

EXAMPLES OF APPROACHES FOR PROACTIVE COMMUNICATIONS IN AN ENVIRONMENTAL MANAGEMENT SYSTEM

The Implementing Instructions for Executive Order 13423 require agencies to commit to proactive communications with interested parties, ideally as part of their environmental management systems (EMSs). The Implementing Instructions reference is as follows:

Section II.A(3) External communication. To facilitate communication between Federal agencies, their stakeholders, and their neighbors, as part of the EMS, agencies shall commit to proactive communications with interested parties. EMSs should support appropriate inclusion of local participation, consistent with the objectives of E.O. 13352 of August, 2004, "Facilitation of Cooperative Conservation".

From 2003 to 2005, the Office of the Federal Environmental Executive led a team, consisting of Federal and state agencies, that created a cross-walk identifying available guidance documents regarding environmental communications. The intent of these documents is to assist organizations in developing proactive communications procedures and processes using the EMS Plan, Do, Check, Act model.

The attached table reflects key elements and steps in establishing proactive communication processes, particularly within your EMS. The table then cross-references to several documents, including related website links.

The information in the table is not exhaustive. It is intended to illustrate some options and approaches that can lead to a robust and proactive external communications process. It should not be construed as a directive from OFEE or the Environmental Protection Agency with regard to external communications options.

9/6/2007

Cross-Walk Matrix on Current Best Practice Guidelines for Proactive Communications in an EMS					
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	MSWG EMS Voluntary Guidance ⁱ	Facility Reporting Project ⁱⁱ	GEMI Transparency Primer ⁱⁱⁱ	ISO/FDIS 14063 ^{iv}	Virginia Regional EMS Report ^v
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GENERAL COMMUNICATION PROCESS CONSIDERATIONS					
Scope/Orientation of the Guidance Document	Executive Summary (pg 5) Chapter 1: Introduction (pg 6) 1.1 How to Use This Guidance 1.2 Who is This Guidance For?	About the FRP and the Pilot Draft of the FRP Sustainability Reporting Guidance (pg 1) Part I: Introduction and Orientation - Introducing the FRP Reporting Guidance (pg 5-11)	Preface (iii)	Environmental management – Environmental communication – Guidelines and examples: 1: Scope (pg 1)	Introduction Executive Summary (pg 4-6) Project Process (pg 6-8)
Reasons/Benefits of Adopting Best Practice	Chapter 2: Achievement and Demonstration of Legal Compliance 2.1 Overview (pg 7) 2.2 Benefits	Part I: Introduction and Orientation - What are the benefits of facility-level reporting? (pg 8-10)	Executive Summary (pg 1-2) Chapter 1: Understanding Transparency The Business Case for Transparency	Introduction (pg v-vii) Figure 1: Environmental communication according to ISO 14063 (pg vi)	Benefits (pg 8-9) Replicability (pg 9-10) Conclusion (pg 10-11)

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	<p>(pg 8)</p> <p>Chapter 3: Involvement of External Stakeholders</p> <p>3.1 Overview (pg 11)</p> <p>3.2 Benefits (pg 11)</p> <p>Chapter 4: External Communication and Reporting</p> <p>4.2 Benefits (pg 17-18)</p>		(pg 4-8)		
Terms and definitions	<p>1.1 How to Use This Guidance (pg 6)</p> <p>1.2 Who is This Guidance for? (pg 6)</p>	<p>Part I: Introduction and Orientation – What is “sustainability performance?” (pg 6-7)</p> <p>What is a facility?</p>	<p>Chapter 1 – Understanding Transparency</p> <p>A Definition (pg 3)</p> <p>An Analogy (pg 3-4)</p>	<p>2.1-2.8: Terms and Definitions (pg 1-2)</p> <p>3.1- 3.2.5: Principles of Environmental Communication</p>	

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		(pg 7) <i>What is the difference between facility- level and organization- level sustainability reporting?</i> (pg 7)		(pg 2-3)	
Principles of environmental communication		Annex C: <i>Reporting Principles</i> (pg 57-59)	Chapter 2 – Transparency by Design <i>Performance Reporting (Step 3)</i> (pg 39-40)	4: <i>Environmental communication policy</i> (pg 3)	
PLAN					
Establishing policy and strategy	3.3 <i>Practical Guidance</i> (pg 12-14)		Chapter 2 – Transparency by Design <i>Assess Internal Current State</i>	4: <i>Environmental Communication Policy</i> 4.2 <i>Developing the Policy</i>	Appendix A: Replicating the Program Part 1: <i>Forming the Partnership</i>

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			<i>(Step 1) (pg 15)</i> <i>Evaluate Business Opportunities and Risks (pg 20-23)</i> <i>Define Strategic Commitment (Step 2) (pg 27)</i> <i>Tool #6: Evaluate the Impact of Selected Approaches to Transparency and Assess your organization's ability to implement (pg 28-29)</i>	(pg 3)	(pg 13-14)
Identifying stakeholders and their interests	3.3 Practical Guidance – <i>Identifying and</i>	Part II: Getting Started – <i>Identifying</i>	Chapter 2: Transparency by Design –	5: Environmental Communicatio	

