



INTERNATIONAL SOCIETY OF
SUSTAINABILITY
PROFESSIONALS

Making Sustainability Standard Practice

International Society of Sustainability Professionals

Welcome!

April 24, 2014

S-CORE™ in Action Webinar
Sustainability--Competency, Opportunity,
Reporting & Evaluation

with Maureen Hart. Executive Director, ISSP



International Society of Sustainability Professionals

- *Over 700 members
- *International Board of Directors
- *Professional Development
- *Shared Best Practices
and Tools
- *Networking
- *Local Chapters

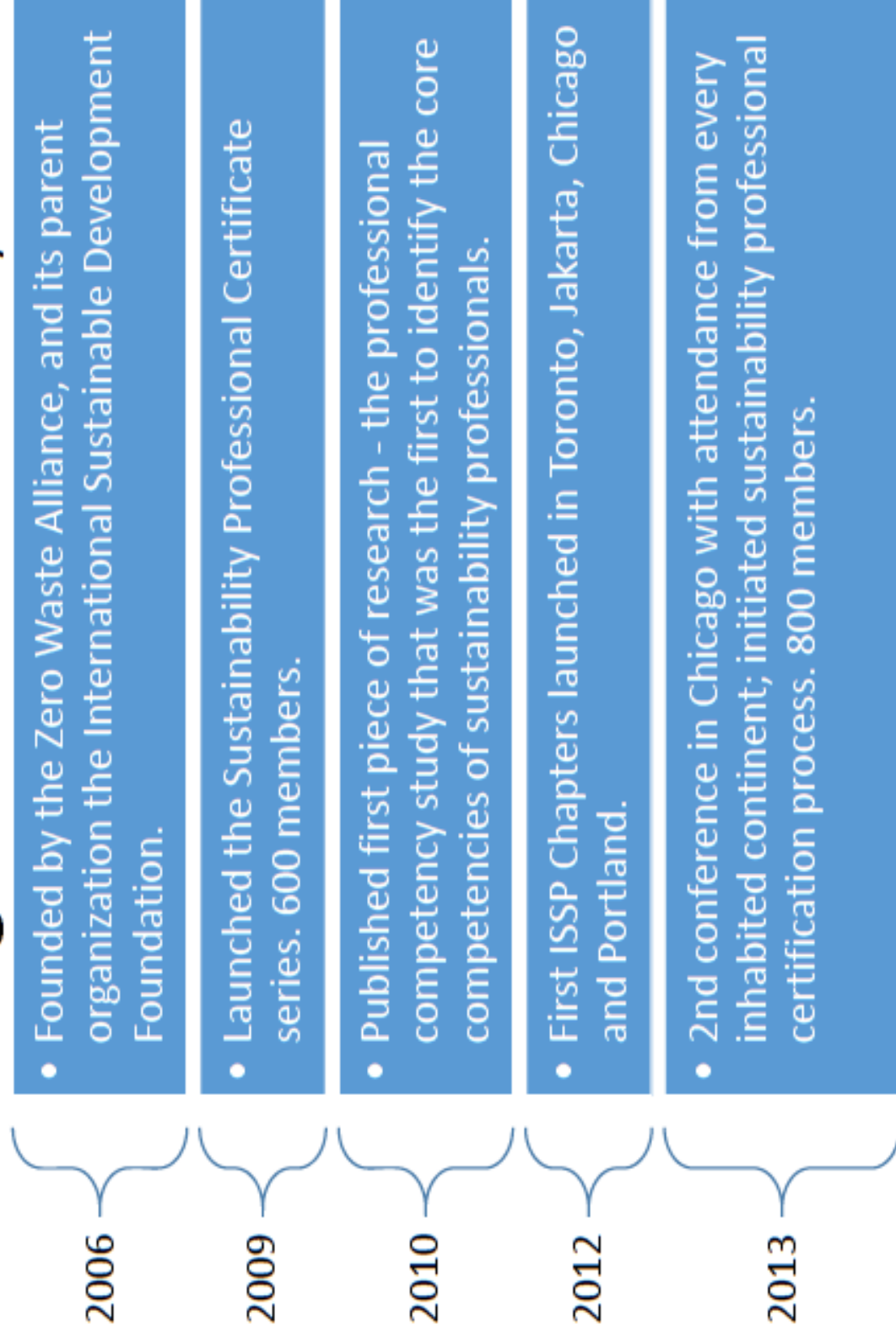
www.sustainabilityprofessionals.org

ISSP 2014 CONFERENCE

- November 12-14, Denver, CO.
- <http://www.sustainabilityprofessionals.org/issp-conference-2014>
- Sheraton Denver Downtown
- 11/12 -- Pre-Conference Workshops:
- Consultants Cohort ++ More
- 11/13-14 Two full days of networking with a diverse group of sustainability professionals and inspiring program with tools and methods for your immediate application.

Establish thought leadership
Forums
Webinars
Local Chapters
ISSP LinkedIn Group
ISSP website
Online Courses
Conferences
Surveys
Networking
Write book reviews
Publications
Resources@Website
Discussion
MEMBER VALUES
Newsletter
Professional Association
ISSP Certificate Member Discounts

ISSP Background and History



Optimistic
innovating professional

VALUES

Positive solution oriented

Disciplined Relevant nimble thought leaders

global collaborative connecting inclusive

Inclusive Enabling engaging responsive personable

Keep faith in a positive outcome Cutting edge

ISSP

Continually improving learning

focused Face the brutal facts

Community

Supporting

Defining Sustainability Professionals

Internal Practitioners

Individuals who spend 50% or more time in their job responsibilities on sustainability initiatives.



External Practitioners

Consultants, advisors and educators who work with organizations to foster, educate, support and assist in sustainability initiatives.





Sustainability - **C**ompetency, **O**pportunity & **R**eporting **E**valuation

- What is S-CORE™?
