



SCOPE SETTING: Strategies for Engaging Staff and Establishing Accountability

Staff engagement, like most stakeholder engagement, is more of an art than a science. Unless you are a senior leader with some power of the purse or job performance reviews, you are unlikely to be able to simply tell others to participate in moving your sustainable purchasing initiatives forward.

Instead you'll have to use your understanding of your organization's values and reward systems, as well as your emotional intelligence, to consider how to best enlist colleagues to help you move your initiatives forward.

To do so, you will need to consider your potential supporters carefully – considering their position, objectives, and even personal motivations in order to find a way to make collaboration worth their while. You'll also need to have a broad vision and at least some sense of direction for your own initiatives.

For example, if greenhouse gas emissions reductions are your company's number one sustainability priority, you'll be well-advised to couch your purchasing objectives in GHG reduction terms. If dealing with someone who doesn't value sustainability the way you do, you might need to focus your pitch on cost savings or investor expectations to engage them beyond a bare minimum. Similarly, if you're appealing for help from sales and marketing, frame your work as a way to attract and retain customers who are communicating sustainability expectations.

Consider these examples of core values that may motivate stakeholders:

Driver/Value Examples

Efficiency (time, win/wins)	Risk management	Greenhouse Gas Emissions Reduction
Competitive advantage	Investor confidence	Economic value creation
Walking our sustainability talk	Worker expectations (workplace of choice)	Personal commitment to sustainability
Innovation	Supplier retention/commitment	Ethical leadership; avoiding complicity
Professional development	Cost optimization	Waste reduction
Customer expectations	Personal recognition/appreciation of efforts	Activists expectations
Leaving an ethical legacy	Legislative, regulatory requirement	Internal policy alignments

SCOPE SETTING: Staff Engagement & Accountability Strategy

Make a list of the staff, teams, and/or departments you want to engage in your sustainable purchasing initiatives. Brainstorm how to enlist supporters and position your sustainable procurement initiatives for success by providing items in response to each prompt.

Staff person, team, or department	Why do you want to or need to engage this staff person, team, or department?	Values of the staff	How does sustainable purchasing align with the values of the staff?	What opportunities exist for collaboration or building on existing efforts?
<p><i>EXAMPLE</i></p> <p><i>Sales and Marketing Team</i></p>	<ul style="list-style-type: none"> <i>This team can help me build the biz case for increased sustainable purchasing</i> 	<ul style="list-style-type: none"> <i>Clear value proposition</i> <i>Retaining customers</i> <i>Competitive differentiator</i> 	<ul style="list-style-type: none"> <i>Adds to sustainable product offerings</i> <i>Matches customer expectations (e.g. aligns with reporting protocols)</i> <i>Moves us ahead of competitors</i> 	<ul style="list-style-type: none"> <i>Share recent sustainable purchasing success story in Marketing/Sales Team newsletter</i> <i>Leverage customer sat survey to identify sustainable purchasing expectations</i>