 14001 has already been implemented.

### 3.3 Practical environmental management system

The term 'practical environmental management system' is used in this thesis to describe the Green Office environmental management system. The Finnish term for the above mentioned term is 'kevennetty ympäristöjärjestelmä' and directly translated it would be 'lightened environmental management system'. The researcher prefers using the initial word 'practical' since it describes

the concept well. There are other terms that could describe the same concept, for instance 'light environmental management system' and 'simplified environmental management system'.

Practical environmental management system (FIGURE 3.) is an operational framework for managing environmental issues and which includes the most essential parts of ISO 14001 standards or EMAS regulations. The main idea is that the system is easy to implement but that it can be transformed to comply with a certified and broader environmental management system (e.g. ISO 14001 or EMAS). Practical EMSs can be adopted by any organisation and there are different ways to build a practical EMS. Furthermore, similar elements of a broad EMS can be found in a practical EMS (Sarkkinen 2006, 122.) An example of a practical environmental management system is the Green Office system that was mentioned in the previous chapter and will be explained thoroughly in chapter 4.

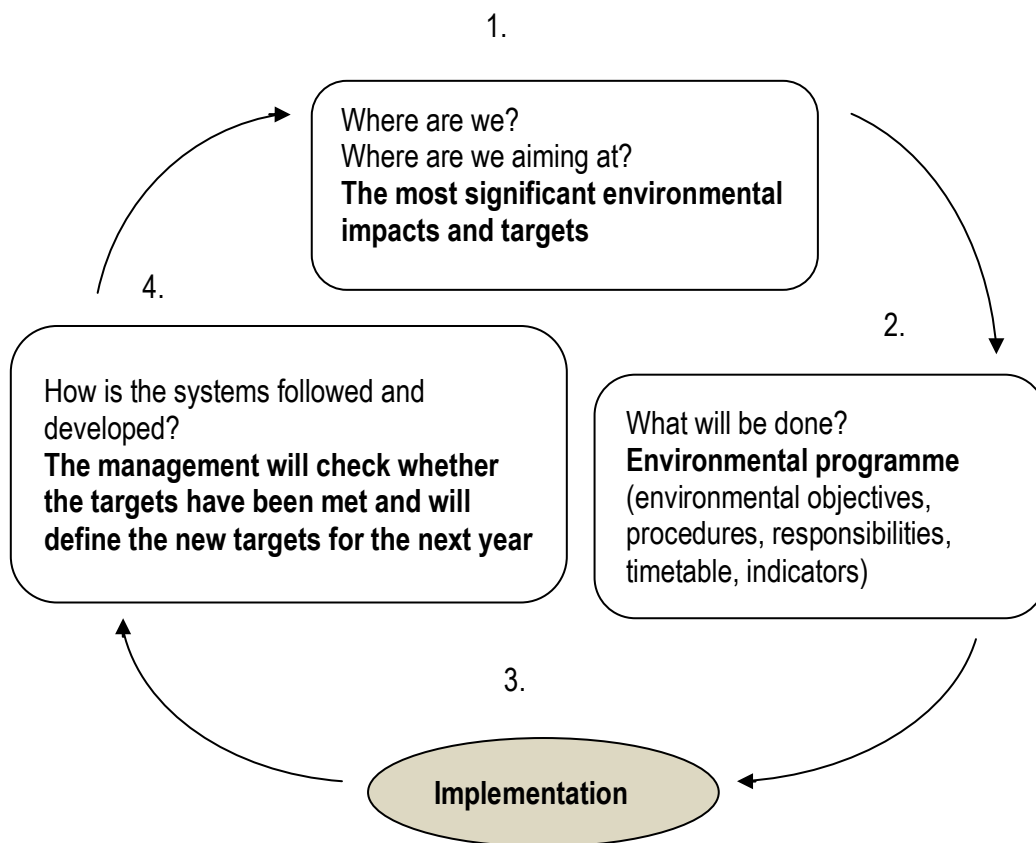


FIGURE 3. *Practical environmental management system process (Sarkkinen 2006, 123).*

Practical environmental management systems are many times directed at small and medium sized enterprises (SMEs) since they do not have the same amount of resources than larger enterprises. In addition to Green Office, an example of a practical EMS is EcoStart that has been



created in Finland to serve needs of SMEs to continuously improve their environmental performance and the eco-efficiency of their operations. The system is relatively new namely because it has been available for production companies and service providers since 2006. Like practical environmental systems usually, also EcoStart has been developed according to ISO 14001 and EMAS standards but some of the requirements are applied in a lighter manner so that SMEs can apply the system (EcoStart 2011, date of retrieval 3.5.2011.) Another example of a practical EMS in Finland is EcoCompass developed by the City of Helsinki Environment Centre and it has also been directed at SMEs. The system includes similar steps as other practical EMSs usually and these are the analysis of the current situation, evaluation of environmental impacts, creation of an environmental programme, reporting, auditing and receiving a certificate. A term 'less formal EMS' is used in EcoCompass web pages and it reflects to the fact that the system is supposed to a cheaper alternative for ISO 14001 and EMAS (EcoCompass 2011, date of retrieval 2.6.2011.)

Practical environmental management systems have same elements as broader EMSs which include more comprehensive steps. Discovering the positive and negative environmental impacts, both direct and indirect, and selecting the most significant ones is the first step in a process of creating a practical EMS. Additionally, an organisation should define an environmental policy or alternatively set the most important environmental objectives for its actions in a long-term. There should be a clear objective set for each significant environmental impact meaning that an organisation has to aim at positive change concerning its impacts on the environment (Sarkkinen 2006, 123.)

The second phase in building a practical EMS includes concrete plans for action in achieving the set objectives. Therefore, an official environmental programme should be planned and documented. An environmental programme should clarify each operation having significant environmental impacts and planned action in improving the impacts. Also the person or department responsible for each action should be designated. Furthermore, an implementation schedule and correct indicators for measuring the improvement should be defined (Sarkkinen 2006, 124.)

The third phase is the actual implementation of the system which practically means that environmental aspects and impacts are taken into account in every day operations. For instance, eco-labeled cleaning supplies can be used (Sarkkinen 2006, 124.)

The final step is to measure the implementation of environmental activities. Once again, specific indicators are used to discover whether the objectives have been met or not. These annual reviews are supposed to prove that an organisation can control its environmental aspects and impacts. Additionally, the functionality of an environmental programme is checked and also the overall level of managing environmental issues. As the management conducts a review, new objectives will be set for the upcoming year (Sarkkinen 2006, 124.)

### **3.4 Environmental operations in an office environment**

Office's environmental impacts are not directly comparable to the industry but instead they can be compared to regular consumers and their consumption habits. Sarkkinen (2006, 10-105) discusses the elements of an environmentally friendly office as follows.

#### **Real estate**

Offices should try to reduce energy consumption for instance by optimising the heating and setting timings, considering the usage and placing of equipment in coffee room and so on. In a long-term, construction and maintenance should be planned in an environmentally friendly way e.g. using better heat insulation. Moreover, lightning should be planned more carefully and energy efficient solutions should be preferred. Also the water consumption should be considered and warm water usage reduced.

#### **Transport**

Public transportation or exercising should be preferred when travelling to and from work. Moreover, distance working during certain days could be an alternative as well. Car pooling is recommended to reduce the green house gas emissions of the office staff. Also business trips should be minimised and instead try to have distance meetings more often and get the benefits from new technology such as video conference devices. If a business trip is inevitable, right ways of transport should be chosen. For instance a train is a better way of travelling from reasonable distances than a plane.

#### **Purchases**

There are large numbers of equipment needed in an office so therefore it is advisable to consider the eco-efficiency of the following items: printer colors, paper, printed matters, cell phones, batteries and accumulators, furniture, office supplies, electrical equipment, lamps, cleaning

materials and business gifts. Eco-efficiency of different purchase decisions and eco-efficient consumption mean that only those items that really are needed will be purchased and products' environmental load should be considered. Additionally, the equipment and other items should be utilised efficiently and as long as possible.

### **Waste management**

At some point, most of the products come to the end of their life cycle and at that point right ways of recycling should be taken into account. Waste recycling should be part of the environmental activities in an office and it should be emphasised. Then of course when implementing waste management, people should be aware of different regulations and waste charges. In an office environment, several items can be recycled instead of carelessly throwing them away. A successful separation of waste can concern for instance paper, wrappings, electrical scrap, hazardous waste and organic waste.

In general, there are loads of different laws and regulations, both international and national, which come into play in various forms and from several authorities (Brady 2005, 51). Every organisational unit, including offices, has to consider the environmental legislation which allocates certain responsibilities and obligations. With the environmental law for instance the amount of waste is tried to get minimised, the climate change prevented and sustainable usage of natural resources emphasised (Sarkkinen 2006, 185 & 192.)

### **3.5 Benefits of environmental management systems**

Adaptation process of an environmental management system needs collective effort and can require remarkable amounts of resources. However, a well-structured EMS provides several benefits for an organisation. IEMA (date of retrieval 16.4.2011) lists benefits that both private and public organisations can attain when an environmental management system is adopted. First of all, an EMS can lead to direct cost savings, for instance in energy and water consumption, waste management, purchasing and transport costs. Environmental management system also facilitates the legal compliance and the management of environmental risks. An EMS is an effective way to engage employees and stakeholder to organisation's environmental operations and additionally improve the commitment to environmental issues.

Adaptation of an EMS enhances organisation's environmental performance and creates a positive environmental image among customers and the public. Formal EMSs such as ISO 14001 help organisations to become recognised for their environmental activities (Environmental Management System Australia, date of retrieval 2.6.2011.) Also Sarkkinen (2006, 119) mentions the fact that an EMS can 'green' organisation's image and enhance the overall public image. However, environmental protection and considerations of environmental aspects in general are seen as important matters in government organisations and therefore the green image is not considered as important element as in business enterprises. Nevertheless, it is important to notice that organisations should be aware of resorting to "green washing" which is a term describing companies that give the public incorrect information about its environmental efforts and the benefits that customers could gain from its products and services (Stringer 2010, 103).

An environmental management system can also have a positive influence on a job satisfaction in an office where employees can work according to their environmental attitudes. Additionally, an EMS can increase the co-operation between different teams inside an organisation. An EMS helps the employees to learn more about environmental issues and an EMS can bring new events to the work environment. It is also beneficial that employees feel that they are working for an employer who is environmentally responsible (Julkunen 2011, e-mail message 2.9.2011.)

To summarise, organisations can benefit from implementing an EMS correctly. Moreover, the benefits can sometimes vary between business enterprises and governmental organisations. In general, the benefits include for instance an improved environmental image and job satisfaction, cost savings, environmental knowledge and engagement, compliance with environmental legal requirements and easier environmental risk management.

## **4 GREEN OFFICE**

### **4.1 Background information**

Green Office is a practical environmental management system developed by WWF Finland and the official starting year was 2002 (WWF International 2011a, date of retrieval 28.3.2011; Julkunen 2011, e-mail message 2.9.2011). The system is easy to implement and it is developed to serve office environments. The Green Office system offers practical solutions for offices to reduce their ecological foot print and simultaneously gain cost savings. In other words, Green Office system is beneficial for both the environment and organisations. The Green Office system can be adopted by private and public sectors and other organisation. It is adaptable for both small and large offices (WWF Finland 2011b, date of retrieval 28.3.2011.)

