Getting Projects Moving: Organizational and Cultural Dynamics
Case Study: DOE's GreenBuy Award Program

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The adoption of an innovation follows a predictable pattern:

It starts with a small group, even a single person who has an idea that is new to the system.

It spreads *slowly* at first through the work of change agents who *actively* promote it.

As more change agents and transformers adopt the innovation and *communicate* it to others, more early adopters join the process until the idea reaches critical mass and "takes-off."
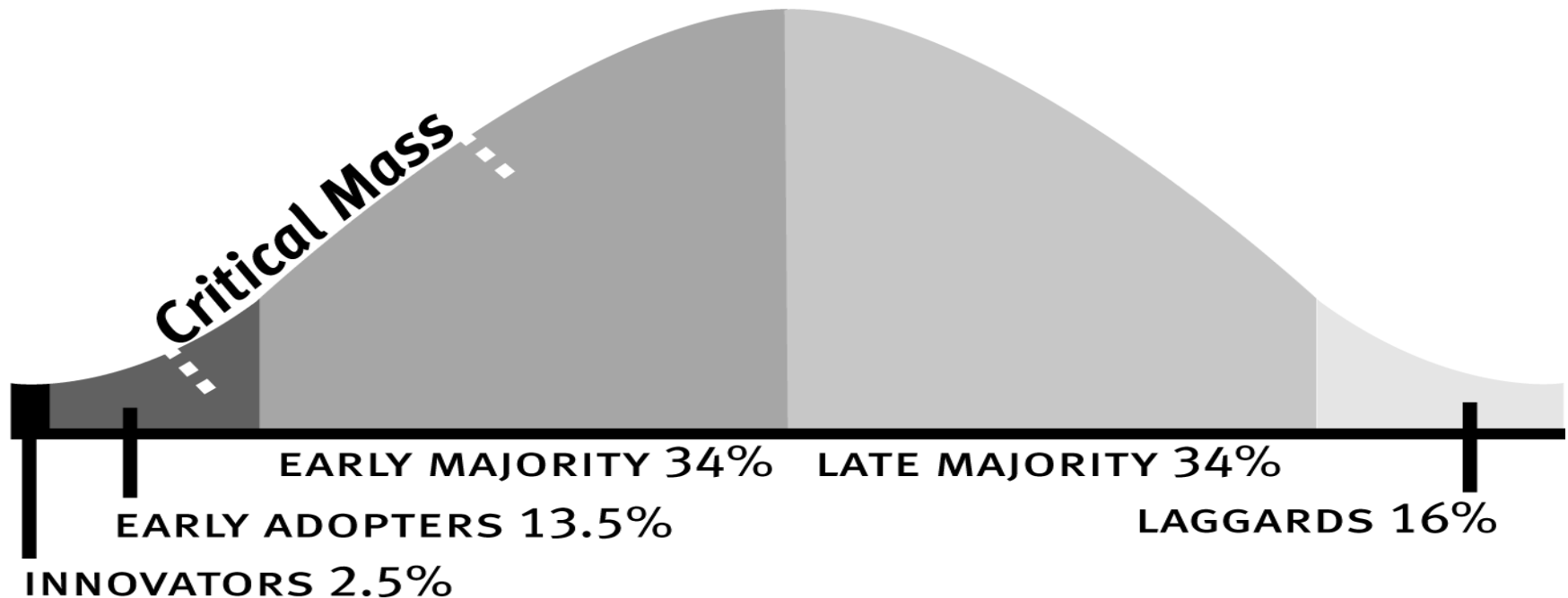
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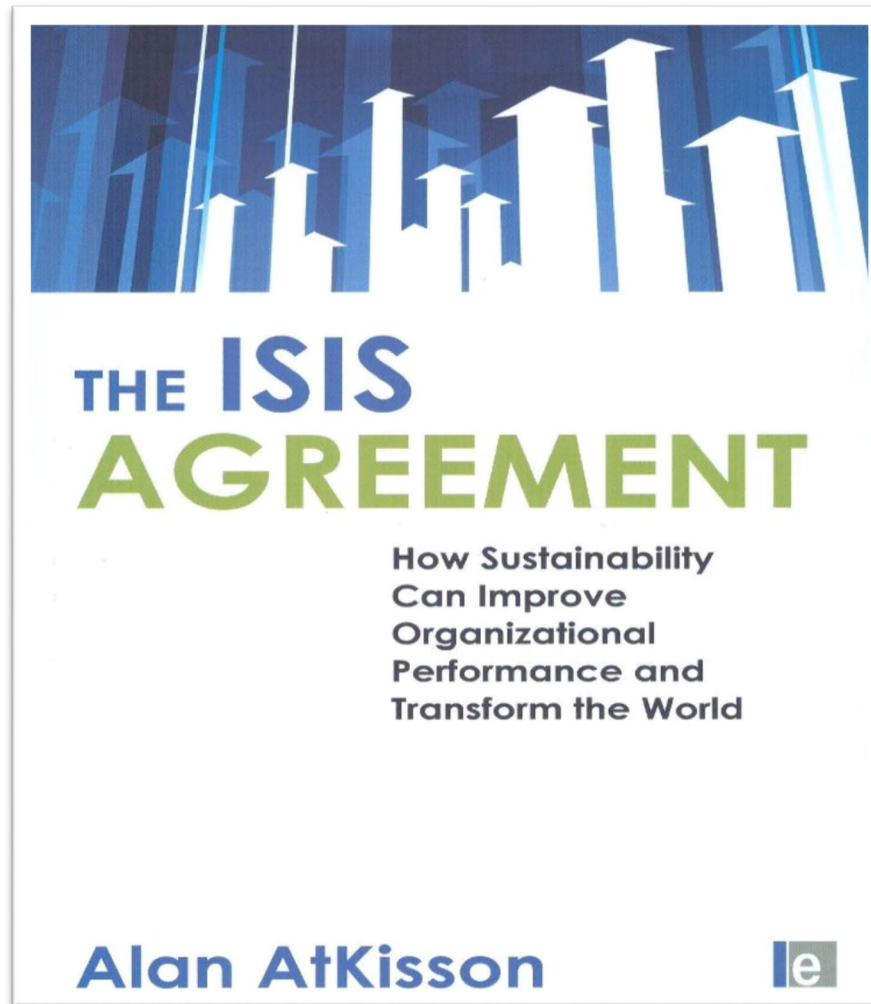
Stages of Adoption

