Organizational Profile COS Assessment Template

Developed by the VERiS Research Centre

Supplementary Resource to the *Culture of Sustainability Engagement Guide for Organizations*

About this document

On the following pages you will find a blank template that can be used to help assess current organizational culture of sustainability (COS) engagement across multiple dimensions.

An example of how this form might be filled out is also included below for your reference. Note how this example includes potential assessment ranges from Good to Average to Poor (and combinations of these, for instance 'poor-average'), as well as definitive 'Yes' or 'No' responses based on what is appropriate for each rating category (see column three, 'rating'). You may choose to use a similar or different rating system, so long as it is consistent. To arrive at the most credible and accurate ratings, it is best if the rating is done independently first by two or more raters, who then meet to come to a consensus on the best rating.

Note: This profile can be used to either compare different organizations or units against each other, or to compare the same organization or unit over time. The people rating (or 'raters') should use their best judgment to decide on a rating, for instance based on organizational focus group data and/or other relevant information that may be available (e.g., interviews with leadership or information from the organization's website).

Organizational Profile COS Assessment Template

The below template can be used to help assess current organizational culture of sustainability (COS) engagement across multiple dimensions. This includes assessing your organization's current building context, sustainability context, sense of community and interaction between employees, meaningful engagement, past success and failed change efforts, and ideas and insights for sustainability engagement – all related to developing a shared organizational culture of sustainability.

Current Building Context	Definition	Rating	Comment
General			
Traditional Office Space	Traditional hierarchical separation of staff and teams.		
Air Circulation	How well air is circulated in the office space.		
Natural Light	Presence of/access to natural light in the office space.		
Open Concept	Whether the office space is primarily an open concept or not.		
Noise Level	How well the space suppresses noise pollution.		
Accessibility to Public Transportation	Whether the location of the office space is located close to public transit.		
General			

		Rating	Comment
Kitchen Space	The extent to which the kitchen space facilitates interaction.		
Physical Layout	The extent to which the physical layout of the rest of the office space facilitates interaction.		
Current Sustainability Context	**Definition**	**Rating**	**Comment**
General			
Paper Reduction	Clear efforts and procedures to keep paper use to the possible minimum		
Storage Reduction	Efforts have been made to reduce the need for storage space		
Education	Education on sustainability is present		
Energy Use	Measures have been put in place to keep energy use as low as possible		
Sustainable Organization	The organization identifies itself as a sustainable organization		
Values	**Whether the organization has sustainability values and the extent to which they're upheld.**		
Behaviour change	Whether the organization has been able to change staff behaviour.		

Motivation	Motivation of staff to engage in sustainability practices.		
Leadership			
Encouragement	The extent to which managers encourage their staff to engage in sustainable practices.		
Practices	**Whether the organization has sustainability practices and the extent to which they're followed.**		
Recycling/Garbage disposal	The extent to which staff properly sort their waste.		
Reusable items	Whether the space facilitates the use of reusable products.		
Sustainable Transportation	Whether the space promotes or facilitates more sustainable modes of transportation.		
Signs & Language	**Presence of signs and symbols that encourage sustainable behaviours.**		
Building features			
Waste disposal	Whether the building has proper waste disposal receptacles.		
Bike Rack	Whether the building has access to a bike rack and the extent to which staff find it accessible.		
Policies	**Whether the organization has policies specifically for sustainability.**		

Planned Changes	In what areas changes are currently planned		
Paper reduction			
Storage Reduction			
Transportation methods			
Waste Reduction			
Barriers	Any potential barriers listed that discourage or do not promote sustainability practices.		
Transportation/travel	Needing personal vehicles for work.		
Habits/personal values	Difficulty overcoming personal values and habits for the sake of being sustainable		
Company values/interests	Being sustainable potentially in conflict with company values (e.g. being cost effective)		
Inconvenience	Being sustainable being the more inconvenient option.		
Supports	Potential supporting factors to being more sustainable or engaging in more sustainable practices.		
Committee (ex. green team)	Presence of a green team or similar committee facilitating engagement in sustainability.		