Through the Green Office environmental management system WWF wishes to accomplish three targets. The targets are as follows (WWF International 2011a, date of retrieval 15.4.2011):

- “Reduce consumption of natural resources by improving the environmental efficiency of offices
- Promote sustainable practices by increasing environmental awareness of employees
- Promote climate change mitigation by requiring energy saving and use of renewable energy sources “

### **4.2 The process of becoming a Green Office**

Certain steps and procedures are required when creating an official Green Office system and they will be discussed next. Also a figure was designed by the researcher to describe the process and the main phases (FIGURE 4).

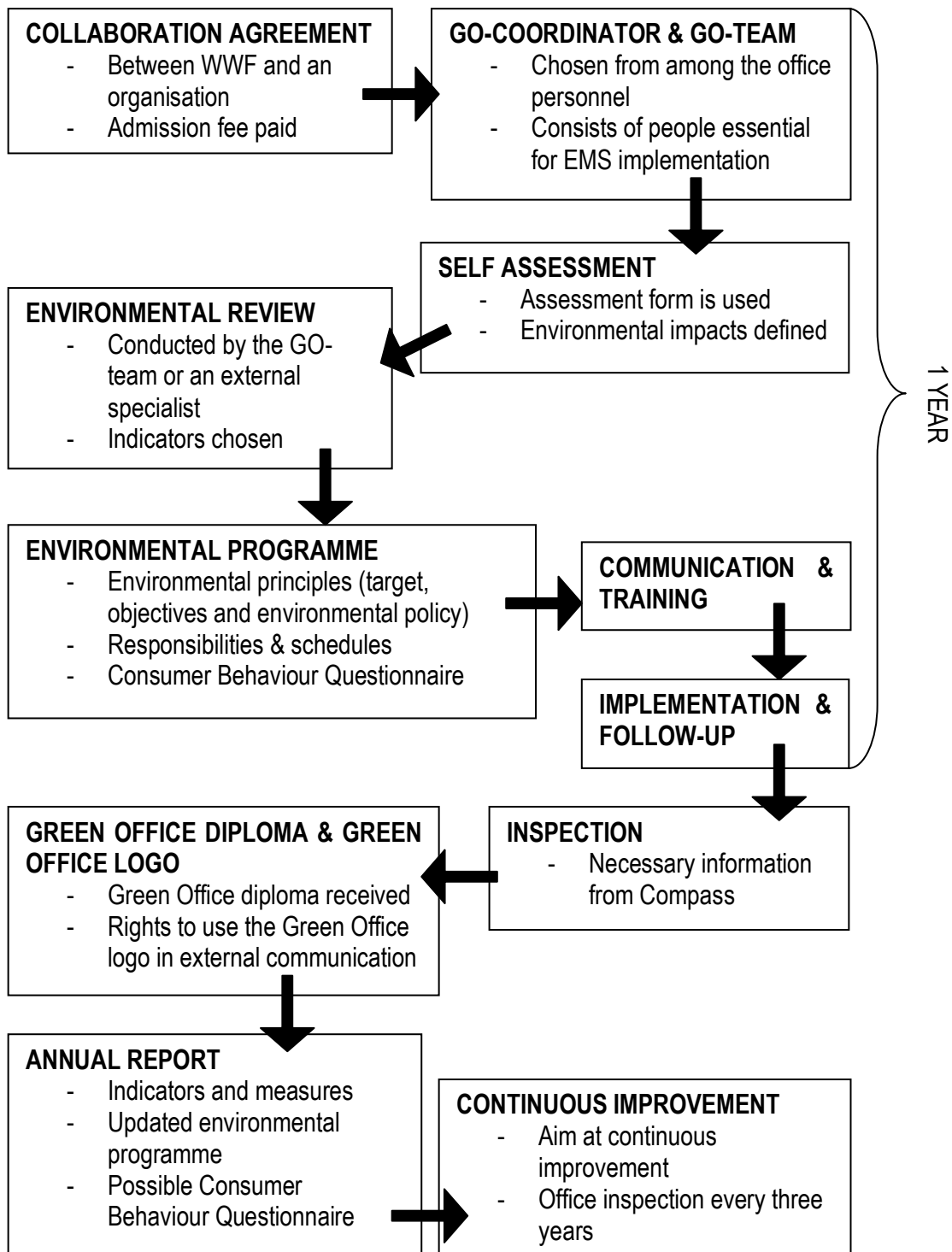


FIGURE 4. The process of becoming a Green Office (WWF Finland 2011b, date of retrieval 14.4.2011 & Sirviö 2011, e-mail message 14.6.2011)

### Collaboration agreement

The process of becoming an official Green Office starts from a *collaboration agreement* between WWF and an organisation. The admission fee, which is determined by the number of employees at the office, will be paid when signing the contract. After completing these steps an organisation

is officially part of the Green Office network and has one year to create a practical EMS (WWF Finland 2011b, date of retrieval 13.4.2011.)

### **Green Office coordinator and a Green Office team**

A Green Office coordinator (GO coordinator) and a Green Office team (GO team) will be selected from among the personnel to start preparing the environmental management system. The Green Office coordinator operates as a contact person between the organisation and WWF. The Green Office team can consist of for instance a procurement manager, IT specialist, communications specialist, a real estate manager and a member from the management as long as they are seen essential in the process of building an environmental management system for the office (WWF Finland 2011b, date of retrieval 13.4.2011.)

### **Self assessment and an environmental review**

WWF offers a web tool called “Compass” where offices can manage certain Green Office related issues. In Compass, offices can update their contact details, follow up the current matters, download the Green Office logo, fill in the self assessment form, add Green Office team members as users and implement and update office’s environmental programme (Sirviö 2011, e-mail message 14.6.2011.)

To continue, the establishing process of a Green Office system starts from a self assessment process that defines office’s most significant environmental impacts. Offices can use WWF’s evaluation form to map the current situation, review the environmental impacts and find the improvement areas. Later on the office can conduct an environmental review using the evaluation form. The Green Office team itself can conduct the review or an external specialist can be utilised. In order to follow up the environmental impacts, an office has to choose at least three indicators to measure the improvements (WWF Finland 2011b, date of retrieval 15.4.2011.) Indicators observe the continuous improvement of an EMS and they also describe the level of environmental protection. Each operation where environmental targets are involved should have an indicator to ensure the progress. Moreover, these indicators should be regularly evaluated and renewed if needed (Pohjola 2003, 131; Pesonen et al. 2005, 33.) WWF provides a tool called ‘Climate Calculator’ which helps offices to follow the indicators and to measure the green house gas emissions. The indicators listed on the Climate Calculator web page (WWF Finland 2011a, date of retrieval 15.4.2011) are as follows:

- Energy consumption (electricity consumption, heating consumption)
- Passenger traffic (road traffic, rail traffic, local public transportation, air traffic, water traffic, traffic between home and workplace)
- Goods transport (road transport, rail transport, air transport, water transport, transport of letters)
- Procurement (paper consumption, office appliances, furniture)
- Waste
- Water consumption
- Compensation of the emissions

In the Climate Calculator, organisations can keep a record of the chosen indicators. In other words, the green house gas emissions occurring from each indicator are followed and evaluated. For instance, an organisation can calculate its energy consumption, the amount of petrol used, paper usage or the level of recycling (WWF Finland 2011a, date of retrieval 4.5.2011.)

### **Environmental programme**

Based on the observations derived from the self assessment process (evaluation form) an environmental programme should be created for which WWF provides examples. Green Office environmental programme should provide specific information about the implementation strategy of the environmental programme and the actual EMS. Furthermore, environmental objectives, targets and the possible environmental policy should be mentioned. Necessary actions towards environmental objectives are to be defined together with responsibility allocations and implementation schedule. Office staff is advised to answer the 'Consumer Behaviour Questionnaire' before the first office inspection and at the time of annual reporting. Moreover, depending on an organisation, in its environmental programme it can make an initial plan about sustainable procurement and consumption of materials, service provider engagement to Green Office (e.g. company restaurant, cleaning services), energy saving procedures, waste recycling enhancement and reduction of environmental load (journey to work etc). In general, offices are advised to choose a broad range of operations to the environmental programme. (WWF Finland 2011b, date of retrieval 15.4.2011.) Environmental operations in offices were discussed in the chapter 3.4.



### **Communication and training**

An office should ensure that all employees are informed about the environmental issues and that the right communication channels are used in informing about the environmental management system's operations. Intranet, e-mail, special meetings and notice boards are good communication channels to keep everyone updated about current operations, objectives and other elements of the EMS. The staff should also be trained regularly according to their tasks that require effort in order to achieve the goals and enhance the overall environmental performance (WWF Finland 2011b, date of retrieval 15.4.2011.)

### **Implementation**

WWF expects offices to regularly follow the indicators and the improvement in environmental issues. In order to gain a successful office inspection the environmental programme has to be implemented, the staff should be trained and motivated and the environmental issues are recommended to be communicated to every member of an office (WWF Finland 2011b, date of retrieval 16.4.2011.)

### **Office inspection and Green Office logo**

After the organisation has finished preparing the environmental programme and completed the evaluation form, an office will have the first inspection conducted by a Green Office expert. When the inspection has been approved the office will receive a Green Office diploma and the right to use the Green Office logo in external communication. In fact, offices are allowed to use the Green Office logo in internal communication already after signing the contract with WWF. At the time of the first inspection, the first annual fee will be paid (WWF Finland 2011b, date of retrieval 15.4.2011; Sirviö 2011, e-mail message 10.10.2011.)

The Green Office logo (FIGURE 5.) can be used in internal communication to motivate staff and to inform about environmental issues right after the organisation has signed the collaboration agreement. For instance, the logo can be shown in Green Office instructions or brochures used in the office. In external communication the logo can be used when the office has got the first office inspection approved. If the Green Office system is not being used in every office of an organisation, only those who participate in the system may use the logo in its communication. It is important to notice that the Green Office system is adapted by the office environments and therefore does not cover all the operations of an entire organisation. Moreover, the logo is a proof of office's environmental management system implementation, not an eco-label. The Green

Office logo should be used in communication that is clearly related to Green Office and its operations. For instance, the logo can be used in a press release that tells about the Green Office system adopted by an organisation in question or in a web page that covers organisation's environmental responsibility and its Green Office operations. Furthermore, all the materials having the Green Office logo used in external communication have to be accepted by WWF before the distribution (WWF Finland 2011b, date of retrieval 16.4.2011.)



FIGURE 5. The official Green Office logo (Sirviö 2011, e-mail message 2.11.2011)

### **Annual report**

Offices that have received the rights to use the Green Office logo are required to make an annual report in the beginning of every year. The annual report includes the chosen follow-up figures, i.e. the indicators, and it is completed via Compass tool and a web service Climate Calculator. Moreover, the indicators are entered to the Climate Calculator with which office's environmental development can be evaluated by comparing the indicator figures with the number of employees in the office. In addition to reporting the key indicators also the environmental policy and the environmental programme should be updated by using the Compass tool. Furthermore, the office staff should be reminded about the Consumer Behaviour Questionnaire which shows whether they are working in an environmentally friendly way or not. This questionnaire is voluntary if the office has at least three indicators (WWF Finland 2011b, date of retrieval 28.3.2011; Sirviö 2011, e-mail message 7.11.2011.)