- How does it work?
- How does it relate to other tools?
- Who can use it?
- Where do I sign up?





Sustainability - **C**ompetency, **O**ppportunity & **R**eporting **E**valuation

- What is S-CORE™?





Sustainability - **C**ompetency, **O**pportunity & **R**eporting **E**valuation

Multi-purpose sustainability assessment tool

Rapid Assessment with Benchmark Data

For all Sustainability Consultants (internal/external)

Assesses Integration of Sustainability Practices

For Internal Management and Decision-Making

Results Feed Sustainability Planning Process

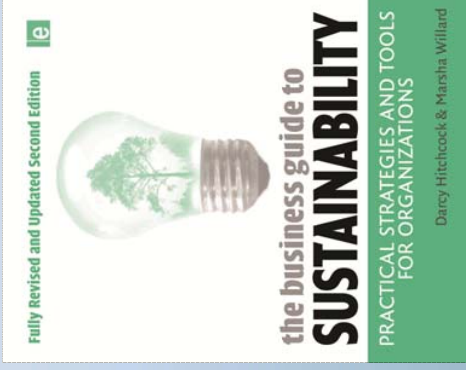
For All Levels of Sustainability Implementation

Fosters Understanding and Dialogue on Sustainability



History of S-CORE™

- Inspired by LEED, focuses on business practices
- 2005 initial development by AXIS Performance Advisors in collaboration with the International Sustainable Development Foundation and the Zero Waste Alliance.
- Published in *The Business Guide to Sustainability*, which provides frameworks, tools and strategies for improving performance.
- 2011 made into web-based application by Sustainable Measures to allow easier access to wider audience of users.



In 2014, S-CORE™ became the property of ISSP to put into public domain and accelerate implementation of sustainable best practices



What S-CORE™ does

Focus on organizational practices

Structured the way organizations are structured

Makes it easy to assign accountability and responsibility

For each practice, shows a range of performance, from initial pilot efforts to ‘sustainable’

Fosters dialogue to deepen organizational understanding and support

Organizations that have had S-CORE assessments

Alaska Airlines
British American Auto Care
British Columbia Ministry of Education
City of Corvallis
City of Santa Monica
Curry Brandaw
Doubletree
Dartmouth College
Hawaii County
Howard County, MD
Ecumenical Ministries of Oregon
Nike
Organically Grown
Precor
Progressive Investment
SERA Architects
Schwabe Williamson & Wyatt
Standard Insurance
United Illuminating
St Vincent Medical Center