Open Concept/Less storage space	Changing office space to being more open/communal with less personal storage space.		
Convenience	Making sustainability more convenient.		
Current Sense of Community and Interaction with Other Employees	**Definition**	**Rating**	**Comment**
Support by leadership	**Whether and the extent to which leadership supports community-building.**		
Diversity	The extent to which the organization is diverse in their staff.		
General interactions between employees			
Sense of community	Ratings of the organizations sense of community.		
Accessibility to events	Whether community-building/social events are accessible to all employee demographics		
Interactions with other organizations	The extent to which the organization interacts with other organizations		
Meaningful Engagement	**Definition**	**Rating**	**Comment**

General			
Rewarding	The extend to which managers and staff are rewarded for promoting and engaging in sustainable actions		
Committees	Whether the organization has committees or opportunities to be internally involved in activities.		
Initiatives	Opportunities to get involved outside of the organization		
Desire for meaningful engagement	The extend to which staff are interested in seeking meaningful engagement opportunities		
Past Success & Failed Change Efforts	**Definition**	**Rating**	**Comment**
Lessons Learned	**Lessons learned from successful or failed change efforts**		
Communication	Whether the organization needed better communication between staff		
Adequate training	Whether the organization believed education/training would help change efforts be successful		
Feedback	Whether the organization believed feedback from employees would help change efforts		

Convenience	Change efforts would be successful if they are convenient		
Successful Change Efforts			
Values	How successfully the organization changed their company values		
Practices	How well the organization changed manager/employee practices in the past		
Factors for Change	**Factors contributing to successful change efforts**		
Gradual change	Whether the organization felt a slow change was needed to make change efforts successful		
Training	Whether the organization felt education/training is needed to make successful change efforts		
Communication	Whether communication between employees is needed to make successful change efforts		
Consistency	Whether change efforts need to be consistent		
Competition	Whether competition within organization would foster successful change efforts		

Collaboration	Whether collaboration between employees and managers would foster successful change efforts		
Motivation	Whether motivating individuals would help make change efforts successful		
Ideas and Insights for Engagement	**Definition**	**Rating**	**Comment**
General	**What the organization believes would help engage staff in sustainable behaviours or/and engage with each other**		
Signage	Whether more/clear signage would foster sustainable behaviours		
Competition	Whether competition would foster sustainable behaviours		
Fun community activities	Whether fun community events would foster interactions between different organizations/units		
Convenience	Whether showing sustainable behaviours as convenient would work		
Communication	Whether communication between organizations/unit would foster sustainable behaviours		
Organizational culture	Engaging organization's existing culture and seeking to integrate sustainability		

General	Culture/Atmosphere of organization		
Friendly	How friendly employees are within the organization		
Management care	How well management considers employee well-being		

Organizational Profile COS Assessment Template (example fictional profile)

The below organizational profile is fictional and shared as an example only, using assessment ranges from Good to Average to Poor (and combinations of these, for instance 'poor-average'), as well as definitive 'Yes' or 'No' responses based on what is appropriate for each rating category (see column three, 'rating'). Note, not all categories may be applicable; where a category is not applicable to your organization, you can write 'N/A' in place of providing a rating. For a blank template that can be printed and used, see above.

Current Building Context	Definition	Rating	Comment
General			
Traditional Office Space	Traditional hierarchical separation of staff and teams.	Yes	
Air Circulation	How well air is circulated in the office space.	Poor	
Natural Light	Presence of/access to natural light in the office space.	Average	
Open Concept	Whether the office space is primarily an open concept or not.	Yes	
Noise Level	How well the space suppresses noise pollution.	Poor-Average	
Accessibility to Public Transportation	Whether the location of the office space is located close to public transit.	No	

General			
Kitchen Space	The extent to which the kitchen space facilitates interaction.	Poor	
Physical Layout	The extent to which the physical layout of the rest of the office space facilitates interaction.	Poor	

Current Sustainability Context	Definition	Rating	Comment
General			
Paper Reduction	Clear efforts and procedures to keep paper use to the possible minimum	Poor	
Storage Reduction	Efforts have been made to reduce the need for storage space	Average	
Education	Education on sustainability is present	Poor	
Energy Use	Measures have been put in place to keep energy use as low as possible	Average	
Sustainable Organization	The organization identifies itself as a sustainable organization	No	
Values	**Whether the organization has sustainability values and the extent to which they're upheld.**	Average	

Behaviour change	Whether the organization has been able to change staff behaviour.	Poor-Average	
Motivation	Motivation of staff to engage in sustainability practices.	Poor	
Leadership			
Encouragement	The extent to which managers encourage their staff to engage in sustainable practices.	Good	
Practices	**Whether the organization has sustainability practices and the extent to which they're followed.**	Average	
Recycling/Garbage disposal	The extent to which staff properly sort their waste.	Poor-Average	
Reusable items	Whether the space facilitates the use of reusable products.	Average	
Sustainable Transportation	Whether the space promotes or facilitates more sustainable modes of transportation.	Average	
Signs & Language	**Presence of signs and symbols that encourage sustainable behaviours.**	Poor	Only one sign encouraging reduction of paper use at the printer
Building features			
Waste disposal	Whether the building has proper waste disposal receptacles.	Yes	