**Continuous improvement**

Official Green Offices should aim at continuous improvement of the EMS and the environmental consciousness of the staff. Offices with the Green Office designation will be reviewed by WWF every three years and that is when the use of the Green Office logo and the Green Office criteria will be checked (WWF Finland 2011b, date of retrieval 28.3.2011.)

## **5 EMPIRICAL RESEARCH**

The purpose of this Bachelor's thesis was to evaluate how satisfied the organisations are with the Green Office system and what are the most important development needs. The research is based on the theoretical background information and the research results obtained from the quantitative research conducted in autumn 2011. This chapter will cover the actual research task, material and methods used in the research and finally the research results.

### **5.1 The development task**

The empirical part of the study consisted of a quantitative research that focused on discovering how satisfied the customers of WWF Finland, i.e. various organisations in Finland, are with the Green Office environmental management system. In empirical research, when opinions are tried to be discovered, one can talk about descriptive research (Heikkilä 2006, 14). The main research question was: *How satisfied are the organisations with the Green Office system?* In addition to this research question, the study aimed at discovering the most important development needs of the Green Office system. Thus, since the questionnaire included multiple-choice questions (closed questions) and an open question it can be called a semi-structured questionnaire (Hague 2004, 100).

Green Office is currently being adapted mostly in Finland and there are only few offices abroad that implement the Green Office system. However, WWF Finland wishes to introduce the system more widely in new countries worldwide in the future so therefore it is reasonable to gather opinions of the current Green Offices and possibly discover the areas that most need the improvement. Additionally, there is no previous survey conducted about organisations' opinions concerning Green Office and therefore the research will hopefully provide new knowledge for the commissionaire WWF Finland.

### **5.2 Material and methods**

The quantitative research included a comprehensive multiple-choice questionnaire with one open-ended question (APPENDIX 1). Quantitative research, also known as statistical research (Heikkilä 2006, 16), was chosen for this thesis because of the need to gather opinions from as many Green Offices as possible. Consequently, it was agreed with the commissionaire WWF

Finland that all the Green Office organisations should have a chance to give their opinions and be part of the survey. This was the main reason for choosing a quantitative research for the empirical part. Quantitative research is suitable for a survey that studies a phenomenon within a large number of units (Muijs 2004, 9). In addition, the researcher finds quantitative research a suitable option since it enables quick answers and many categories could be included to the survey. To continue, it was vital to have questions concerning each part of the Green Office process and this could be enabled by a quantitative research. Moreover, in quantitative research the researcher can define which variables are included to the survey and there are no unexpected variables arising from the answers (Muijs 2004, 9). Gillham (2007, 6) mentions the anonymity of a questionnaire. To continue the fact, the researcher considered that when a research is measuring opinion, it is good to give the respondents an opportunity to maintain anonymous. Gillham (2007, 8) mentions some weaknesses that may occur when conducting a questionnaire. Some of which are the uncertainty about the respondents honesty and seriousness. Additionally, the answers might not be accurate since there are only pre-determined answer options offered to the respondents. However, the research had one open-ended question which offered the respondents to comment on the Green Office system in their own words and therefore it increased the level of accuracy.

Designing and structuring the questionnaire was challenging and time-consuming. The initial questionnaire was designed by the researcher and finally it was finished and approved with the commissioner. Moreover, the questionnaire included three background information questions to describe the organisation types, the time each organisation has been an official Green Office and the number of offices adapting the Green Office system in each organisation. The other variables were divided into sub-categories based on the different steps that organisations are required to take when implementing the Green Office system. Furthermore, it was considered logical to have questions about each part of the Green Office system since the aim of the research was to perceive an overall picture of organisations' satisfaction. Also the most important development needs were concluded from the open-ended question at the end of the questionnaire.

The population of interest was all the organisations adapting the Green Office system in Finland at the time of the research. Therefore, the sample was the entire population and no specific sampling method was needed. However, it has to be noted that the Green Offices outside Finland were left out from the survey. It was commissioner's wish to include only the Finnish organisations to the survey since they have more experience about the system.

The questionnaire was sent to all 189 Green Office coordinators in Finland at the end of August 2011. Even though the questionnaire was ready already in June it was decided that the questionnaire was better to be conducted after most of the people had returned from their summer holidays and therefore the answering ratio could be expected to be higher than if the questionnaire was conducted in the beginning of the summer holiday season. The final questionnaire was carried out through a web site called 'Webropol' which was considered to be the most convenient and fastest way to collect responses. A link to the questionnaire in Webropol was sent to the Green Office coordinators by WWF Finland. It was concluded together with the commissioner that the answering ratio would most likely be slightly better if the questionnaire was sent by WWF Finland rather than by the researcher since the organisations were already familiar with WWF and were probably willing to give their opinions to support the survey. The answering time was two weeks and there was one reminder message sent by WWF Finland in the middle of the answering period.

In quantitative research numerical data is collected and mathematically based methods can be used to analyse the perceived data (Muijs 2004, 1). The answers from the questionnaire were analysed by using the data analysis software SPSS to summarise the data before modifying it by using Microsoft Office Word and Excel to create frequency tables and graphs to display the most significant variables and their outcomes. As for the open question, the answers were analysed by dividing the answers to different categories with which the most significant answers could be selected.

### **5.3 Research results**

The number of respondents was higher than originally was expected. Out of 189 sample members there were 85 respondents so therefore the response rate was 45 %. The researcher and the commissioner consider the ratio adequate. However, the size of the data (the number of final respondents) was so small that it was not useful to make cross tabulations or any kind of correlation testing. Hence, the final research results are based on conclusions that could be drawn from the percentages of the answers to each variable. Also the open question was an important source of information. Furthermore, the open question was designed especially to discover the most important development areas of the Green Office system and the multiple-choice questions were supposed to answer the main research question: How satisfied are the organisations with the Green Office system?

Before explaining the main research results the background information should be covered. 58 % of the respondents were business organisations, 25 % were governmental organisations and 18 % classified themselves as other organisations. Most of the organisations (57 %) had been as an official Green Office just under two years and 32 % had had the official Green Office certificate for 2-4 years. Only few organisations had been implementing the Green Office system more than 4 years. In fact, 8 % had had the certificate for 4-7 years and only 2 % 8-10 years. Most of the organisations (73 %) have only one official Green Office inside the organisation while the rest (27 %) have two or more official Green Offices inside their organisation.

At the beginning of the Green Office process organisations have one year time to build up the environmental management system. The majority of the organisations (80 %) consider one year adequate time for building the environmental system. However, 11 % thinks that one year is a bit too short time for creating an environmental management system. 7 % consider one year a bit too long and only 1 % consider it way too long.

The following sub-chapters summarise the most important findings about organisations' opinions about the Green Office process. The data is presented mainly in frequency tables that include most of the questionnaire questions (which are referred as "arguments" in the frequency table). The questions are presented in descending order according to the answer option "Strongly agree". Graphs are also used to present some of the meaningful discoveries about organisations' opinions. Additionally, the most significant discoveries from the open-ended question concerning the most important development needs will be covered and described in a text form.

### **5.3.1 Green Office tools**

WWF offers different tools for maintaining the Green Office system and reporting and evaluating the results. Most of these tools can nowadays be found inside the Compass tool (since May 2011) when earlier they were used in Green Office intranet GoNet. According to the survey it seems that the majority of the Green Offices are relatively satisfied with the usage and the usefulness of the tools (TABLE 2). However, Compass divides opinions whether the tool is easy to use or not. Furthermore, 42 % partly agrees on the argument that Compass is easy to use while 27 % partly disagrees. Only 2 % strongly agrees on that particular argument whereas 11 % strongly disagrees. What comes to the assessment form it appears that most of the organisations either partly agree or strongly agree on the argument that the form is easy to fill and also that the assessment form is a useful tool at the beginning of the Green Office process. Some of the

organisations (20 %) partly disagree that Climate Calculator is easy to use while 35 % partly agree on that argument and 20 % did not agree nor disagree. However, the majority partly or strongly agrees that Climate Calculator is a useful tool even though some of the offices may find it difficult to use.

TABLE 2. Organisations' opinions about the usage and usefulness of the Green Office tools.

Argument	Strongly agree %	Partly agree %	Do not agree nor disagree %	Partly disagree %	Strongly disagree %
The assessment form was useful at the start of the Green Office process. (n=84)	37	41	14	6	2
Climate Calculator is a useful tool. (n=80)	20	34	23	21	3
Filling the assessment form was easy. (n=83)	17	46	21	15	2
Compass is a useful tool. (n=85)	14	41	22	18	5
Climate Calculator is easy to use. (n=84)	13	35	25	20	7
Compass tool is easy to use. (n=84)	2	42	18	27	11

### 5.3.2 Green Office coordinator, the team and communication with WWF

Before the Green Office system can be implemented it is necessary to find the right persons to a Green Office team and to find the Green Office coordinator to communicate with WWF. 33 % partly agreed and 26 % strongly agreed that finding the team members was easy (TABLE 3). A



clear majority (46 %) strongly agreed that finding the Green Office coordinator was easy. Another positive sign was that most of the offices (44 %) strongly agreed that communication with WWF has been easy. Nevertheless, the argument about whether enough instructions about creating a Green Office team were received divided the opinions more widely. In general, it seems that finding the Green Office coordinator was easier than finding the other team members. Communication with WWF has been rather easy but still, more instructions about how to build up the team would have been needed.

*TABLE 3. Organisations' opinions about the Green Office coordinator, the team and communication with WWF.*

Argument	Strongly agree %	Partly agree %	Do not agree nor disagree %	Partly disagree %	Strongly disagree %
Finding the Green Office coordinator was easy. (n=85)	46	29	10	10	6
Communication with WWF has been easy. (n=85)	44	29	11	12	5
Finding members to the Green Office team was easy. (n=84)	26	33	23	13	5
We received enough information on how to form the Green Office team. (n=84)	25	20	32	18	5

### **5.3.3 Environmental review, indicators, environmental programme and environmental objectives and targets**

A new office in a Green Office network can choose to have an environmental review conducted by an external specialist or it can be conducted by the office itself. The majority (67 %) of the

office had an environmental review and the rest did not have it (n=83). Most of the offices (62 %) prefer a review conducted by an external specialist (n=84).

In order to create an efficient Green Office system, offices need to make an environmental programme that includes information about the necessary actions, indicators, objectives and targets. None of the offices strongly agreed that creating an environmental programme by using the Compass tool was easy (TABLE 4). Most of the offices partly (36 %) or strongly disagreed (15 %) on that particular argument. Also more organisations disagreed than agreed on the argument whether enough instructions were received about how to set environmental objectives and targets. What comes to the indicators, the current system of three indicators and the methods of following them seems to satisfy the majority of the organisations.