Rate of Adoption of an Innovation Over Time

Figure 3.2

Source: Adopter Categorization on the Basis of Innovativeness
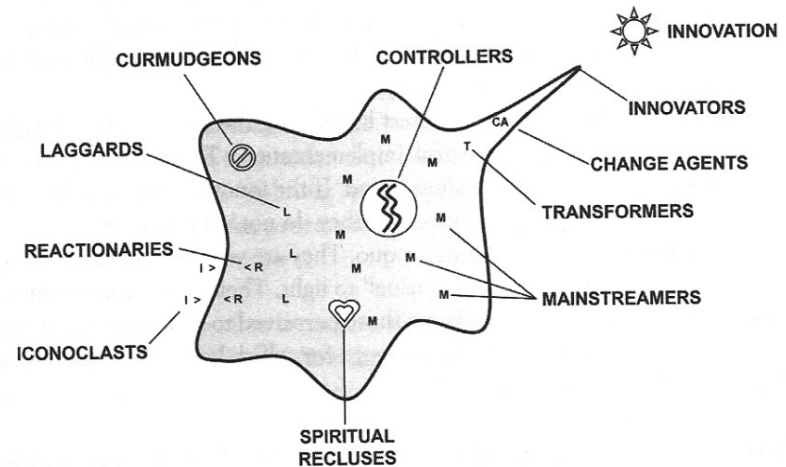Adapted from: Rogers, 1995, pg. 262

Critical Mass

EARLY MAJORITY 34%   LATE MAJORITY 34%

EARLY ADOPTERS 13.5%   LAGGARDS 16%

INNOVATORS 2.5%

Atkisson's Model for Cultural Change

AMOEBA

"A.M.O.E.B.A."
- **A** = Adapt the Innovation
    - *Polish and adjust the idea so that the Change Agent can move the idea forward.*
- **M** = Mobilize the Change Agents
    - *Utilize as many Change Agents as you can – they tend to work effectively together.*
- **O** = Organize the Transformers
    - *Engage Transformers through formal commitments to improve chances for success.*
- **E** = Easy does it for the Mainstreamers
    - *Let the Mainstreamers warm up slowly to the idea so they can accept the benefit of the change.*
- **B** = Build momentum at the margins
    - *Work toward critical mass by making the case with friends, Change Agents and Transformers.*
- **A** = Avoid Reactionaries, Laggards, and Curmudgeons
    - *Don't waste time on the people that will sap you of your energy.*

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Case Study:
U.S. Department of Energy (DOE)

Applying Cultural Change to Sustainable Acquisition:

DOE's GreenBuy Award Program

Overview

- **In addition to itself, Headquarters (HQ) has oversight of 48 reporting sites across the nation, of varying sizes (25-12,000 employees) and missions**
  - Some are science/research labs
  - Some are clean-up sites being closed down
  - Some have national security missions, etc.
- **Most DOE sites are managed by Management & Operating contractors**
  - Use purchasing and tracking systems independent of a "DOE" system
- **The contractors vary**
  - Not-for-profit research institutes
  - Universities
  - Private companies

