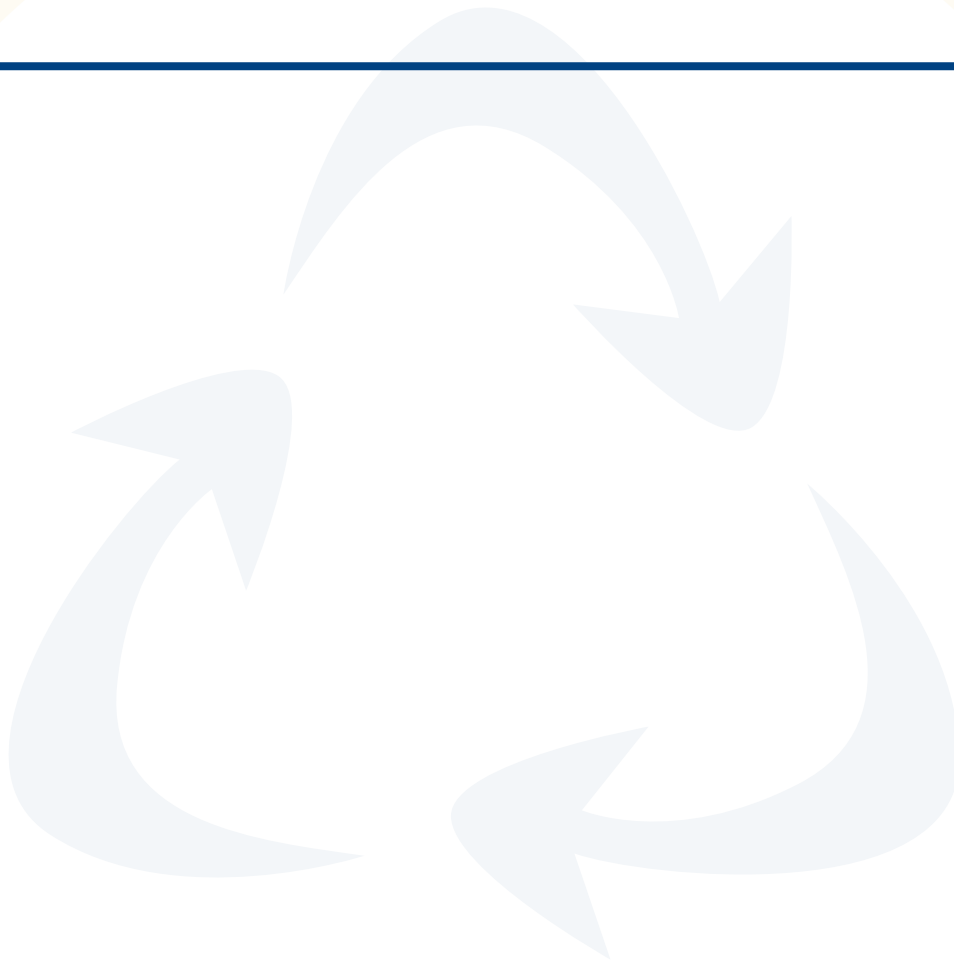


# WASTE MANAGEMENT TOOLKIT

## WASTE SUSTAINABILITY SKILLS LAB:

INCREASE DIVERSION THROUGH EMPLOYEE ENGAGEMENT



# ESTABLISHING A BASELINE

## 1. STAFF SURVEY

Information surveys gather feedback from employees, allowing companies to identify opportunities, collect data, and gauge knowledge/interest in waste management. In addition, surveys can be a communication tool to interact with your employees. Pre and post campaign surveys measure the success of programs. They can also be used to evaluate year over year performance.