*TABLE 4. Organisations' opinions about indicators, the environmental programme and objectives and targets.*

Argument	Strongly agree %	Partly agree %	Do not agree nor disagree %	Partly disagree %	Strongly disagree %
Three indicators are enough. (n=85)	26	33	23	13	5
Following the indicators has been easy. (n=85)	25	20	32	18	5
Making an environmental programme in Compass has been easy. (n=83)	-	28	22	36	15
We received enough instructions on how to define objectives and targets. (n=83)	1	28	33	36	2

### 5.3.4 Internal communication, training and motivation

It is vital to get the office staff involved to the process of implementing and maintaining the Green Office process. Hence, communication, training and motivation are important factors throughout the process. 45 % of the offices partly agreed that communicating the EMS related issues to the office staff was easy (TABLE 5). Some organisations partly agreed (36 %) and some partly disagreed (32 %) on the argument that motivating the staff has been easy. There were several offices partly disagreeing (23 %) and partly agreeing (39 %) with the argument whether WWF had offered enough information on how to communicate EMS related issues with staff. However, the majority of the respondents considered that communicating the EMS related issues to the staff has been easy. Furthermore, there were almost as many offices partly agreeing and partly disagreeing on the argument whether WWF had offered enough information about how to train the staff concerning the environmental programme.

TABLE 5. Organisations' opinions about internal communication, training and motivation.

Argument	Strongly agree %	Partly agree %	Do not agree nor disagree %	Partly disagree %	Strongly disagree %
Communicating EMS related issues to the staff was easy. (n=84)	19	45	12	21	2
We received enough information on how to communicate EMS related issues to the staff. (n=84)	17	39	19	23	2
WWF offers enough instructions on how to train the staff concerning the environmental programme. (n=82)	13	29	23	28	6
Motivating the staff has been easy. (n=84)	7	36	19	32	6

### 5.3.5 Green Office logo

There are certain restrictions related to the usage of the Green Office logo. Despite that fact, an office can benefit from using the logo either in external or in internal communication. More offices found that the logo had benefited the internal communication more than the external communication (TABLE 6). Moreover, 25 % strongly agreed that the logo had been useful in internal communication while 16 % strongly agreed that it had been useful in external communication. Also most of the offices consider the restrictions about using the logo reasonable and the instructions about using the logo clear.

TABLE 6. Organisations' opinions about the Green Office logo.

Argument	Strongly agree %	Partly agree %	Do not agree nor disagree %	Partly disagree %	Strongly disagree %
Instructions concerning the Green Office logo are clear. (n=84)	27	35	26	8	3
Green Office logo has been useful in internal communication. (n=83)	25	40	24	8	2
Restrictions about the Green Office logo usage are appropriate. (n=82)	22	26	29	18	5
Green Office logo has been useful in external communication. (n=83)	16	31	30	18	5

### 5.3.6 Office inspections, annual report, continuous improvement and implementation

The first office inspection is conducted after one year when an organisation has joined the Green Office network. After joining to the network and after receiving the Green Office diploma the office inspection is conducted in every three years. The majority of the offices either strongly (41 %)

agrees or partly (30 %) agreed that office inspections are important. 22 % did not agree nor disagree to this particular argument and the remaining respondents partly disagreed (4 %) or strongly disagreed (3 %). Furthermore, 66 % of the respondents strongly agreed and 16 % partly agreed that office inspection every three years is enough. 8 % partly disagreed and 4 strongly disagreed to the argument while 6 % did not agree nor disagree. The number of respondents to these two arguments was 83.

It is required that every organisation makes an annual report for WWF and commits to continuously improve its environmental actions. The majority of the offices (61 %) strongly agreed that reporting once a year is enough (TABLE 7). Moreover, a rather large number of the respondents (37 %) did not agree nor disagree that the annual report would be useful for the office. It is considered as a good sign that none of the offices strongly disagreed to the argument that continuous improvement is feasible. To continue, still 18 % partly disagrees that continuous improvement can be possible. Nevertheless, most of the offices either partly agreed (41 %) or strongly agreed (24 %) that continuous improvement is feasible. In general, it would seem that the majority of the offices consider continuous improvement possible.

TABLE 7. Organisations' opinions about the annual report and continuous improvement.

Argument	Strongly agree %	Partly agree %	Do not agree nor disagree %	Partly disagree %	Strongly disagree %
Reporting once a year is enough. (n=84)	61	20	7	7	5
Continuous improvement of the Green Office system in our organisation is feasible. (n=84)	24	41	18	18	-
The annual report has been useful for our office. (n=84)	14	30	37	14	5

39 % of the respondents partly agreed that the overall implementation of the Green Office system met their expectations well while 19 % strongly agreed (FIGURE 6). 21 % of the respondents did not agree nor disagree and the rest of the respondents either partly disagreed or strongly disagreed to the argument. Hence, the majority of the offices seem to consider that the overall implementation process of the Green Office systems met their expectations well even though some parts, for instance the Compass tool, may have not satisfied the offices that much.

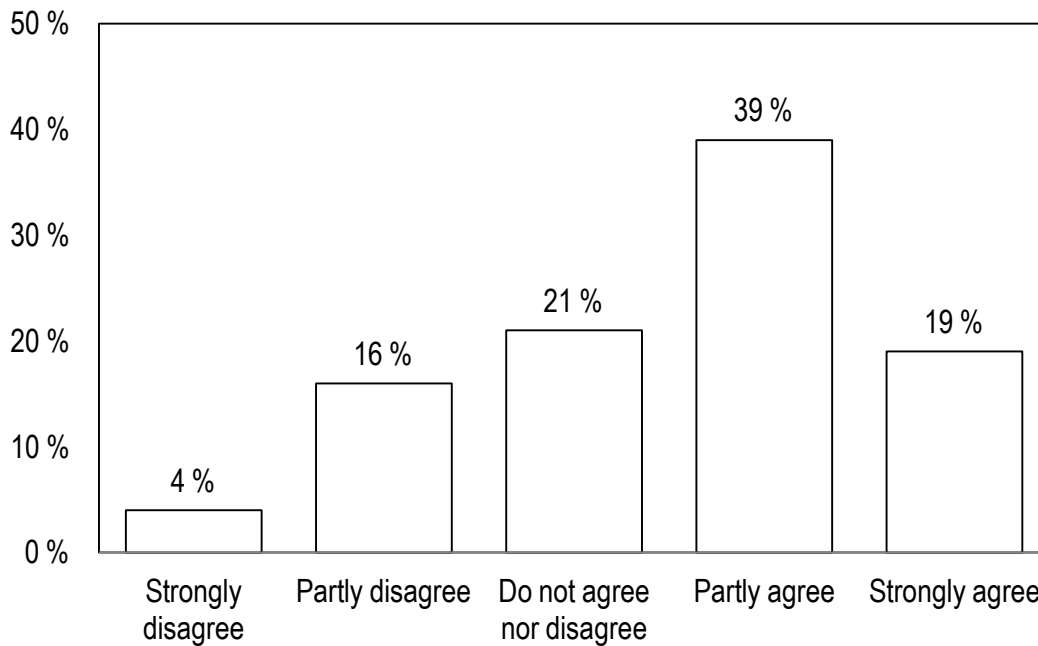


FIGURE 6. Argument: Implementation of the Green Office system met our expectations well (n=84).

### 5.3.7 Other benefits and general evaluation about the cooperation with WWF

When an office succeeds to implement the Green Office system well it will most likely bring benefits to the organisation. Nevertheless, many respondents did not agree nor disagree whether Green Office had increased the job satisfaction and whether the system had improved organisation's business or interest group relations (TABLE 8). However, most of the offices either partly agreed (36 %) or strongly agreed (18 %) that Green Office had brought cost savings for the organisation. In general it seems that most of the offices are quite unfamiliar with these other benefits occurred from the Green Office system.

TABLE 8. Organisations' opinions about other benefits of the Green Office system.

Argument	Strongly agree %	Partly agree %	Do not agree nor disagree %	Partly disagree %	Strongly disagree %
Green Office has created cost savings for our office. (n=84)	18	36	35	10	2
Green Office has increased the job satisfaction in our office. (n=83)	6	21	57	15	2
Green Office has improved our business or our interest group relations. (n=83)	5	28	45	17	6

The general evaluation about the cooperation with WWF turned out to be rather good (FIGURE 7). 56 % of the offices evaluated the co-operation with WWF to be good and none of the respondents considered the co-operation as very poor. Only 4 % evaluated the co-operation to be poor.

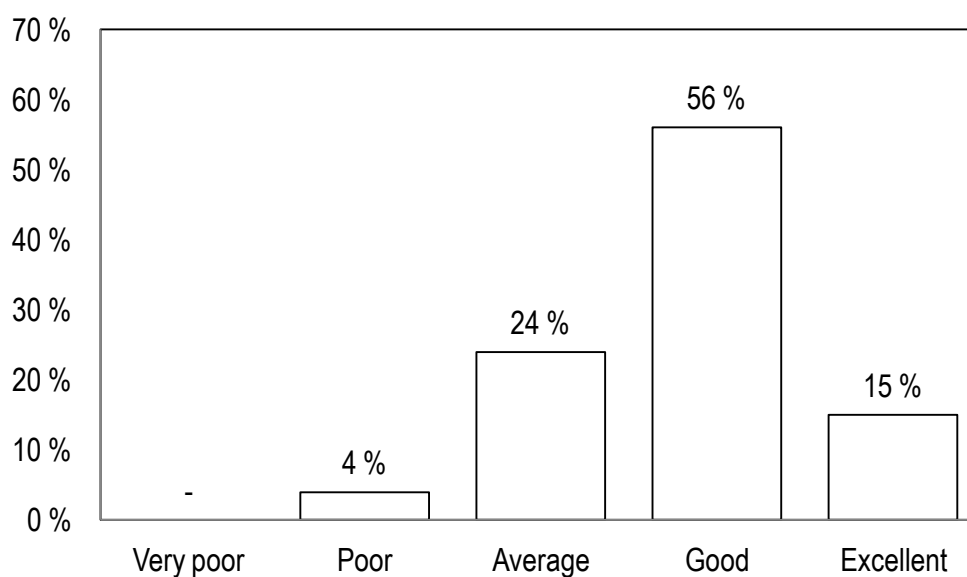


FIGURE 7. Organisations' general evaluation about the co-operation with WWF (n=84).

### **5.3.8 Summary of the most important development needs**

Over half of the respondents (45) answered to the open question at the end of the questionnaire. The answers to the open question (APPENDIX 2.) were coded into different categories that helped to conclude the most important development needs based on the opinions of the respondents. Furthermore, one issue rose clearly above the others and that was the concerns about the Compass tool. Moreover, the tool is considered hard to use and unclear in general. Some of the respondents named specific items inside Compass that they consider need improvement (such as annual reporting system and making of an environmental programme). Another topic that was mentioned rather often was the need for an advice and more clear instructions in the beginning of the Green Office process. In addition, more instructions were needed in between the Green Office process for instance related to indicators, annual report and the official terms used in environmental management systems. A difficult usage of Climate Calculator was also mentioned few times as well as the challenge in creating an environmental programme by using Compass. Also the fact that several different passwords are needed to control all the contents of the Green Office system seemed to frustrate some of the respondents. There were few suggestions also made that Excel and PDF files should be able to be transferred to and from Compass to make it easier for an office to keep the record and maintain the data.



## 6 CONCLUSIONS

The conclusions were drawn from the results obtained from the quantitative research and these findings are covered in this chapter. In other words, the chapter presents the most significant outcomes and will answer the main research questions.