Bike Rack	Whether the building has access to a bike rack and the extent to which staff find it accessible.	No	
Policies	**Whether the organization has policies specifically for sustainability.**		Policies related to paper use
Planned Changes	**In what areas changes are currently planned**		
Paper reduction		Yes	
Storage Reduction		Yes	
Transportation methods		No	
Waste Reduction		No	
Barriers	**Any potential barriers listed that discourage or do not promote sustainability practices.**		
Transportation/travel	Needing personal vehicles for work.	Yes	
Habits/personal values	Difficulty overcoming personal values and habits for the sake of being sustainable	Yes	
Company values/interests	Being sustainable potentially in conflict with company values (e.g. being cost effective)	Yes	
Inconvenience	Being sustainable being the more inconvenient option.	Yes	
Supports	**Potential supporting factors to being more sustainable or engaging in more sustainable practices.**		

Committee (ex. green team)	Presence of a green team or similar committee facilitating engagement in sustainability.	No	
Open Concept/Less storage space	Changing office space to being more open/communal with less personal storage space.	Yes	
Convenience	Making sustainability more convenient.	No	
Current Sense of Community and Interaction with Other Employees	**Definition**	**Rating**	**Comment**
Support by leadership	**Whether and the extent to which leadership supports community-building.**	Average	
Diversity	The extent to which the organization is diverse in their staff.	Good	
General interactions between employees			
Sense of community	Ratings of the organizations sense of community.	Average-Good	
Accessibility to events	Whether community-building/social events are accessible to all employee demographics	Average	
Interactions with other organizations	The extent to which the organization interacts with other organizations	Poor	

Meaningful Engagement	Definition	Rating	Comment
General			
Rewarding	The extend to which managers and staff are rewarded for promoting and engaging in sustainable actions	Poor	
Committees	Whether the organization has committees or opportunities to be internally involved in activities.	Good	
Initiatives	Opportunities to get involved outside of the organization	Good	
Desire for meaningful engagement	The extend to which staff are interested in seeking meaningful engagement opportunities	Average	
Past Success & Failed Change Efforts	**Definition**	**Rating**	**Comment**
Lessons Learned	**Lessons learned from successful or failed change efforts**		
Communication	Whether the organization needed better communication between staff	Yes	
Adequate training	Whether the organization believed education/training would help change efforts be successful	Yes	

Feedback	Whether the organization believed feedback from employees would help change efforts	Yes	
Convenience	Change efforts would be successful if they are convenient	Yes	
Successful Change Efforts			
Values	How successfully the organization changed their company values	Good	Organizational values were developed through a participatory process
Practices	How well the organization changed manager/employee practices in the past	Poor	
Factors for Change	**Factors contributing to successful change efforts**		
Gradual change	Whether the organization felt a slow change was needed to make change efforts successful	Yes	
Training	Whether the organization felt education/training is needed to make successful change efforts	Yes	
Communication	Whether communication between employees is needed to make successful change efforts	Yes	

Consistency	Whether change efforts need to be consistent	Yes	
Competition	Whether competition within organization would foster successful change efforts	Yes	
Collaboration	Whether collaboration between employees and managers would foster successful change efforts	N/A	
Motivation	Whether motivating individuals would help make change efforts successful	N/A	
Ideas and Insights for Engagement	**Definition**	**Rating**	**Comment**
General	**What the organization believes would help engage staff in sustainable behaviours or/and engage with each other**		
Signage	Whether more/clear signage would foster sustainable behaviours	Yes	
Competition	Whether competition would foster sustainable behaviours	Yes	
Fun community activities	Whether fun community events would foster interactions between different organizations/units	Yes	e.g., trivia, sustainable cooking classes
Convenience	Whether showing sustainable behaviours as convenient would work	Yes	

Communication	Whether communication between organizations/unit would foster sustainable behaviours	N/A	
Organizational culture	Engaging organization's existing culture and seeking to integrate sustainability		
General	**Culture/Atmosphere of organization**		
Friendly	How friendly employees are within the organization	Good	
Management care	How well management considers employee well-being	Average	