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	<i>understanding your stakeholders (pg 12-13)</i>	<i>stakeholders and their interests (pg 17-18)</i>	<i>Know your Stakeholders (pg 23-26)</i> <i>Tool #5: Understand the Stakeholder Relationship (pg 26)</i> <i>Identifying and addressing stakeholders' expectations and information needs (pg 40-41)</i>	<i>n Strategy 5.3: Identifying Interested Parties (pg 5)</i> <i>Practical Help Box 3 – Examples of Interested Parties (pg 6)</i> <i>6.1.4: Identifying Target Groups (pg 8-9)</i>	
Assessing resources and defining boundaries		<i>Part II: Getting Started – Discuss the boundaries of your facility (pg 16-17)</i>	<i>Tool #6: Evaluate the Impact of Selected Approaches to Transparency (pg 28)</i> <i>Assess your organization's</i>	<i>5.4: Considering Resource Issues (pg 6)</i> <i>6.1.5: Defining Geographic Scope of an Environmental</i>	

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			<i>ability to implement (pg 28-29)</i>	<i>Communicatio n Activity (pg 9)</i>	
Setting objectives and targets	3.3 Involvement of External Stakeholders – Practical Guidance (pg 12) 4.3 External Communication – Practical Guidance (pg 18-19)		<i>Establish Strategic Goals and Objectives (pg 29)</i> Case Study: <i>The Procter & Gamble Company (pg 31)</i>	5.2: <i>Establishing Environmental Communicatio n Objectives (pg 4)</i> Practical Help Box 2 – <i>Priorities for Setting Objectives (pg 5)</i> 6.1.3: <i>Setting Environmental Communicatio n Targets (pg 8)</i> Practical Help Box 5 – <i>Examples of Objectives and Targets (pg 8)</i>	Project Process (pg 6-8) Part 2: <i>Establishing and Implementing EMS Program Objectives (pg 14-16)</i> Part 1: <i>Forming the Partnerships (13-14)</i>

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Identifying environmental information		Section D: <i>Environmental Indicators</i> (pg 31-36)		6.1.6: <i>Identifying Environmental Information</i> (pg 9-11) Practical Help Box 6 – <i>Examples of Information sources for an Environmental Communication Activity</i> (pg 10)	
Defining roles and responsibilities	2.3 Achievement and Demonstration of Legal Compliance – <i>Practical Guidance</i> (pg 8-9)	Part II: Getting Started – <i>Assemble your team</i> (pg 15-16)	<i>Step 3: Take Action – Leadership and Governance</i> (pg 30)	6.2.2: <i>Defining Responsibilities and Involvement (internal and external)</i> (pg 17)	Appendix B: <i>V- REMS Performance Indicator Worksheet</i> (pg 17)
Planning environmental communication activities				6.1: <i>Planning an Environmental Communication</i>	<i>Benefits</i> (pg 8-9)

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				<p><i>n Activity</i> (pg 6)</p> <p>Practical Help Box 4 – <i>Planning an Environmental Communicatio n Activity</i> (pg 7)</p> <p>6.1.2: <i>Situational Analysis</i> (pg 7-8)</p> <p>6.2.4: <i>Planning for Environmental Communicatio n Activities on Environmental Crisis and Emergencies</i> (pg 18-19)</p> <p>Practical Help box 7: <i>Consideration s in Planning</i></p>	<p>Part 2: <i>Establis hing and Implementing EMS Program Objectives – Activities in this phase</i> (pg 15)</p> <p>Part 3: <i>Next Steps</i> (pg 16)</p>

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DO					
Selecting among environmental communication approaches and tools	3.3 Involvement of External Stakeholders – Practical Guidance: <i>How to reach stakeholders</i> (pg 13-14)		<i>Engaging with Stakeholders</i> (pg 36-37) <i>Table 5: The Spectrum of Stakeholder Relationships</i> (pg 37)	<i>6.2: Selecting Environmental Communication Content, Approaches and Tools</i> (pg 11) Table 1 – <i>Communication Approaches and Tools</i> (pg 12-17)	
Conducting environmental communication activities		Part IV: Producing and Publishing the Report – <i>Organizing the report</i> (pg 45) <i>Presentation of data and information</i> (pg 45-47)		6.3.1-6.3.2: <i>Performing An Environmental Communication Activity</i> (pg 19-20) Case 3 Example: <i>Conduction Environmental Communication Activities,</i>	Appendix B: <i>V-REMS Performance Indicator Worksheet</i> (pg 17)

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				<i>Using Various Approaches and Tools</i> (pg 20)	
Engaging/partnering with stakeholders	3.3 Involvement of External Stakeholders – Practical Guidance (pg 12-15)	Part II: Getting Started – Identifying stakeholders and their interests (pg 17-18)	<i>Engaging with Stakeholders</i> (pg 36-37)	6.1.2: <i>Situational Analysis</i> (pg 7) 6.1.4: <i>Identifying Target Groups</i> (pg 8-9)	
Reporting performance (What to report)	4.3 External Communication and Reporting – Practical Guidance (pg 18-21) 4.4 Other Sources of Information (pg 19-21)	Decide What to Report (selecting relevant indicators) (pg 18-19) Part III: Content of a Facility Report and Performance Indicators – Section A: Executive Summary	Performance Reporting: (pg 39-42) <i>Adopting reporting principles and objectives that support your transparency strategy</i> (pg 39-40) <i>Identifying and addressing</i>	6.4: Evaluating Environmental Communication (pg 21) Practical Help Box 8 – Environmental Communication Indicators (pg 22)	