According to the survey, finding the Green Office team members, and especially the Green Office coordinator, had been quite easy inside offices. Some offices found that they needed more instructions on how to form the team, how to communicate the EMS related issues to the employees and how to motivate the staff. However, it appeared that at some point motivating the staff had been challenging for some of the offices whereas some of them found it somewhat easy. In general, concluding from the results it seems that communication with the office staff about the Green Office system has been rather satisfying. This factor is considered very important since it is vital that all the employees inside an organisation are aware of the current environmental activities. It is crucial to have motivated people working for the environmental management system to ensure that it will stay effective and succeed in continuous improvement. The fact that continuous improvement gets more challenging year after year may affect the office employees' motivation as well.

After the Green Office team has been formed an office has to fill the assessment form to evaluate the starting point and to begin implementing the environmental management system. It could be concluded that most of the offices found the assessment form useful at the beginning of the Green Office process and filling the assessment form seemed to be somewhat easy for most of the offices. Since most of the offices also had an environmental review conducted it seems that the offices have been motivated to know in which areas they could improve and what actions they really should take in order to become more environmentally friendly office.

It is very important that the offices are able to get help when needed. Furthermore, the research results suggest that communication with WWF has been rather satisfying. However, some of the answers of the open question mentioned the communication being very good whereas some wished the communication to be faster. Thus, it may depend on a situation whether communication between WWF and the office works well. All in all, it appeared that most of the offices consider communication with WWF being easy.

Concluding from the research results it could be seen that the Compass tool had caused problems for several offices. The tool had been in use for a short period of time at the time of the survey so it is quite natural that problems still existed when the questionnaire was conducted. Moreover, the organisations were probably still learning how to use the tool and were not completely sure if it is easy to use or not. Many of the offices considered the tool useful. Compass is meant to help offices to control their environmental management system better since most of the tools and examples are found inside Compass. However, there were certain factors inside Compass that especially seemed to dissatisfy some of the respondents. These factors were the making of an environmental programme, lack of instructions and the annual reporting.

The results obtained from multiple-choice questions particularly suggest that creating an environmental programme had caused some undesirable difficulties. An environmental programme is an essential part of any EMS so therefore no major problems should emerge when creating one. Moreover, organisation's environmental policy, objectives, targets, resources, responsibilities and necessary actions are included to the environmental programme. These factors form the basis for an EMS. Hence, if the Green Offices are not completely satisfied with the instructions and tools for making an environmental programme, it can be assumed that some of the organisations are implementing the Green Office system with inadequate contribution. In addition, instruction on how to set environmental objectives and targets seemed to be missing at some level. Objectives and targets are important when implementing an EMS since they provide a goal for the entire staff and give a direction where the organisation is going with its environmental activities.

When an organisation is implementing an environmental management system there has to be a systematic plan on how to follow-up the process and maintain the positive results. The same requirements apply to Green Office as well. Choosing the indicators for the Green Office system is important since they show the progress and help to evaluate the improvement of organisation's environmental performance. Some of the organisations found it difficult to choose the right indicators and to follow them properly. Thus, more information related to choosing the indicators was probably needed. Also Climate Calculator received some critic, namely the usage had been difficult for some offices even though according to the multiple-choice questionnaire's answers many offices seem to consider using the tool somewhat easy. The Climate Calculator is used for following the chosen indicators so therefore it is naturally an important tool. The research results show that most of the offices are satisfied with three required indicators.

One of the benefits related to an EMS is the so called green image. Also Green Office can help organisations to enhance their image even though the system and the Green Office logo are not made for marketing purposes. In other words, organisations do not directly benefit from using the Green Office logo since there are several restrictions where the logo can be used and where not. However, the Green Office logo can be useful in internal communication in terms of informing the employees about their employer's commitment to environmental activities and possibilities to be part of an organisation that cares for the environment. It can be concluded from the research results that the Green Office logo had in fact been more beneficial in internal communication than in external communication. It appeared also that the offices find the Green Office logo restrictions appropriate and the instructions clear enough.

Concluding from the closed questions it remained unclear if the organisations find the annual report useful since the majority did not agree nor disagree to the argument concerning the usefulness of the annual report. Reporting once a year then again was seen adequate. Naturally, the annual report is important for WWF who follows organisations' improvement every year. In general, documentation is an important part of any EMS and so it is for Green Office, too. However, the answers to the open question suggest that preparing the annual report had been challenging for some of the offices. Moreover, it was said to be hard to complete and it seemed to offer no help for the office itself in developing the Green Office system further.

What comes to the continuous improvement it seemed to be challenging for some of the organisations. It is obvious that continuous improvement becomes more and more challenging every year. Despite the challenges related to continuous improvement, almost all the organisations considered continuous improvement feasible. Hence, the Green Office system has perhaps been demanding for most of the offices but not too challenging since they are confident that they can continue the improvement in the future. Continuous improvement is one of the main elements in environmental management system so therefore it is vital that all the Green Offices also trust their abilities to improve the system no matter how developed they are in their environmental activities so far.

Green Office aims at improving offices environmental performance while the offices can make cost savings and try to slow down the climate change. The survey shows that the majority of the respondents agreed that the implementation of the system had met their expectations well and therefore the purpose of Green Office has probably come true in one way or another. However,

there were offices that did not find the implementation successful. This may be due the fact there were certain parts of the Green Office system that did not satisfy the organisations and therefore influenced the overall implementation.

In addition to slowing down the climate change and improving offices' environmental performance the Green Office system can possibly bring other benefits to the organisations. These benefits can be for instance cost savings, enhanced job satisfaction and improved business or interest group relations. The results obtained from the research surprisingly show that not many offices are familiar with these benefits. Consequently, it is difficult to evaluate whether organisations are satisfied with the Green Office system in terms of other benefits. The idea of an EMS is usually to first improve the environmental performance and then try to gain cost savings. The research suggests that most of the Green Offices have gained cost savings so therefore the outcome may have been satisfying for most of the organisations. However, concluding from the answers to the open question it should be noted that cost savings cannot be gained forever and that some companies may find the Green Office fees too high compared to the cost savings gained.

In general, the evaluation about the cooperation with WWF was good. When considering the other research results it can be concluded that the offices are fairly satisfied with the Green Office system. The offices are not completely satisfied because there are certain issues that they find dissatisfying. The major concerns were related to Compass, environmental programme, annual reporting, instructions related to the Green Office process in general (especially in the beginning of the process), Climate Calculator and indicators. In the contrary, there were factors that seemed to satisfy most of the offices, namely the communication with WWF, Green Office logo, internal communication and the continuous improvement requirements.

To continue, there are a few elements of the Green Office system that could possibly be developed according to the survey. First of all, one of the most important development needs would be to improve the Compass tool in terms of clarity and the ease of use. In addition, more necessary information should be found inside Compass and it should be clearly presented. In addition, fewer passwords and/or user channels would make the management of the entire system easier. For instance, the Climate Calculator could be found inside Compass. Finally, instructions and the making of an environmental programme should be developed as well as the annual reporting tool inside Compass. Moreover, many offices seem to wish improvements to Climate Calculator usage and appearance, indicators' follow-up and the related instructions.

Furthermore, more instructions are needed especially in the beginning of the Green Office process. More specifically, comprehensive information would be needed about the initial steps in the Green Offices process, how to build a good environmental programme, how to set environmental objectives and targets and how to manage the indicators in Climate Calculator.

## 7 DISCUSSION

The entire Bachelor's thesis process from choosing the topic, finding the right commissionaire, writing the theoretical foundations, designing the survey to the final analysis of the research results has been really interesting and challenging time for me a researcher. I was more than happy when I got the topic related to environmental management systems since I have been very interested in environmental issues for a long time. Furthermore, as I had not studied environmental matters in the Oulu University of Applied Sciences it was great that I could finally show my interest towards the topic and specify part of my studies on environmental issues with a help of my Bachelor's thesis.

The final implementation of this research succeeded pretty much like I had expected. First of all, building the theoretical background turned out to be enjoyable and it gave me the first insight to the topic and simultaneously gave me more motivation to conduct a good research. Designing the empirical research part was a bit more challenging and time-consuming. Nevertheless, I was rather satisfied with the final questionnaire and I think that the results obtained will offer at least some good suggestions for my commissionaire WWF Finland. However, when analysing the results I realised that some more questions should have been included to the questionnaire but of course, by that time it was too late.

There was one issue that made analysing the results a little problematic at some level. It was the fact that the theoretical background about Green Office was mainly written based on the information found in GoNet in spring 2011. GoNet (the previous intranet of Green Offices) was later replaced by the Compass tool which I did not have an access to. Information and questions about Compass were included to the research even though the theoretical background was prepared based on the information found in GoNet. In fact, the information found in GoNet was relevant and I believe that it served as a good source of information. Moreover, Compass is an important tool for Green Offices and therefore it needed to be included to the research. Since the contents of this particular tool were not completely clear for me, was it slightly difficult to analyse some of the variables related to Compass. Nevertheless, the questionnaire offered useful answers and will surely help WWF Finland to consider the potential development actions. In general, I found that the research was quite successful since I could point out some of the factors that did not completely satisfy the Green Offices and hence distinguish some important development needs. The final conclusions were rather pleasant because it seems that the

majority of the offices are satisfied with the system despite the fact that some of the issues could need improvement.

When talking about *validity* a researcher can ask whether the survey measured what it was supposed to measure (Muijs 2004, 65). Since this research was about organisations' opinions I think that the results offered quite honest and correct answers and indeed measured those issues that it was supposed to measure. However, the answering ration was only 45 % so therefore the research results cannot be directly generalised to all of the Green Offices in Finland. Still, I consider that the survey gives a good overall picture about the current level of satisfaction and will help to improve the system.

*Reliability* evaluates the possibility of errors that may have occurred during the research. It also considers if the same research could be conducted with the same results at different times (Muijs 2004, 71-72.) First of all, as a quantitative research the results included a large number of figures so therefore there is a slight possibility of a typing error and misinterpretation of those figures. Furthermore, since the questionnaire mostly included closed questions and the answer options were predetermined it is possible that the obtained data is not fully accurate. In other words, the respondents may have not found the exactly right answer from among the answer options and therefore have either given an answer that is closest to their opinion or then skipped the question. Missing systems (i.e. those who did not answer the questionnaire) affect the reliability as well. Moreover, if the same research was conducted again, there could be more and/or new respondents and therefore the final outcome could be slightly different.

Despite the possible bias in this research there are certain suggestion ideas that I could point out. My suggestions for WWF Finland are that they could first of all consider how the Compass tool could be developed to be less complex and if it could be possible to have separate section where all the necessary instructions and information were found. Also the presentation of the instruction could be re-evaluated since most of the Green Offices probably wish that the instructions were as compact as possible but at the same time clear enough so they could avoid questioning WWF about occurring problems. To summarise, there could be more specific information about how to create an environmental programme, how to choose the indicators and how should they be followed, how to motivate and inform the staff and what should the annual report be like. There could also be a separate information package directed at new offices that have signed the contract already and that are at the very beginning of the Green Office process. Additionally, I

would suggest WWF Finland to go through the environmental programme and the related instructions with a special attention. Maybe this could be done with an organisation that has just joined the Green Office network. This way the new organisation could possibly point out the parts that are unclear or which could be implemented differently. In other words, opinions of a party that is not yet completely familiar with the Green Office system might offer new perspective and ideas that have not been considered yet. If the resources allow, in addition to development of the Compass tool, environmental programme and the instructions WWF Finland could re-examine the Climate Calculator and the annual reporting system. In fact, the Climate Calculator tends to be complex to use for some organisations and also the usefulness and the contents of the annual report have been questionable.