### RESOURCES

<b>G</b>	<a href="#">Employee Surveys</a> – Survey Monkey
<b>B</b>	<a href="#">Corporate Employee Environmental Education Survey and Case Study Findings</a> – National Environmental Education Foundation
<b>T</b>	<a href="#">Waste Management Staff Survey</a> Template – TRCA

### LEGEND

**Guide** – Provides a comprehensive set of instructions on how to implement the tool.

**Tool** – includes awards, certifications, templates

**Background** – General information explaining the tool in more detail and why you would want to use it

## 2. INTERNAL WASTE AUDIT

The internal waste audit is a process conducted by company employees to measure the quantity, composition, and underlying causes of garbage, recycling and compost an organization produces over a certain time period. It highlights and prioritizes areas for improvement; provides baseline information to measure change against; and demonstrates company commitment to waste management.

Conducting a waste audit internally is especially useful to increase employee participation as the experience will be more meaningful, relevant, and provide better understanding of the implications of the company's waste.

### RESOURCES

<b>G</b>	<a href="#">Conducting a waste Audit</a> - Multi Materials Stewardship Board of Newfoundland and Labrador
<b>G</b>	<a href="#">A Comprehensive Guide to the Waste Audit Process</a> – CCME
<b>G</b>	<a href="#">How to Conduct an Internal Waste</a> – Niagara Sustainability

### 3. 3<sup>RD</sup> PARTY WASTE AUDIT

A 3<sup>rd</sup> party waste audit is conducted by experienced professionals from an independent body outside the organization which it is auditing. External auditors can provide expertise, tools, and knowledge not available internally. Third party audits also provide a higher credibility of results.

Third party auditors also help to go beyond measuring and understanding waste. They facilitate the creation of waste management plans, source separation plans, meeting regulatory requirements, and can provide value-added solutions to improve a company's waste diversion performance.

#### RESOURCES

**G** [Best Practice Waste and Recycling Contracts for Business](#) – Sustainability Victoria

**G** [Resource Management](#) – WasteWise US Environmental Protection Agency (US EPA)

**G** [A Guide to Waste Audits and Waste Reduction Work Plans for Industrial, Commercial and Institutional Sectors](#) – Ministry of the Environment (MOE)

### 4. ONTARIO'S 3R REGULATIONS

Ontario's 3R regulations (O. Reg. 102, 103, and 104) govern non-hazardous solid waste disposal from residential, industrial, commercial and institutional (IC&I) organizations. Compliance requires applicable municipalities and organizations to implement waste audits, waste reduction work plans and source separation programs.

#### RESOURCES

**G** [3Rs Resources \(Regulations and Guides\)](#) – MOE

**T** [Waste Self-Assessment](#) – MOE

### 5. MEASURING REDUCTION OR REUSE

Reduction and reuse are two of the most environmentally impactful routes in waste diversion, and are atop of the waste hierarchy. Waste reduction involves efforts to minimize resource and energy use during manufacture, whereas reuse is extending the lifespan of an item by using it again.

Standard measuring strategies often overlook reduction and reuse, and their addition can improve waste diversion metrics and reflect a more accurate indicator of performance. Measuring their benefits can also lead to identifying lean practices that can improve operational efficiency in an organization's core business.

#### RESOURCES

**G** [Calculating Amount Reduced](#) – WasteWise Program, US EPA

**T** [Waste Reduction Model](#) – US EPA

# COMMUNICATIONS

## 6. SENIOR LEADER BUY-IN

Acquiring buy-in from senior management is an essential component to make any project realizable, successful, and sustainable. Not only can it lead to budget support, it provides the project credibility, authority, and relevance. This naturally results in increased staff participation, whether it is to assist with project planning, implementation or activities.

### RESOURCES:

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**B** [PPG Waste Challenge Guide: Senior Level Buy-In](#)

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**B** [The 7 Steps to Getting Senior Management to Buy-In](#)

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## 7. GREEN TEAMS

Green Teams are a group of mandated or self-organized employees who voluntarily come together to identify and implement specific solutions to help their organization operate in a more environmentally sustainable way.

Benefits of incorporating a Green Team within an organization include reducing operational budgets by identifying inefficiencies, identifying overlooked opportunities, allowing management to implement corporate mandated projects with ease and limited resources, and improving employee morale.