Problem

In 2010

- **DOE Sites were overwhelmed with requirements to give purchasing preference to hundreds of designated biobased content products and almost a hundred recycled content and energy efficient products**
  - Thousands of products had been designated, leading to confusion among purchasers
  - Researching and finding the required products took extra time
  - The market was moving at a faster pace than the Federal requirements

- **DOE Headquarters wanted to help sites, but had challenges:**
  - No additional funding
  - No authority to set any other requirements

Plan

A plan was needed:

1) to simplify and make those purchases strategic

2) to identify those products that not only met the requirements and performance, but were also the most sustainable on the market

Goals
(Amoeba: "Innovation")

- Help navigate the large set of sustainable purchasing requirements;

- Recognize sites for strategically purchasing products that save energy, conserve water, and reduce health and environmental impacts;

- Encourage staff to go beyond minimum Federal procurement requirements as more sustainable products become available in the market; and

- Help with contract specifications.

Solution

- **DOE created the GreenBuy Award Program.** The backbone of the program is the Priority Products List - a list of products that DOE sites purchase in large quantities, spend a lot on, or present health or environmental issues.

- **GreenBuy Award Program is 100 percent voluntary and based on a list of Priority Product goals – a simple format - from which DOE sites can select the ones that best support their needs**

- **The products were narrowed to those that are**
  – Purchased in largest quantities by DOE sites
  – Contain ingredients that affect staff health
  – Contain ingredients that affect disposal costs

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How it Works

- The Priority Products List sets minimum purchasing goals by category to further the sustainable acquisition efforts.

- Sites can tailor this List to meet their specific circumstances, allowing them to select categories and products of most value at the local level.

- Sites may report on qualified products not found on this List *and* are encouraged to nominate new products for this List.

- Sites are encouraged to use this List when engaging

- with the vendor community and developing contract language.

- Participants report product acquisition and verification information at the end of each fiscal year.

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DOE's Priority Product List Categories

Cafeteria

Custodial

Landscaping

Office

Shop (Machine)

Construction

Electronics

Fleet

Maintenance

Shipping

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Example of Priority Products List

Construction	
Product	**Leadership Goal**
	R = Required R+ = Above Designated
Adhesives	**Goal: 75% of purchases meet one or more of the following** Cradle2Cradle (highest level available) (floor adhesives only) Green Seal GS-36 SCS Indoor Advantage Gold UL 2762 UL 2818 GREENGUARD Gold R SNAP
Boilers	**95% of purchases meet the following:** • R FEMP qualified
Carpet	**Goal: No antimicrobials or perfluorinated stain resistant chemicals and 95% of purchases meet one or more of the following** ANSI Platinum NSF-140 Cradle2Cradle (highest level available) GECA 25% post-consumer recycled content + take back in contract for new carpet R+ Biobased certified (minimum 20%) + take back in contract for new carpet

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Award Levels

DOE sites can qualify for GreenBuy Awards at three levels - Gold, Silver, or Bronze:

- Gold: 9 products covering at least 5 product categories
- Silver: 6 products covering at least 3 product categories
- Bronze: 4 products covering at least 2 product categories

Multi-Gold winners are also recognized:

- Prime: for earning Gold three times
- Superior: for earning Gold five times
- Elite: for earning Gold ten times

Results of DOE Approach

Since the GreenBuy Award Program began in FY 2011:

- 49% (24 of 49 – including HQ) of DOE sites have been recognized with a GreenBuy Award
  - Many continually participate each year and are multiple award winners

- 71% of DOE sites applied for an award
- 68% of applicants were recognized with a GreenBuy award

Results of DOE Approach (cont.)

- 6 sites—Bronze award highest level achieved

- 7 sites—Silver award highest level achieved

- 11 sites—Gold award highest level achieved

- 5 sites—Prime award highest level achieved

- 1 site—Superior award highest level achieved

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Collaboration With Others
Amoeba = Change Agents

- The Priority Products List has been peer reviewed by other "Change Agents":
  - Sustainable Purchasing Leadership Council
  - Responsible Purchasing Network
  - General Services Administration (GSA) and Environmental Protection Agency (EPA)
    - Aligned with *EPA Guidelines for Environmental Performance Standards and Ecolabels*, as applicable.
- The Priority Products List is on GSA's Green Procurement Compilation Tool to facilitate the purchasing process and make the List available to other interested agencies.
- GSA and DOE joined together to form a Verification Guide for Sustainable Products to ensure compliance.

Cultural Change
Amoeba = Mobilization

- **Shared the idea early on with the community of practice:** Sustainable Acquisition Working Group (SAWG) members (their input is key to the success of the program.)