For further development, it could be studied how well does the management of an organisation get involved with the Green Office system. One of the research results suggested that there could be a management report included to the system so that managers of the offices would show their commitment to the system as well. In addition, different benefits of the Green Office system could be studied more deeply. For instance, Green Office's influence on job satisfaction could be studied more.

When considering my personal development and the learning process I would say first of all that this thesis process has given me new perspectives to my environmental thinking. I have realised that for example becoming an environmentally friendly office can require a lot of resources and commitment. Supposedly this applies to individuals as well. Furthermore, as I find myself quite environmentally conscious person I still find it challenging sometimes to really be environmentally friendly. In other words, my thesis has given me many new aspects to think about in my everyday life. What comes to the actual research I think that I have learned many useful facts about research in general and the requirements of a good survey. Even though I considered that this research was rather satisfying I still think the preparation of the survey could have been even more comprehensive. Thus, in the future if I am to conduct another survey I have more knowledge on how to prepare myself for the research. All in all, I can honestly say that I enjoyed the thesis writing process despite the small difficulties and it has truly been a great experience.



## REFERENCES

- Amundsen, A. 1999. EMAS guidebook: integrating energy and environmental management/prepared by Oestfold Research Foundation and the Institute for Energy Technology. Oslo: IFE.
- Barrow, C. J. 2006. Environmental Management for Sustainable Development. Oxon: Routledge. 1<sup>st</sup> edition 1999.
- Barrow, C. J. 2002. Environmental Management: Principles and practice. London: Taylor & Francis Group. 1<sup>st</sup> edition 1999.
- Brady, J. (editor) 2005. Environmental management in organizations: the IEMA handbook (Institute of Environmental Management and Assessment). London: Earthscan.
- Curtin, T. 2007. Managing Green Issues. 2<sup>nd</sup> edition. Hampshire: Palgrave Macmillan.
- EcoCompass. 2011. EcoCompass EMS. Date of retrieval 2.6.2011  
<http://www.hel2.fi/ymk/ekokompassi/eng/EcoCompass%20EMS.htm>.
- EcoStart. 2011. EcoStart. Date of retrieval 3.5.2011. <http://www.ecostart.fi/>.
- Environmental Management System Australia. 2011. Resources. Date of retrieval 2.6.2011  
<http://www.environmentalmanagementsystem.com.au/isoenvironmental.html>.
- European Commission. 2011. EMAS. Date of retrieval 1.4.2011  
[http://ec.europa.eu/environment/emas/index\\_en.htm](http://ec.europa.eu/environment/emas/index_en.htm).
- European Committee for Standardization. 2004. EN ISO 14001. Environmental management systems – Requirements with guidance for use. 2. edition. Helsinki: Finnish Standards Association SFS.
- Friedman, F. B. 2003. Practical Guide to Environmental Management. 9th edition. Washington D.C: Environmental Law Institute. 1<sup>st</sup> edition 1988.

Gillham, B. 2008. Developing a questionnaire. 2<sup>nd</sup> edition. London: Continuum International Publishing Group.

Hague, P. N. 2004. Market Research in Practice: A Guide to the Basics. London: Kogan Page Ltd.

Heikkilä, T. 2006. Tilastollinen tutkimus. 7<sup>th</sup> edition. Helsinki: Edita Prima Oy.

IEMA (Institute of Environmental Management & Assessment). 2011. Environmental Management Systems – Your A-Z Guide. Date of retrieval 13.4.2011. <http://www.iema.net/ems/>

International Organization for Standardization (ISO). 2011. ISO 14000 - Environmental management. Date of retrieval 1.4.2011  
[http://www.iso.org/iso/iso\\_catalogue/management\\_and\\_leadership\\_standards/environmental\\_management.htm](http://www.iso.org/iso/iso_catalogue/management_and_leadership_standards/environmental_management.htm).

IUCN, UNEP & WWF. 1990. World conservation strategy: Living Resource Conservation for Sustainable Development. Date of retrieval 25.3.2011. <http://data.iucn.org/dbtw-wpd/edocs/WCS-004.pdf>.

Julkunen, H. Head of the Green Office programme, WWF Finland. 2011. Email interview 2.9.2011. In author's possession.

Kane, G. 2010. Three secrets of green business: unlocking competitive advantage in a low carbon economy. London: Earthscan.

Muijs, D. 2004. Doing Quantitative Research in Education with SPSS. London: SAGE Publications Inc. (US).

Oulu University of Applied Sciences. 2011. Staff Intra Heimo – School of Renewable Natural Resources. Internal source. Date of retrieval 30.5.2011.

Pesonen, H-L., Hämäläinen, K. & Teittinen, O. 2005. Ympäristöjärjestelmän rakentaminen: suunnittelu, toteutus ja seuranta. Helsinki: Talentum Media Oy.

Pohjola, T. 2003. Johda ympäristöasioita tehokkaasti: ympäristöosaaminen menestystekijänä. Helsinki: Talentum Media Oy

Reinikainen, T. 2010. Ympäristöjärjestelmillä kestävää tuottavuutta. YKETU-hankkeen loppuraportti, Ministry of the Environment. Helsinki: Edita Prima Oy.

Sarkkinen, S. (editor) 2006. Ympäristövastuu työpaikalla. Helsinki: Edita Prima Oy.

Shih, K-H. 2006. Assessment of sustainable development and knowledge of environmental management: Internal auditors' perspectives. *Industrial Management & Data Systems* 106(6), 896-909.

Sirviö, M. Green Office expert, WWF Finland. 2011. Email interview 14.6.2011 & 10.10.2011. In author's possession.

Stringer, L. 2010. *The Green Workplace*. New York: Palgrave Macmillan.

WWF Finland. 2011a. Climate Calculator. Date of retrieval 15.4.2011.  
<http://www.ilmastolaskuri.fi/en/user/page/show/name/page1>.

WWF Finland. 2011b. Green Office GoNet. Internal source. Date of retrieval 28.3.2011.  
[http://www.wwf.fi/green\\_office/](http://www.wwf.fi/green_office/).

WWF Finland. 2011c. WWF Finland. Date of retrieval 31.3.2011.  
<http://www.wwf.fi/english/finland/>.

WWF International. 2011a. Green Office. Date of retrieval 28.3.2011.  
[http://wwf.panda.org/what\\_we\\_do/where\\_we\\_work/greatermekong/our\\_solutions/projects/green\\_office/](http://wwf.panda.org/what_we_do/where_we_work/greatermekong/our_solutions/projects/green_office/).

WWF International. 2011b. WWF?. Date of retrieval 28.3.2011.  
[http://wwf.panda.org/who\\_we\\_are/](http://wwf.panda.org/who_we_are/).

Zutshi, A., Sohal A. S. & Adams, C. 2008. Environmental management system adoption by government departments/agencies. *International Journal of Public Sector Management* 21(5), 525-539.

## APPENDICES

### APPENDIX 1

#### GREEN OFFICE QUESTIONNAIRE

The purpose of this questionnaire is to discover how satisfied the current Green Offices are with the cooperation with WWF and the Green Office environmental management system in general. In addition, the questionnaire will hopefully provide ideas about the issues that could possibly be developed in the future. The questionnaire, which is part of a Bachelor's thesis done in Oulu University of Applied Sciences, has been designed by a student Helena Rauatmaa who is doing a research concerning the Green Office environmental management system. The questionnaire has 38 multiple-choice questions and one open question. The questionnaire is easy to complete, just follow the link, give your answers and submit. Due to an exchange period of the researcher, the thesis will be ready at the end of February at latest and then the results are available to you as well.

#### BACKGROUND INFORMATION:

- 1) Type of your organisation
  - a. Business
  - b. Governmental
  - c. Other
- 2) The time as a Green Office (time after receiving the rights to use the Green Office -logo)
  - a. Under 2 years
  - b. 2-4 years
  - c. 5-7 years
  - d. 8-10 years
- 3) How many Green Offices are there inside your organisation?
  - a. 1
  - b. 2 or more

#### CREATING AN ENVIRONMENTAL MANAGEMENT SYSTEM AND THE WWF -TOOLS:

After joining the Green Office network you have 1 year time to create an environmental management system.

- 4) Is one year:
  - a. Way too long
  - b. A bit too long
  - c. Adequate
  - d. A bit too short
  - e. Way too short

**Answer to the next questions (questions 6-15) in a scale from 1 to 5 (1=Strongly agree, 2=Partly agree, 3= Don't agree nor disagree, 4=Partly disagree, 5=Strongly disagree):**

- 5) Compass –tool is easy to use
  - a. 1
  - b. 2
  - c. 3
  - d. 4
  - e. 5
- 6) Compass is a useful tool
  - a. 1
  - b. 2
  - c. 3
  - d. 4
  - e. 5
- 7) The assessment form was useful at the start of the Green Office process
  - a. 1
  - b. 2
  - c. 3
  - d. 4
  - e. 5
- 8) Filling the assessment form was easy
  - a. 1
  - b. 2
  - c. 3
  - d. 4
  - e. 5
- 9) Climate Calculator is a useful tool
  - a. 1
  - b. 2
  - c. 3
  - d. 4
  - e. 5
- 10) Using the Climate Calculator is easy
  - a. 1
  - b. 2
  - c. 3
  - d. 4
  - e. 5

**GREEN OFFICE -TEAM AND GREEN OFFICE -COORDINATOR:**

Before starting the Green Office process, you need to choose the Green Office coordinator and the Green Office team.

- 11) Finding members to the Green Office team was easy

- a. 1
  - b. 2
  - c. 3
  - d. 4
  - e. 5
- 12) We received enough information on how to form the Green Office team
- a. 1
  - b. 2
  - c. 3
  - d. 4
  - e. 5
- 13) Finding the Green Office coordinator was easy
- a. 1
  - b. 2
  - c. 3
  - d. 4
  - e. 5
- 14) Communication with WWF has been easy
- a. 1
  - b. 2
  - c. 3
  - d. 4
  - e. 5

**ENVIRONMENTAL REVIEW:**

After filling the Assessment form you can choose to have an environmental review.

- 15) Did you have an environmental review?
- a. Yes
  - b. No
- 16) Which alternative do you prefer?
- a. Self-conducted review
  - b. A review conducted by an external specialist

**Answer to the next questions (17-37) in a scale from 1 to 5 (1=Strongly agree, 2=Partly agree, 3= Don't agree nor disagree, 4=Partly disagree, 5=Strongly disagree):**

**INDICATORS:**

You are required to have three (3) indicators.

- 17) Three indicators is enough
- a. 1
  - b. 2
  - c. 3

- d. 4
  - e. 5
- 18) Following the indicators has been easy
- a. 1
  - b. 2
  - c. 3
  - d. 4
  - e. 5

**ENVIRONMENTAL PROGRAMME:**

After the assessment your office is supposed to make an environmental programme.