### RESOURCES:

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**B** [Forming a Greener Future Team](#) – Multi Materials Stewardship Board of Newfoundland and Labrador

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**B** [GREEN TEAMS: Engaging Employees in Sustainability](#) – Greenbiz

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## 8. INTEGRATING 3R'S (WASTE TALK) IN INTERNAL/STAFF TEAM MEETINGS

Regularly setting aside a few minutes during internal meetings signifies the importance and priority of waste management. Management can review waste topics to ensure employees are aware of the waste management plan, what it entails, and how it will affect them during their workday.

It also allows management to directly speak with staff to identify new processes or waste contamination issues in a comfortable setting. Staff also has the opportunity to bring forward preventative solutions and room to contribute potential ideas. Providing continuous updates during meetings helps to naturally embed waste management within the culture of the organization.

### RESOURCES:

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**B** [Running Effective Meetings](#) – Mindtools

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## 9. ONE-ON-ONE COMMUNICATIONS

One-on-one communication provides an opportunity to create significant change with a limited amount of resources. It can sometimes impact the problem without a need for entire communication plans, posters, newsletters, etc.

It can be used to deal with waste contamination issues when the source is evident, allowing you to deal directly with the root source of the problem. It is especially useful to speak to staff directly involved in the process where waste is being generated, allowing you to clarify and review processes, waste programs, and how it specifically translates to their work procedure.

### RESOURCES:

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**G** [Practical Guide for Communicating with Staff](#) – Business Victoria

**B** [How to Communicate with Employees](#) – Inc Magazine

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## 10. VISUAL AIDS: POSTERS/TV/SIGNAGE

When strategically placed, visual aids are very effective tools that can be used to raise employee awareness. It is vital to post throughout the office or warehouse at eye level in high traffic areas (lunch rooms, corridors, bulletin boards, meeting rooms).

With visual aids, less is more. Emphasis should be given to short, clear and direct messages with images and color to draw attention. As time progresses, staff get used to the visual aids displayed and they naturally blend into the wall. To avoid this, regularly change the visual aids with different posters and messaging, perhaps even display at different locations.

### RESOURCES:

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**G** [Effective Poster Design](#) – University of Guelph

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## 11. NEWSLETTER

Employee newsletters are a great way to inform, update, and motivate staff. They help to easily keep all staff up-to-date. Having an electronic newsletter also adds to transferability as it can be accessed anytime, onsite or offsite. It also allows you to track your success stories over the year to senior management and provide employees with information on the latest company developments.

### RESOURCES:

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**B** [Employee Newsletters](#) – Business Knowledge Source

**B** [How to produce a more effective email newsletter](#) – 5 Meta Com

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## 12. INTRANET

Intranets provide businesses with a private internal platform that enables employees to share information and collaborate, enhancing internal communications. Data can be centralized to be managed and accessed at any time (policies, procedures, guidelines, protocols, resources, announcements, etc.) It also provides a virtual community that can connect staff from multiple work locations and offers a stage for staff to share resources and best practices.

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**B** [Intranet Strategies](#) – Overseas Development Institute

**T** [Intranet Review Toolkit](#) – The Information Architecture Institute

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## 13. VISUAL PROGRESS BOARDS

Visual Progress Boards allows a company to update and track the progress of sustainability projects. It provides motivation and in turn creates incentive to improve performance. A whiteboard or bulletin board can be used and should be placed in a strategic place with high traffic (i.e. along a corridor towards the lunch room) so staff can easily receive the updates.

Separate the board by topic (i.e. waste, water, energy, etc.) and have key targets that are updated regularly (e.g. weight of last month's waste and current month, waste goal). It is important to be concise and use visuals wherever possible so that information can be captured quickly. Updates should be made regularly so the motivation for staff to perform better in this area is maintained.