Evolution of sustainability performance



Incubator	Initiative	Integrated
<p>Early ad hoc efforts. Pilot efforts in isolated parts of the organization, instigated by people with passion for sustainability. May or may not have top management support</p>	<p>A formal initiative with top management support. Sustainability is being embedded into formal practice across the organization. There are formal structures to support sustainability (e.g., a sustainability coordinator, a steering committee, etc.)</p>	<p>Sustainability is fully integrated into the organization and is part of the organization's public image and core values</p> <p>The organization is using its influence to encourage other stakeholders to pursue sustainability goals</p> <p>The organization is a leader, taking responsibility for its externalities</p>



S-CORE™ assessment

Functions	Sectors
<ul style="list-style-type: none"> • Senior management • Facilities • Human Resources • Purchasing • Office Operations • Environmental Affairs • Marketing/Public Relations • Finance/Accounting • Sustainability Coordinator • Information/Communication Technology <p>S-CORE™ for Small Business – subset of core functional areas and practices</p>	<ul style="list-style-type: none"> • Services • Manufacturing • Government <p style="text-align: center;"><i>Additional</i></p> <ul style="list-style-type: none"> • Travel • Spas • Construction • Water utilities • Waste water • Electric Utilities • Environmental Agencies <p style="text-align: center;"><i>Proposed</i></p> <ul style="list-style-type: none"> • Higher Education • Food Processing • Municipalities

standard sector assessments

Created in response to client requests

To be created in partnership with ISSP members and other organizations



S-CORE™ Assessment – Functional Areas and Practices

Senior Mgmt	Facilities	Human Resources	Office Operations
1. System	1. Energy*	1. Exec education	1. Supplies/equip.*
2. Vision*	2. Waste*	2. Implementation	2. Energy
3. Strategy*	3. Landscaping	3. Culture*	3. Transportation*
4. Communication /Education*	4. Transportation	4. Training*	4. Contracts *
5. Commitment	5. Construction	5. Performance	5. Food service*
6. Implementation	6. Operations	6. Compensation	6. Remodels*
7. Transparency*	7. Janitorial*	7. Climate	
8. Reporting*	8. Fleets	8. Commuting	
	9. Water*	9. Volunteering*	
			Info & Comm
			Technology
			1. Data center
			2. Equipment*
			3. E-Waste*
			4. Dematerialization*
			5. Process support
			6. Product design/ selection

* = in Small Business S-CORE



S-CORE™ Assessment — Functional Areas and Practices (cont.)

Purchasing	Environmental Affairs	Marketing/Public Relations	Finance/ accounting
1. Policy*	1. Mgmt system	1. Strategy	1. Analysis*
2. Audits	2. Chemicals*	2. Positioning*	2. Reporting
3. Suppliers	3. Water	3. Internal marketing	3. Investments
4. Contracting	4. Natural resources	4. Materials*	4. Budgets
5. Reinforcement	5. Air	5. Outreach	5. Metrics
	6. Risk Mgmt*	6. Stakeholders*	
	7. Role shift	7. Incident response	Sust. Coord.
	8. Hazardous waste		1. Mgmt system
			2. Vision
			3. Plan
			4. Metrics
			5. Reporting
			6. Role Shift

