

HUMAN RESOURCES CHECKLIST 1/2 | GUIDE

Practice	Step 1. Pilot (1 point)	Sep 2. Initiative (3 points)	Step 3. Systemic (9 points)	Points
Executive education: Provide executives with education on sustainability.	Expose executives to sustainability through articles, speakers and other methods.	Provide executives with formal training on sustainability and incorporate discussions of its relevance in planning meetings.	Make sustainability knowledge and commitment a selection and performance criterion for executives	
Implementation Strategy: Develop a plan to support implementation of leadership vision and strategy	Launch a sustainability pilot initiative.	Help to manage a formal, organization-wide sustainability initiative.	Help the organization embed sustainability into a business systems (planning, budgeting, reviews, rewards, etc.	
Culture: Make sustainability 'how we do things here'.	Develop an empowered culture where employees routinely come up with ways to improve performance; sustainability is one of the areas employees focus on.	Have a formal system for recognizing employee contributions to sustainability.	Demonstrate through word and action that sustainability is a core value of the organization.	
Employee Orientation and Training: Provide on-going sustainability education for all employees.	Provide training to employees involved with sustainability efforts.	Train the entire staff on sustainability concepts and appropriate frameworks.	Routinely offer training on advanced sustainability practices.	
Performance Systems: Embed sustainability into job descriptions, selection criteria, and performance reviews.	Have a formal process to help employees discover how to apply sustainability into their everyday work.	Rewrite job descriptions and selection criteria to include sustainability for all appropriate employees.	Incorporate sustainability into performance evaluations.	

Average score less than 1: **Lagging:** You are beginning to fall. behind others who are implementing sustainable practices and should look for ways to catch up. You may need to develop a more compelling business case for pursuing sustainability. We recommend beginning with projects that make good business sense from a traditional perspective.

Average score 1-3: **Learning:** You have made good progress but have a lot more that you can do. Look for ways to build on your existing successes or choose projects that are timely for other reasons.

Average score over 3: **Leading:** You are out in front, blazing the trail for others. Keep innovating and share your lessons learned through speaking and writing.