- 19) Making an environmental programme in Compass has been easy
- a. 1
  - b. 2
  - c. 3
  - d. 4
  - e. 5
- 20) We received enough instructions on how to define objectives and targets
- a. 1
  - b. 2
  - c. 3
  - d. 4
  - e. 5

**INTERNAL COMMUNICATION, TRAINING& MOTIVATION:**

- 21) We have received enough instructions on how EMS related issues can be communicated to the staff
- a. 1
  - b. 2
  - c. 3
  - d. 4
  - e. 5
- 22) Communicating EMS related issues to the staff has been easy
- a. 1
  - b. 2
  - c. 3
  - d. 4
  - e. 5
- 23) WWF provides enough instructions on how to train the staff concerning the environmental programme
- a. 1
  - b. 2
  - c. 3
  - d. 4



- e. 5
- 24) Motivating the staff has been easy.
  - a. 1
  - b. 2
  - c. 3
  - d. 4
  - e. 5

**IMPLEMENTATION:**

- 25) The implementation of the Green Office environmental management system met our expectations well
  - a. 1
  - b. 2
  - c. 3
  - d. 4
  - e. 5

**OFFICE INSPECTIONS:**

- 26) The office inspections are important
  - a. 1
  - b. 2
  - c. 3
  - d. 4
  - e. 5
- 27) Office inspection every three years is adequate
  - a. 1
  - b. 2
  - c. 3
  - d. 4
  - e. 5

**GREEN OFFICE LOGO:**

- 28) Green Office logo has been useful in external communication
  - a. 1
  - b. 2
  - c. 3
  - d. 4
  - e. 5
- 29) Green Office logo has been useful in internal communication
  - a. 1
  - b. 2
  - c. 3
  - d. 4
  - e. 5

30) Regulations concerning the Green Office –logo usage are appropriate.

- a. 1
- b. 2
- c. 3
- d. 4
- e. 5

31) The instructions concerning the Green Office logo are clear

- a. 1
- b. 2
- c. 3
- d. 4
- e. 5

**ANNUAL REPORT& CONTINUOUS IMPROVEMENT:**

32) The annual report has be useful for our office

- a. 1
- b. 2
- c. 3
- d. 4
- e. 5

33) Reporting once a year is enough

- a. 1
- b. 2
- c. 3
- d. 4
- e. 5

34) Continuous improvement of the Green Office system in our office is feasible

- a. 1
- b. 2
- c. 3
- d. 4
- e. 5

**OTHER BENEFITS:**

35) Green Office has increased the job satisfaction in our office

- a. 1
- b. 2
- c. 3
- d. 4
- e. 5

36) Green Office has improved our business or our interest groups relations.

- a. 1
- b. 2
- c. 3

- d. 4
- e. 5

37) Green Office has created cost savings for our office

- a. 1
- b. 2
- c. 3
- d. 4
- e. 5

**GENERALLY:**

38) In general, what score would you give about the Green Office cooperation with WWF?  
(1=Excellent, 2=Good, 3=Average, 4=Poor, 5=Very poor)

- a. 1
- b. 2
- c. 3
- d. 4
- e. 5

Briefly describe the most important parts of Green Office that in your opinion need improvements?

---

---

---

---

---

THANK YOU FOR YOUR ANSWERS.

**Answers to the open-question:**

Varsinkin alussa olisi kiva saada konkreettisempaa apua, mutta onneksi Kuirin Mikko on jaksanut vastata kysymyksiimme ja muutenkin WWF:n puolelta vastaaminen on ollut erittäin nopeaa! kiitos siitä!

Ensimetrien apua olisimme tarvinneet. Sitä emme juuri saaneet.

Toimistotarkastukset voisivat olla ytimekkäämpiä ja raportit niistä olisi syytä saada parin viikon sisällä.

Käyttäjätavallisemmät ohjelmat. Selkeyttä lisää.

Kompassin käyttäminen, vuosiraportoinnin tekeminen. Toisaalta, nämä asiat varmasti helpottunevat kun niitä oppii käyttämään ja ylipäätään olisi itse aktiivinen oppija niiden suhteen...

Ympäristöjärjestelmää tulisi kehittää myös isoihin organisaatioihin, satoja tuhansia henkilöitä, sopiviksi. Myös organisaatioiden, ei pelkästään henkilökohtaiset, tekemät toimintatapamuutokset tulisi sisällyttää järjestelmään. Kun esimerkiksi kiinteistössä lasketaan tilojen lämpötilaa 1 asteella, saadaan aikaan merkittäviä energian säästöjä, verrattuna yksilön toimintatapa muutoksiin.

Lisää materiaaleja ja infoa aloittaville toimistoille.

Kompassin ympäristöohjelma ei oikein taivu jo olemassa olevaan ohjelmaa, nyt pitää tavallaan ylläpitää kahta eri ohjelmaa. Tulevaisuuden kehitys: ehkä useammin ja kevyempiä auditointeja. Auditointi 3 vuoden välein ok, paitsi käytännössä sivutoimipisteille auditointi on yli 10 vuoden välein = ei todellakaan ohjaa. Vuosiraportointi on pakollinen paha, ei ohjaa eikä kannusta. Voisiko sitä muokata ohjaavampaan suuntaan? Esim. palaute raportoinnista tms.

Käytännön ohjeita, miten asioita otetaan esille henkilöstön kanssa, tai kivoja niksejä ja malleja. Kalliiden konsulttien koulutukset eivät meille tule kysymykseen. Toimistojen johtajille pitäisi olla omia "raportointeja" tai kyselyjä, jotta heidänkin sitoutumisensa saataisiin paremmalle tolalle. Muilta menee usko tekemiseen, jos johto ei ole tosissaan sitoutunut. Itse toivoisin, että GO kehittyisi mieluummin ei-kaupalliseen suuntaan. Viime aikoina olen ollut huomaavinani, että esim. verkostotapaamiset tuntuvat usein ennemminkin kokousta isännöivän yrityksen promootiotapahtumilta, kuin varsinaiselta YMPÄRISTÖKOULUTUKSELTA. (Esim. Toyotalla järjestetty tapaaminen sisälsi autojen koeajoa, mainospuheita...) Varsinainen päivän teema jäi ikävästi uusilla Prius-autoilla rälläilyn varjoon. Työkaluissa on vielä parantamisen varaa: Ilmastolaskurin käyttöliittymä on yksinkertaisesti kammottava. Käytän itse paljon tietokonetta, mutta olen silti aina sormi suussa ko työkalun kanssa. Lisäksi toivoisin että Ilmastolaskuri olisi samalla nettisivulla kuin Kompassikin. On erittäin työlästä kun kaikkii on omat tunnukset & salasanat, ja sitten pitää muistella mikä oli mikä, ja minne piti syöttää mitäkin tietoja. Mieluiten niin, että kaikki ovat samalla sivulla.

Kompassin kehittäminen.

Kompassin toimintaa voisi parantaa, suuren organisaation on kankea käyttää. Olen näistä ollut yhteydessä mutta vielä ohjelma ei taitu, toivottavasti jatkossa käyttäjätunnusongelma ratkeaa.

Arviointilomakkeen täyttäminen joka kerta uudestaan on liian työlästä, olisi hyvä jos vanhaa pohjaa voisi käyttää hyödyksi.

Tarkempia ohjeita. Enemmän neuvontaa. Kompassista vähemmän monimutkainen.

Neuvoja ja esimerkkejä vuosi-ilmoituksen riittävästä täytöstä sekä paljon vinkkejä uusista valittavista seurantaindikaateista.

Eri kokoisten GreenOffice -organisaatioiden tarpeiden ja resurssien huomiointi. Esim. uusi raportointi ja varsinkin siihen siirtyminen vaatii pienehköltä organisaatiolta enemmän kuin hyödyttää.

Voi olla vaikea jatkuvasti parantaa tuloksia mittareissa ja päästä yhä pienempiin kulutuksiin esim. sähköissä tai energiassa (Suomen talvi voi olla kylmä). Säästöt ovat hyviä tiettyyn pisteeseen. Enemmän henkilökuntaa toimistoonne hoitamaan asiaa, jotta tavoittaa henkilöt helpommin. Tämän hyvän järjestelmän levittäminen ympäri maailman nopeammin, jotta isot kansainväliset yritykset paremmin voisivat käyttää GO:ta kaikissa maissa.

Kompassin käytettävyyden parantaminen.

Kulutustapamittari nykyaikasemmaksi! Pitää antaa heti tuloksesta tieto, miten sijoittuu muihin ja missä kohtaa voisi parantaa. Samoin pitäisi saada toimistokohtaiset tulokset kysymyksittäin+ yhteiset tsemppauskohteet.

Kompassi on vaikeakäyttöinen ja raskas.

Kompassi ei ole käyttäjäystävällinen eikä kerro yleissilmäyksellä kellekään yhtään mitään. Sovellus on liian matemaattinen ulkonäöltään eikä houkuttele käyttämään. Sinänsä on hyvä, että ympäristöohjelmaan tarjotaan valmiita lauseita, mutta toteutus on täysin epäonnistunut. Lisäksi on hankalaa, että jokaiseen sovellukseen on eri salasana ja käyttäjätunnus. Samaa mieltä myös ilmastolaskurista, siitä on vaikea löytää tietoja ja sovellus on ruma ja "insinöörimäinen".

Olisi tärkeää huomioida GO osana yrityksen päätöksentekoa ja esim. edellyttää GO-ryhmään johdon.

Vuosimaksu on mielestäni korkea Green officesta saatavaan hyötyyn nähden. Kustannussäästöjä olisimme tehneet ilmeisesti, mutta nyt aikaansaadut säästöt valuvat WWF:n pussiin. Toimistotarkastuksessa WWF takertuu liikaa epäolennaisiin mutta näkyviin pikkuseikkoihin suurien linjausten sijaan.

WWF:n omien tavoitteiden ajaminen Green Officen kautta ei saisi olla niin isossa roolissa vaan organisaatioiden erityispiirteet tulisi todella ottaa aktiivisesti huomioon.

Enemmän yhteistyötä henkilöstön motiivinnissa.

Työkalut voisivat olla intuitiivisempia ja helppokäyttöisempiä. Tosin täytyy tunnustaa etten ehkä ole vielä tutustunut niihin tarpeeksi.

Ohjeiden, prosessin, termien selkeyttäminen ja yhdenmukaisuus. Tiedon pitäisi löytyä selkeästi yhdestä paikasta, kun organisaatioiden tiimien kokoonpanot muuttuvat. Voisi olla esim. vuosikalenteri, mitä mihinkin aikaan vuodesta tapahtuu GO:ssa.

Kompassijärjestelmää toimivammaksi (mm. organisaatiotason asioiden päivittäminen ja jalkauttaminen usealle toimistolle) sekä Kompassista saatava raportti (sinne syötetyt kommentit eivät siirry exceliin tai pdf:ään).

GO vinkkejä voisi tulla useamminkin.

Pois ryppyotsaisuus - sillä ei motivoida työntekijöitä. Indikaattoreiden asettaminen ja säästötavoitteet vaikeita, jos asiat ovat jo nyt aika hyvällä mallilla. Green Office-merkkiin liittyvät säädökset ovat pelkkiä kieltoja- asiasta viestiminen eteenpäin henkilöstölle ei motivoi pitämään edes esitystä aiheesta.