* = in Small Business S-CORE



S-CORE™ Assessment — Functional Areas & Practices for Sector Supplements

<p>Services</p> <ol style="list-style-type: none"> 1.Strategy 2.Service delivery 	<p>Manufacturing</p> <p><u>Design</u></p> <ol style="list-style-type: none"> 1. Design for environment 2. Packaging 3. Supplier influence 4. Life cycle thinking <p><u>Operations</u></p> <ol style="list-style-type: none"> 1. Energy 2. Climate change 3. Resource efficiency 4. Transp/distribution 5. Social impacts 6. Chemicals 7. Product stewardship 8. Waste management 	<p>Government</p> <p><u>Environment</u></p> <ol style="list-style-type: none"> 1. Energy 2. Land use 3. Waste management 4. Sustainability education <p><u>Economic</u></p> <ol style="list-style-type: none"> 1. Transportation 2. Contract services 3. Buildings 4. Economic development <p><u>Social</u></p> <ol style="list-style-type: none"> 1. Emergency preparedness 2. Human health 3. Tolerance/diversity 4. Global peace/ prosperity 	<p>Construction</p> <p><u>Strategic</u></p> <ol style="list-style-type: none"> 1. Projects 2. Professional Development 3. Leadership 4. Climate 5. Social Impact & Safety <p><u>Pre-Construction</u></p> <ol style="list-style-type: none"> 1. Project Team 2. Regenerative Systems <p><u>Construction</u></p> <ol style="list-style-type: none"> 1. Subcontractors 2. Indoor Air 3. Waste 4. Stormwater 5. Resources 6. Chemicals
---	---	--	--





Sustainability - **C**ompetency, **O**ppportunity & **R**eporting **E**valuation

- What is S-CORE™?
- How does it work?





Sustainability - **C**ompetency, **O**pportunity & **R**eporting **E**valuation

- Trained consultant facilitates process
- Small groups discuss organization's activities:
 - Current Practices and Existing Barriers
 - Ideas for Action and Sustainability Opportunities
- Can also be used with suppliers, customers and other stakeholders



Progress Evaluation: Waste/Materials Example

SCORE™

Practice

1 point

Incubator

3 points

Initiative

9 points

Integrated

<p>Waste: Move toward a zero waste facility.</p>	<p>Conduct a waste audit and act on the results. Educate staff about reducing consumption. Have systems in place for waste reduction (e.g., recycling is easier, monitoring and feedback systems, signage).</p>	<p>Provide incentives for employees and haulers to divert resources from the waste stream.</p>	<p>Achieve zero waste (at least 90% reduction in solid waste going to the landfill) while directing residual products to the "next best use" whenever practical.</p>
<p>Office Supplies and Equipment: Minimize impacts associated with the purchase and disposal of office supplies, furnishings and equipment.</p>	<p>Select a couple targeted purchasing categories and identify more sustainable options. Have an effective recycling system in place for paper, cans, & bottles.</p>	<p>Have a system in place for routinely assessing the impacts of purchases and are working on finding better options. Have systems for composting food scraps from lunchroom and recycle/donate electronic equipment, batteries, CDs.</p>	<p>80% or more of office supplies and equipment come from sustainable sources (i.e., from a certified sustainable source, 100% post-consumer waste, recyclable, product take-back).</p>
<p>Policy: Have a purchasing policy related to sustainability.</p>	<p>As a matter of practice, evaluate major purchases based on sustainability and other criteria but have no formal policy in place.</p>	<p>Have a formal sustainable or environmentally preferable purchasing policy that incorporates waste reduction. Have in place systems to identify products & suppliers that contribute to social or environmental problems (eg. sweatshops, resource conflicts, pollution) and take appropriate action.</p>	<p>At least 80% of purchases (by weight, volume or cost) is from environmentally preferable or sustainable sources (e.g., third-party certified eco-labels)</p>