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		<p>(pg 23)</p> <p>Section B: Facility Overview (pg 24)</p> <p>Section C: Economic Indicators (pg 29)</p> <p>Section D: Environmental Indicators (pg 31-36)</p> <p>Section E: Social Performance Indicators (pg 37-41)</p>	<p><i>stakeholders’ expectations and information needs (pg 40-41)</i></p> <p><i>Determining key performance indices for measuring progress against commitments (pg 41)</i></p> <p><i>Case Study: Transparency Metrics (pg 42)</i></p> <p><i>Developing data and information capabilities (pg 42)</i></p>		
Designing, producing, and verifying reports (How to report)		Part IV: Producing and Publishing the	<i>Developing an approach to verification of</i>		

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		Report – (pg 45-49) <i>Organizing the Report (pg 45)</i> <i>Presentation of data and information (pg 45-47)</i> <i>Adapting and applying indicators to the needs of particular facilities and sectors (pg 47-48)</i> <i>Determining medium, frequency, and recipients of reporting (pg 48-49)</i> <i>Verification of Reports</i>	<i>reports (pg 42)</i> <i>Designing, producing, and distributing the report (pg 43)</i> <i>Case Study: Data Mining (pg 43)</i> <i>Tool #7: To Verify or Not to Verify (pg 44)</i> <i>Reporting Challenges (pg 44-45)</i> <i>Case Study: Accountability (pg 45)</i>		

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CHECK & ACT					
Tracking input from interested parties and responding to feedback	4.3 <i>Practical Guidance</i> (pg 19)	FRP Indicator FOV.8. Stakeholders (pg 26)		6.2.3: <i>Tracking Input from Interested Parties</i> (pg 18) 6.3.3: <i>Recording and Responding to Feedback</i> (pg 20-21)	Appendix B: <i>V-REMS Performance Indicator Worksheet</i> (pg 17)
Collecting and evaluating data			<i>Step 4: Measure and Report Results</i> (pg 47)	6.3.1: <i>Collecting and Evaluating Data</i> (pg 19)	Appendix B: <i>V-REMS Performance Indicator Worksheet</i> (pg 17)
Evaluating effectiveness		Part IV: Producing and Publishing the Report—Verification of Reports	<i>Table 6: Evaluating the Effectiveness of Transparency Strategy Implementation</i>	6.4: <i>Evaluating Environmental Communication</i> (pg 21-22) Practical Help	Appendix B: <i>V-REMS Performance Indicator Worksheet</i> (pg 17)

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		(pg 49)	<i>n</i> (pg 48-49) <i>Table 7: Evaluating the Results of Your Transparency Strategy</i> (pg 50) <i>Case Study: Measuring Performance</i> (pg 51)	Box 8 – Environmental Communication Indicators (pg 22)	
Conducting management review and planning revisions			<i>Step 5: Evaluate, Learn, and Adjust</i> (pg 51-52)	6.5: Conducting Management Review and Planning Revisions (pg 22)	Appendix B: V- REMS Performance Indicator Worksheet (pg 17)

NOTES

MSWG EMS Voluntary Guidance-<http://www.mswg.org/documents/guidance04.pdf>

Facility Reporting Project- http://www.ceres.org/pub/docs/FRP_Guidance.pdf

GEMI Transparency Primer-<http://www.gemi.org/Transparency-PathtoPublicTrust.pdf>

ISO/FDIS 14063-http://www.jbs.org.jm/pdf/ISO_tc%20207%20FDIS_14063__E_.pdf

Virginia Regional EMS Report- <http://www.peercenter.net/about/VirginiaRegionalEMSReport.pdf>

ⁱ The External Value Environmental Management System Voluntary Guidance: Gaining Value by Addressing Stakeholder Needs, by the Multi-State Working Group on Environmental Performance, March 2004, <http://www.mswg.org/documents/guidance04.pdf>

ⁱⁱ Facility Reporting Project Sustainability Reporting Guidance, Pilot Draft, March 2005, <http://www.facilityreporting.org/FRPPilotDraft.htm>

ⁱⁱⁱ Transparency: A Path to Public Trust, by the Global Environmental management Initiative, September 2004,

^{iv} ISO Final Draft International Standard (DIS) 14063, Environmental Management – Environmental Communication – Guidelines and Examples, Date Issued: November 1, 2004, <http://www.iso.org/iso/en/prods-services/ISOstore/store.html> (must be purchased)

^v Virginia Regional Environmental Management System Final Report, July 2004, <http://www.peercenter.net/about/VirginiaRegionalEMSReport.pdf>