## 14. LUNCH AND LEARNS

Lunch and Learns bring staff together for a fun, engaging lunchtime learning session that gives them tools to improve both their home and work environments. The key benefit of implementing a Lunch and Learn is to provide group training during nonfunctional time. It also provides opportunity to make lunch time for staff more fun, informative, and interactive.

It is important to note that lunch and Learns should not be held to deliver training to meet company or regulatory requirements. The topics should be in-line with company objectives yet delivered in a less formal and serious tone.

## 15. STAFF TRAINING EDUCATION

Training and educating all staff is a great way to implement waste conservation within the corporate culture. When an organization invests in its staff on this level, it signifies the importance of the training and reinforces the behavior that is desired to meet waste goals.

Staff training can be used when a program is introduced or when changes are being implemented. This should be seen as an investment rather than expense.

### RESOURCES:

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**B** [The Office Checklist](#) – Multi Materials Stewardship Board of Newfoundland and Labrador

**T** [The Business Case for Environmental and Sustainability Employee Education](#) – National Environmental Education Foundation

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## 16. REWARD EMPLOYEES

Rewarding employees through recognition, incentives and appreciation is a great way to motivate staff to achieve specific corporate objectives and goals. Staff can be overburdened with their job duties, so incentives can be used to create the draw to participate in a fun and slightly competitive atmosphere, which creates a sense of community and productive environment.

**B** [Forbes 25 Low-Cost Ways to Reward Employees](#) – Forbes

**B** [10 guidelines for recognizing and rewarding employees](#) – Adecco

## 17. AWARDS & CERTIFICATIONS

Awards and certifications offer organizations credibility to external clients but also with its employees. It creates an environment where employees can be proud of where they work. They also introduce logistical support by providing guidelines and a structure for what could be accomplished and implemented. In addition, when working towards certification or winning an award, there are clear objectives to be maintained and momentum created to get staff to participate and assist.

### RESOURCES:

**T** [3R Certified Program](#) – Recycling Council of Ontario (RCO)

**T** [RCO Awards](#)

**T** [ISO 14001](#)

**T** [Zero Waste Recognition Program](#)

**T** [Green Toronto Awards](#)

# LOGISTICS

## 18. WASTE BIN SIGNAGE

Clear waste bin signage is the first line of defense against waste contamination. When combined with effective education and monitoring plans, it can significantly increase waste source separation and diversion.

### RESOURCES

**G** [Sending the Right Signs](#) – Business Recycling

**T** [Recycling signage](#) – Zero Waste South Australia



Waste bin signage at The International Centre, a Partners in Project Green Ambassador



## 19. WASTE BIN LAYOUT

Strategically placed waste bins anticipate users and operators behaviors to make source separation and bin collection more easily accessible. Waste storage areas should be designed to secure the material, reduce decomposition, contain odors and allow hygienic cleaning of the area. Appropriately sized bins should be selected to meet volume needs and encourage separation. When waste collection containers are optimally laid out, they greatly increase user participation.

### RESOURCES

**B**

[Benefits of Using Communal Waste Bins vs. Individual Waste Bins](#) – York University

## 20. SERVICE PROVIDER REQUIREMENTS

Waste service providers each have their own unique requirements as to which materials can be processed and how. These requirements consider the type of acceptable materials, tolerances in contamination levels, collection methods and equipment, and storage needs. Understanding your service provider's parameters allows you to take better advantage of their services and identify the gaps between your needs.

Traditionally, most waste management plans are based on what a company's waste service provider offers. Ideally, waste management plans should be developed internally based on company needs and objectives, and waste service providers should then be selected to match those needs.

### RESOURCES

**G**

[Working with your Waste and Recycling Contractor to Reduce Waste and Cut Costs](#) – Zero Waste Scotland

## 21. MAINTENANCE PERSONNEL

Maintenance personnel are an important link in any waste management system as they often execute waste collection and disposal onsite. Investing resources to update and train them in to better understand a company's waste management plan, helps ensure source separation requirements and proper disposal is being implemented. Improper waste handling by maintenance personnel often undoes source separation efforts and damage diversion rates, when not monitored and managed.