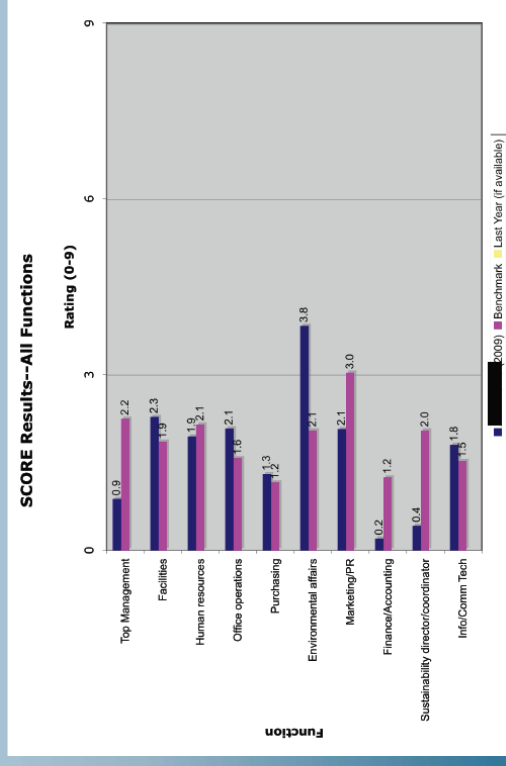
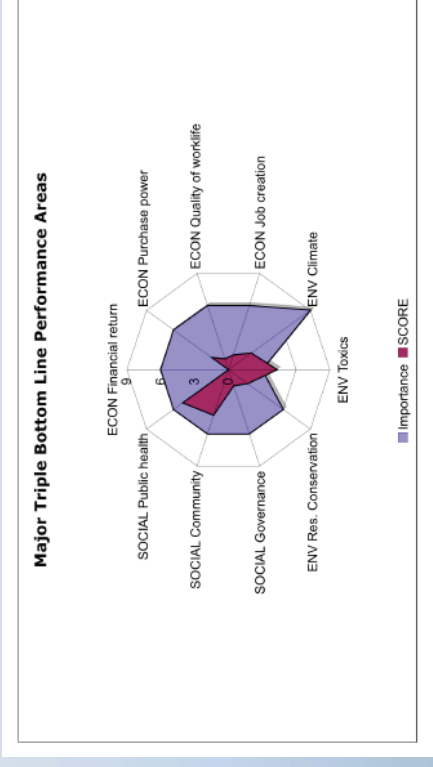


S-CORE™ Report

Written Report (for internal use) Includes:

- Organization’s data, benchmarked against others
- “You are here” progress indicator
- Gap analysis
- Kudos
- Opportunities/Recommendations
- Resources
- Action plan
- Inventory of current practices
- Ideas for action

	Incubator	Initiative	Integrated
You are Here ↓	<p>Early and hoc efforts</p> <p>Pilot efforts in isolated parts of the organization, instigated by the organization, but not formalized for sustainability</p> <p>May or may not have top management support</p>	<p>A formal initiative with top management support</p> <p>Sustainability is being embedded into formal practice across the organization</p> <p>There are formal structures to support sustainability (e.g. a sustainability coordinator, a steering committee, etc.)</p>	<p>Sustainability is fully integrated into the organization and is part of the organization's public image and core values</p> <p>The organization is using its influence to encourage other stakeholders to pursue sustainability goals</p> <p>The organization is a leader, taking responsibility for its externalities</p>



Ways to Administer S-CORE™

Single Organization

- Data gathering meeting with all key staff (typically 2-3 hours)
- Reporting and planning meeting (typically 2-3 hours)

Multi-facility Organization

- Data gathering meetings at different facilities
- Review differences to refine sustainability efforts

Multiple Organizations

- Regional Sustainability Councils (half-day meeting)
- Workshop at Conference (eg, purchasing managers)
- Sustainability Summit for community members, businesses, and institutions (S-CORE as part of the overall agenda)



How Organizations can use S-CORE™

Internally

- Engage staff at all levels and across all departments
- Identify successes, opportunities, and unintended barriers
- Set priorities and assess overall progress towards sustainable future

Externally

- Engage vendors, community members, businesses, local institutions
- Identify common barriers and where technical assistance is needed
- Share best practices within community

Regionally or Across Industry Sector

- Collaborate with similar businesses/organizations or regional actors
- Identify common issues, barriers and needs
- Share best practices in sustainable business practices



Value of S-CORE™ to different audiences

Just Getting Started:

Begin the dialogue/education

Identify

- Existing 'stealth' sustainability projects
- Low hanging fruit
- Unnecessary barriers

Prioritize next steps

Springboard to certification

Sustainability Leaders:

Engage community members

- Businesses, institutions, foundations, nonprofits)

Engage regional members

- Identify best practices, common barriers, opportunities for collaborations

Already Committed:

Formal assessment of progress

- Overall integration into culture
- Extent of integration throughout all departments

Benchmark against other organizations

Identify opportunities, barriers

Prioritize next steps





Sustainability - **C**ompetency, **O**ppportunity & **R**eporting **E**valuation

- What is S-CORE™?
- How does it work?
- How does it relate to other tools?