Saimme diplomin vasta kesäkuun lopulla, joten emme vielä osaa sanoa. Kompassi on ollut meille haaste. Meillä on haasteita osallistua yleisiin koulutuksiin emmekä saaneet tästä riittävästi tietoa etukäteen. Myös vuosiraportoinnista olisi hyvä muistuttaa riittävästi ettei DL mene muussa kiireessä ohi.

Emme saaneet aluksi minkäänlaista tukea WWF:sta. Oma aktiivisuus oli aivan ratkaisevaa. Kompassi on osittain sekava työkalu. Asioita ei ole jaoteltu selkeästi ja ohjeet voi tulkita monella tavalla. Raportointijärjestelmä on aika raskas pienen organisaation käytössä.

Voisi huomioida myös suurimpien taajamien ulkopuolella sijaitsevien toimistojen näkökulman. Esim. tietyissä kyselyissä melko turhauttavaa, kun ei ole mahdollisuutta edes valita ympäristöystävällisempää vaihtoehtoa. Joskus voisi ajatella alueellisia tilaisuuksia sen sijaan, että nyt suurin osa järjestetään pääkaupunkiseudulla. Voisi aktivoida maakunnissa hyvän asian taakse.

Tilastotietoa, ketkä/kuinka monta on toteuttanut mitäkin toimenpiteitä (esim. työsuhdematkalippu, autopaikoista luopuminen, lämpötilojen säätäminen, työsuhdepolkupyörät). Vertaistuki on tärkeää kun tehdään aivan uusia juttuja, muutosvastarinnan käsittelemisessä olisi hyvä kuulla muidenkin kokemuksia. Vuorovaikutteisempi nettifoorumi, GO-verkosto voisi olla hyödyllisempi tällöin, jos satunnaisiin tapaamisiin ei aina pääse.

Työkaluja on mielestäni liikaa. Kyselyyn vastaaminen oli hankalaa, koska en ole ollut osallisena hakuvaiheen prosessissa, eikä toimistotarkastuksia ole vielä tehty alun tarkastuksen jälkeen.

Kompassia voisi kehittää helppokäyttöisemmäksi. Tiedon jakaminen Kompassista henkilökunnalle on nyt ?

Koko järjestelmä soveltuu heikosti / vaikeasti hyvin pieneen ja vähäväkiseen toimistoon. Järjestelmä sopii vaikeasti myös business park -tyylisissä toimistohotelleissa toimiville pienille yrityksille, joiden on työlästä saada tietoa juuri omasta osuudestaan kiinteistön yhteiseen kulutukseen. Tällöin indikaattorien valinta ja seuranta tuntuvat lähinnä kosmeettisilta toimilta. Seuranta on summittaista ja vähentämistavoite perustuu arvioihin paperin kulutuksesta. Oman toiminnan eko-parantaminen tuntuu suoraan sanottuna mahdottomalta, jos esimerkiksi tulostusmäärät vaihtelevat työtilanteen ja toimistohenkilökunnan koon mukaan. Oikeampaa olisi mitata ekologisuuden panos-tuotos -suhdetta, ns. ekotehokkuutta tai energiatehokkuutta jollakin verrokkiluvulla / tms. indikaattorilla, kuin absoluuttisia kulutusmääriä, jotka voivat vuodesta toiseen heitellä paljonkin henkilöstömäärän ja työmäärän mukaan.

Kompassissa olevan raportointityökalun selkeyttäminen.

Viimeksi Kompassi oli vielä kielipuoli: osa suomeksi osa englanniksi. Sen voisi korjata.

Meillä on oma järjestelmä, johon syötämme jo kertaalleen ympäristöparannukset. Saisimme ne tulostettua järjestelmästä suoraan exceliin, mutta kompassiin exceliä ei saa ladattua. Ajattelenkin, että kompassi on hiukan jähmeä, koska kaikki pitää kirjata uudelleen.

Ympäritöohjelman selkiyttäminen/ohjeet.

Esimerkki askeleet tai vuosikello ensimmäiselle ja toiselle vuodelle.

Toisinaan tuntuu siltä, että pienet ja suuret asiat ovat keskenään samanarvoisia, vaikka asioiden ja tekojen todellinen merkitys ympäristölle on aivan eri luokkaa. Green Officen pitäisi olla enemmän edelläkävijä ja mukana yhteisikunnallisessa kehityksessä, esim. mikä on kokonaisuutena jätehuollossa järkevää: lajitellaan jätteet jo kotona/toimistoissa vs. osa lajitellaan kodeissa ja loput hoidetaan alueellisissa jätepisteissä.

Kompassi ja ilmastolaskuri työvälineinä hieman epäselviä. Varmuus tietojen tallentumisesta jää vähän

kompassi-työkalu liian monimutkainen.

**E-mail interviews:****MAIJU SIRVIÖ, Green Office expert. E-mail 14.6.2011**

1. Mitä toimintoja Kompassi sisältää? (tarvitsen tätä tietoa, jotta osaan suunnitella kyselyn, jossa tutkitaan myös GO-toimistojen tyytyväisyyttä kyseiseen työkaluun)

2. Missä kaikissa maissa Green Office tällä hetkellä toimii?

3. Mihin maihin Green Officea ollaan suunniteltu otettavan käyttöön lähitulevaisuudessa (sanotaanko että seuraavan vuoden aikana)?

1. Kompassissa toimistot: voivat päivittää yhteystietojaan, lisätä GO-tiimin jäsenet käyttäjiksi, seurata ajankohtaisia asioita, ladata logot, tarkastella verkostotapaamisten materiaaleja, täyttää arviointilomakkeen, toteuttaa ja ylläpitää ymp.ohjelmaa (koostuu 2 palasesta; ympäristöperiaatteet, jossa tavoitteet ja visiot sekä itse ymp.ohjelma käytännönläheisine tehtävineen)

2. Romania (vain oma wwf toimisto),  
Viro, Latvia, Liettua (Suomen WWF hallinnoi)  
Turkki (oma wwf toimisto ja myös tarjoavat muille)  
Indonesia (oma wwf toimisto ja myös tarjoavat muille)  
Pakistan (oma wwf toimisto ja myös tarjoavat muille)  
Vietnam (oma wwf toimisto ja myös tarjoavat muille)  
Nepal (vain oma wwf toimisto)

3. Vaikea vastata. Euroopassa on ollut myöskin kiinnostusta. Me emme kuitenkaan aktiivisesti 'mainosta' GOa minnekään vaan yleensä he ottavat yhteyttä. Yksi tapa, miten leviämistä tapahtuu on se, että organisaatio suomessa tahtoo ottaa GO:hon mukaan konttorinsa jossakin muualla maailmassa.

Terkuin Maiju

**HELKA JULKUNEN, Head of the Green Office programme. E-mail 2.9.2011.**

1. Mikä on Green Office toiminnan virallinen aloitusvuosi (kysyin tätä kerran jo, mutta tässä vielä virallisesti kysyttynä)? 2002

2. Olihan niin, että paikan päällä tehtävä toimistotarkastus on kolmen vuoden välein ja raportointi tapahtuu kerran vuodessa Kompassin välityksellä?

Totta, tarkastus kolmen vuoden välein. Raportointi kerran vuodessa Kompassin ja Ilmastolaskurin avulla.

3. Kerrotko kokemustenne perusteella, miten Green Office vaikuttaa toimistojen työntekijöiden tyytyväisyyteen?



Työntekijät voivat toimia töissäänkin omien arvojensa mukaisesti, eli toimia kestävästi ympäristöä säästäen.

Lisää tiimien välistä yhteistyötä. Tuo mukanaan uusia virkistäviä tapahtumia, kilpailuja jne.

Antaa mahdollisuuden oppia uutta ympäristöasioista.

Tuntee tekevänsä töitä vastuullisessa työpaikassa.

4. Listaatko vielä, missä maissa virallisia Green Officeita on tällä hetkellä Suomen lisäksi?

Näillä on kansallinen GO-ohjelma Viro, Latvia, Liettua, Turkki, Pakistan, Vietnam ja Indonesia.

Näissä maissa GO on WWF:n toimistolla Nepal, Romania ja kansainvälisen WWF:n pääkonttori Sveitsissä.

**MAIJU SIRVIÖ, Green Office expert. E-mail 10.10.2011**

Moikka Helena,

Terveiset kylmästä ja sateisesta Helsingistä. :) Syksyisestä säästä huolimatta syksy on lähtenyt oikein mukavasti käyntiin!

Nyt on tullut joku väärinkäsitys, sillä kyllä edelleen teemme toimistotarkastuksia. Toimiston ensimmäinen tarkastus on yleensä noin vuoden kuluttua sopimuksen allekirjoituksesta. Sen jälkeen suurimmat toimistot tarkastetaan 3 vuoden välein ja muut sivukonttorit säännöllisesti.

Kun organisaatio liittyy GO-verkostoon ja allekirjoittaa sopimuksen, saa GO-merkkiä käyttää sisäisessä viestinnässä välittömästi ohjeidemme mukaisesti.

Kun organisaatio tarkastetaan ensimmäisen kerran ja tarkastus menee hyväksytysti lävitse, saa toimisto käyttää merkkiä ohjeiden mukaan myös ulkoisessa viestinnässä. Silloin toimisto saa myös tilata diplomin merkiksi siitä, että heidän ympäristöjärjestelmänsä täyttää Green Office -kriteerit.

Terkuin Maiju

**MAIJU SIRVIÖ, Green Office expert. E-mail 7.11.2011**

Heippa Helena,

Vuosiraportoinnista:

- Green Office -merkin käyttöoikeuden saaneet organisaatiot ovat velvollisia raportoimaan seurantalukunsa WWF:lle vuosittain. Raportoinnin avulla seurataan Green Office -verkoston ympäristötoiminnan tuloksia.

Kenen tulee raportoida?

- Jos toimistolle on myönnetty Green Office -merkki, se on vuosittain velvollinen raportoimaan indikaattorit eli seurantaluvut WWF:lle sekä päivittämään ympäristöohjelman.

Aikataulu

- Vuosiraportoinnin aika on vuoden alussa.

Mistä raportointi koostuu?

1. Päivitä ympäristöohjelma: Päivitä toimistosi ympäristöpolitiikka sekä ympäristöohjelma työkalupakissa.
2. Raportoi indikaattorit: Syötä indikaattoritiedot Ilmastolaskuriin. Indikaattorien lukumäärän tulee olla yhteensä vähintään kolme. Jos toimisto ei pysty raportoimaan kolmea indikaattorilukua, voi yhdeksi indikaattoriksi valita Kulutustapamittarin.
3. Kulutustapamittari: Ohjeista työntekijät vastaamaan Kulutustapamittariin. Kulutustapamittariin vastaamalla työntekijät saavat mahdollisuuden tarkastella omien toimintatapojensa ympäristöystävällisyyttä. Kulutustapamittariin vastaaminen on vapaaehtoista, jos toimistolla on vähintään kolme seurattavaa indikaattoria.

Toivottavasti tämä vastasi kysymykseesi!

Syysterkuin Maiju