## 22. SOURCE SEPARATION

Source separated recycling involves isolating materials by type at the point of discard so they can be easily recycled. As part of Ontario's 3Rs regulations, certain facilities are required to have provisions for the collection, handling, storage, and removal of source separated waste. This practice provides cleaner and higher valued materials to market, less expensive processing costs, greater awareness of resources, and potential for changes in procurement choices. Source separation requires more work upfront and to maintain, but yields a much higher value on waste streams versus single stream recycling.

### RESOURCES

G

[A Guide to Source Separation of Recyclable Materials for IC&I and Multi-Unit Residential Buildings](#) – MOE

## 23. MONITORING CONTAMINATION

Monitoring contamination levels in waste streams, such as recycling capture rates, is important to identify seasonal trends and evaluate the progress of source separation and waste management programs. Communicating results and collecting feedback from staff regarding contamination helps to increase participation and identify opportunities for improvement.

## EVALUATION

### 24. KEY MILESTONE SETTING

Key milestones are the small steps that lead to the ultimate goal whether it be developing a new recycling program or achieving zero-waste. Milestones break down the workload into manageable tasks and provide a roadmap to attain the desired end result. Combined with time constraints, they can effectively monitor waste diversion progress, allow for corrective action, and motivate employees.

### 25. ANNUAL WASTE AUDITS

Waste audits should be conducted annually to evaluate waste performance, identify improvement opportunities, and set new goals for the following year. In Ontario, waste generators who meet a certain criteria are required to conduct an annual waste audit under O. Reg. 102.

By conducting waste audits annually, companies have better and more accurate information in order to position themselves in addressing current challenges and making continuous improvements.

### 26. SMART GOALS

SMART stands for **S**pecific, **M**easurable, **A**ttainable, **R**ealistic, and **T**imely. It serves as guiding criteria during goals setting. This ensures goals are clear and well written with a defined scope, so staff are motivated and know exactly what needs to be achieved.

### RESOURCES

T

[SMART Goal Setting Worksheet](#) – The California Sustainability Alliance

## 27. PLAN-DO-CHECK-ACT

Plan-Do-Check-Act is a four-step iterative methodology to achieve continuous improvement. This tool is very useful in monitoring and maintaining the quality of a waste management plan. The cyclic loop ensures that processes are frequently revisited, so changes can be made if an area is not working to satisfaction.

### RESOURCES

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**B** [Plan-Do-Check-Act \(PDCA\)](#) – University of Washington

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## 28. WASTE PERFORMANCE EVALUATIONS

In addition to the annual waste audit, other waste performance evaluations techniques include spot checks, waste management scoreboards, monthly reports, greenhouse gas equivalencies etc. It is important to review waste performance regularly, either with an internal evaluation team or a waste service provider, in order to ensure that your efforts are gaining the most value toward your immediate and long-term waste goals.

### RESOURCES

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**G** [Measure Your Progress](#) – WasteWise US EPA

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## 29. WASTE SERVICE PROVIDER EVALUATIONS

Being cognizant of your waste contractor's competencies, scope of service, and interface allows you to fully leverage their capabilities and bridge gaps between your needs and their offerings. Waste service providers are a key part of achieving your waste targets since true diversion depends on what happens to waste streams at their end of life. If not monitored, your program can be extremely successful in-house, yet not lead to real diversion if waste service providers don't properly divert on their end.

Waste service providers are improving in providing certificates of destruction/recycling, reporting, and demonstrating what happens to waste streams at end of life. However it is up to companies to monitor and evaluate their waste service providers to ensure that what is being diverted at their facility actually gets diverted down the pipe. Otherwise, companies run the risk of advertising a false diversion rate.

### RESOURCES

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**T** [Waste RFP Template](#) – Partners in Project Green (PPG)

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**T** [Guide to Reviewing Waste and Recycling Contracts and Service Agreements](#) – ReThink Waste

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**B** [Resource Management](#) – WasteWise US EPA

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