How sustainable are we?

Who wants to know?

Why do they care?



Types of Sustainability Assessment & Reporting Tools

	Audit	Evaluation
Focus	Existence of policies and programs (inputs/outputs)	Progress toward long-term goals (outcomes)
Metrics	Often normalized for comparing diverse organizations <ul style="list-style-type: none"> – energy intensity – waste per capita 	Measure change vs sustainable levels <ul style="list-style-type: none"> • Total GHG vs 2050 target • Water use vs sustainable yield
Audience & Purpose	External rating/ranking Public reporting of activities and programs	Internal decision-making Prioritize action & resource allocation



How does S-CORE™ relate to Higher Education Sustainability Assessments?

	Green Report Card	AASHE STARS	S-CORE™
Type	Rating	Rating	Evaluative
Issue areas covered	Operations, Admin, Finance	Operations, Admin, Finance, Academics	Operations, Admin, Finance
Process	Data collection	Data collection	Institutional engagement
Audience & Use	External, Reporting	External, Reporting	Internal, Decision-making
Metrics	Metrics normalized compared to other organizations	Mix of absolute and normalized	Absolute measures



How does S-CORE™ relate to ISO 14001/26000 & GRI?

- ▶ ISO (14001/26000): defines the industry standards for environmental management systems (EMS) and measurement methodologies, and provides guidance on corporate responsibility
- ▶ Global Reporting Initiative (GRI): defines the industry standard for reporting on sustainability efforts.

S-CORE is a rapid assessment of **actual practices** and **progress**, including implementation of EMS/SMS and reporting efforts. The S-CORE results:

- ◆ Provide long-term focus on ultimate sustainability goal
- ◆ Inform the planning process
- ◆ Identify best practices and opportunities for improvement
- ◆ Informs the reporting process





- S-CORE™ works with existing assessment and reporting tools to strengthen sustainable outcomes
 - Internal, decision-making tool
 - Rapid assessment
 - Focus on organizational dialogue and understanding
 - Process for informing cultural and behavioral change





Sustainability - **C**ompetency, **O**pportunity & **R**eporting **E**valuation

- What is S-CORE™?
- How does it work?
- How does it relate to other tools?
- Who can use it?



Who Can Use S-CORE™

- All Sustainability Consultants eligible to become licensed S-CORE™ Assessors
- Do not have to be an ISSP member, but ISSP members:
 - will receive discount on training and use fees
 - can collaborate on enhancements to S-CORE™
- Previously licensed S-CORE™ Assessors:
 - Recertify if licensed before 2011
 - Register with ISSP to maintain license



Becoming a S-CORE™ Assessor:

Adding S-CORE™ to consultant's toolbox:

- On-line distance learning – next class June 2014
- On-site group training
- Training at annual meetings/conferences
- Self-study using on-line material
- Be trained as part of S-CORE assessment



How ISSP will use S-CORE™

Provide benefit to ISSP members:

Powerful and affordable tool for members

Members can collaborate on new sector supplements

Revenue generation from training (use fees will support on-line system/benchmark data)

Dovetails with Body of Knowledge

Baseline for certification process

Benchmark Sustainability State of the Art

Partner with industry groups





Sustainability - **C**ompetency, **O**pportunity & **R**eporting **E**valuation

- What is S-CORE™?
- How does it work?
- How does it relate to other tools?
- Who can use it?
- Where do I sign up?



Register for the next S-CORE™ Class

4-week Course

- Thurs, June 5, 12, 19, 26 from 11:00 am to 12:30 pm PDT-
- 1.5 hour live webinars and includes a 24/7 online 'classroom' experience.

Price: \$450 USD - Special Discounts --

- ISSP Members save \$75 anytime
- Early Bird Discount - \$50 off - ends May 30, 2014

<https://www.sustainabilityprofessionals.org/events>