- **Eased the process** through the Priority Products List.

- **Aligned the program to the Department's mission** by identifying products affecting DOE's mission and environmental standards pertinent to those products (e.g., reducing hazardous waste).

- **Increased engagement and communication** by having the site winners engage with other sites and communicate with their suppliers.

- **Provided meaningful feedback and benchmarking for suppliers** by providing suppliers with specific product specification needs.

7 Habits of Highly Effective "Green" Teams

1. Form the "right" team
2. Engage leadership
3. Identify goals and action plans
4. Take action
5. Measure and communicate performance
6. Get feedback
7. Adapt goals, develop new actions and act again

Or **Plan-Do-Check-Act**

Additional Thoughts

- Use up-to-date information
  - Credibility opens doors

- Walk the Talk
  - By wrestling with changes yourself, it is easier to help others to make a large-scale change

- Share information and credit
  - Create a cooperative environment
  - Encourage your peers to be technical leads and to recommend strategies
  - Nominate peers in different organizations for energy and environmental awards

To learn about the GreenBuy Program and the Priority Products List, visit:

https://www.energy.gov/ehss/sustainable-acquisition
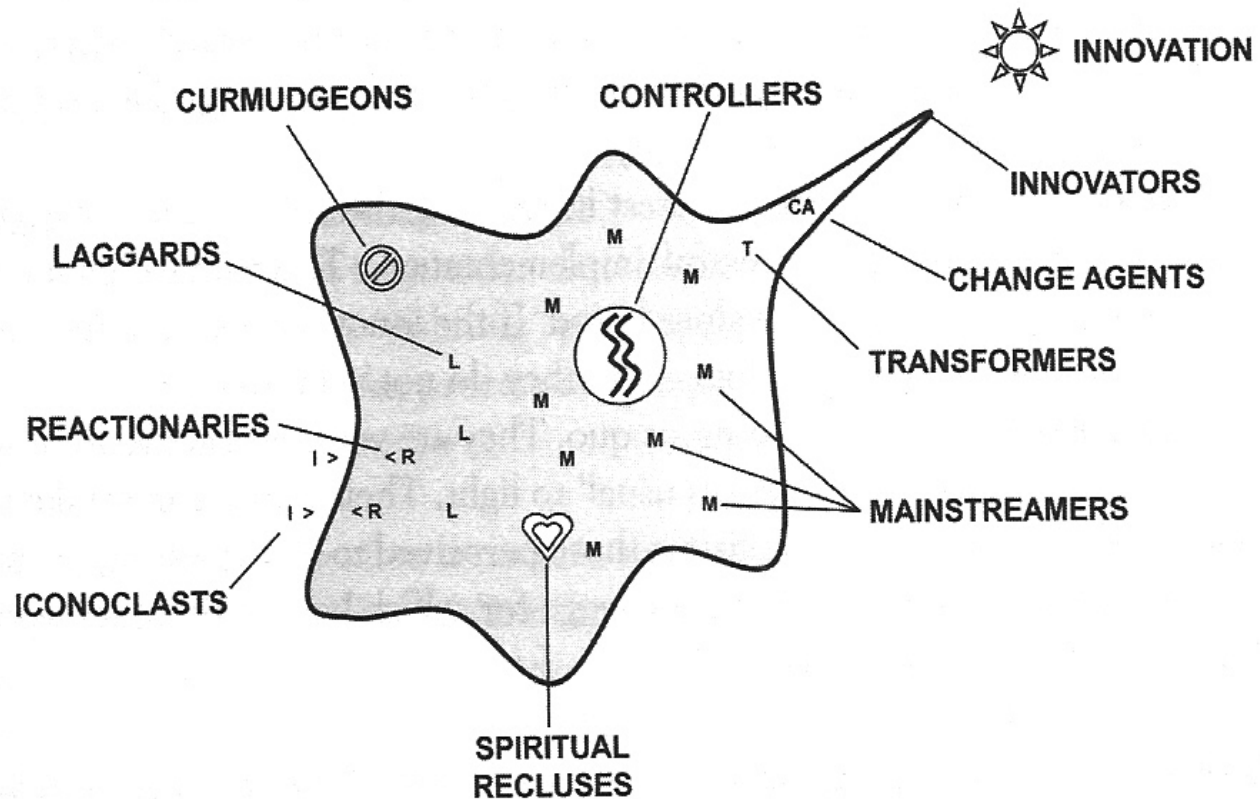
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Additional Slides

Atkisson's AMOEBA

The ISIS Agreement: How Sustainability Can Improve Organizational Performance and Transform the World *(Figure 8.5, page 181)* By Alan AtKisson (2008, ISBN: 978-1-84407-415-0)

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