

Executive Order # 18 - Leading By Example Towards A Clean Energy Economy & Sustainable Natural Environment State of Delaware - Executive Branch Employee Awareness Engagement Plan

(Developed using [DTI's Organizational Change Management Methodology](#), while leveraging best practices and lessons learned from various public and private entities.)

Important Point of Clarification: Executive Orders only apply to State organizations within the [Governor's Cabinet](#).
The Judiciary, General Assembly, and School Districts are NOT required to adhere to Governors' Executive Orders.

Section 9 of EO-18 states...

"OMB, in coordination with DNREC and the Agency Sustainability Managers designated pursuant to Section 11 below, shall develop a program to educate State employees about strategies and tactics to achieve the six goals. The program shall emphasize the benefits to managing energy consumption in both the workplace and at home and shall be provided to the Cabinet Committee on Energy."

Six Goals:

- Energy Conservation and Efficiency
- Use of Clean, Renewable Energy
- Environmentally Responsible and Energy Conscious Construction
- Recycling
- Clean Transportation
- Environmentally Sensitive Procurement

"Around our world, across our nation, and throughout our state, the economy is changing. We must seek out creative ways to cut costs and prepare our people and our businesses to compete in the rapidly approaching clean-energy reality. The State government must lead by example." - [Governor Jack Markell, EO# 18 media release](#)

Each employee needs to know that it is one of the Governor's top three priorities to reduce the cost of Delaware State Government. While a single employee might not have the power to personally reduce the cost of Delaware State Government, collectively we can make the State a much better place financially, while Greening State Government at the same time.

ALL State employees need to be engaged in and be given the tools to practice the four R's...

- Rethink - I'm going to spend the State money's like I'd spend my own money."
- Reuse
 - "I don't really need a new <insert commodity>, I could use a gently-used one that is already in stock"
 - Rather than discarding that file folder, interoffice envelope, or paper clip, "I'll hang onto it, someone else can reuse it."
- Reduce
 - Energy consumption – "Switch it Off" campaigns
 - Paper consumption
 - "Do I really need to print a hard copy of that?"
 - "Could I save it as a file (PDF/TIF) instead?"
 - By rethinking & reusing, we are bound to reduce
- Recycle - As we've shown in a handful of State agencies, when presented with the opportunity to recycle, most will.

Slogan suggestions: **"If we all save a little, together, we save a lot."** or **"Waste Not, Want Not"**

[Change is Good, You Go First.](#) – link to a short 3 minute video

Staff/Employee engagement

When people talk about employee engagement for sustainability, they typically think of "green teams". However, there is far more to engagement than that. Traditional green teams often have little or no involvement in the company's official sustainability efforts. They are typically composed of environmentally-minded individuals, who are driven to green their lives at home and at work. While many green teams have produced fantastic results, full employee engagement requires a much broader strategy. The shift to sustainability is a cultural shift, and it's one that must happen at all levels within an organization to be truly effective.

Why is this area important to embedding sustainability in my organization?

The shift to sustainability is a cultural shift, and it's one that must happen at all levels within an organization to be truly effective. To embed sustainability effectively into an organization, it is not sufficient to simply change business processes and have effective organizational structures. The organizations that are most successful in embedding sustainability are those that recognize and promote the importance of sustainability. The objective should be to create a culture where sustainability is seen as an integral part of every aspect of the organization's work.

How can such a culture be created?

There are a number of ways to promote a culture that fosters sustainable working practices. Like many new initiatives, the commitment and energy demonstrated by leaders goes a long way in successfully embedding sustainability. The personal support of specific leaders can play an important role in generating or supporting employee engagement.

It is important to recognize and celebrate not just good practice but positive change and successful outcomes where they occur. The benefits of this in enhancing employee motivation and engagement are two-fold:

- staff are more likely to work and act more sustainably if they know that their efforts will be recognized; and
- it proves to others that it is possible to integrate sustainability into the organizations work and gives them an example to emulate.

How can sustainability be incorporated in the day to day actions of staff?

But how do you make sure that you fully engage your employees? How do you enroll not only those who are already committed to sustainability but also those who are sitting on the fence – or even cynical?

It is important that staff understand what contribution they can make and how they fit into the larger sustainability agenda. Employee motivation and engagement around sustainability are enhanced or supported in organizations where sustainability objectives are built into strategic plans, job descriptions, and the employee performance appraisal process. This helps to overcome perceptions that sustainability is a ‘fad’, which will lose importance over time.

It helps to make sustainability ‘real’ by relating actions to easily understood outcomes, like putting posters around the office with easily understood facts such as: “Switching off a PC monitor rather than leaving it on standby overnight saves enough energy to microwave six dinners” or “lighting an office overnight wastes enough energy to heat water for 1000 cups of tea”, or even equating energy usage to calories.

How can an organization make the most effective use of communications networks to influence behaviors?

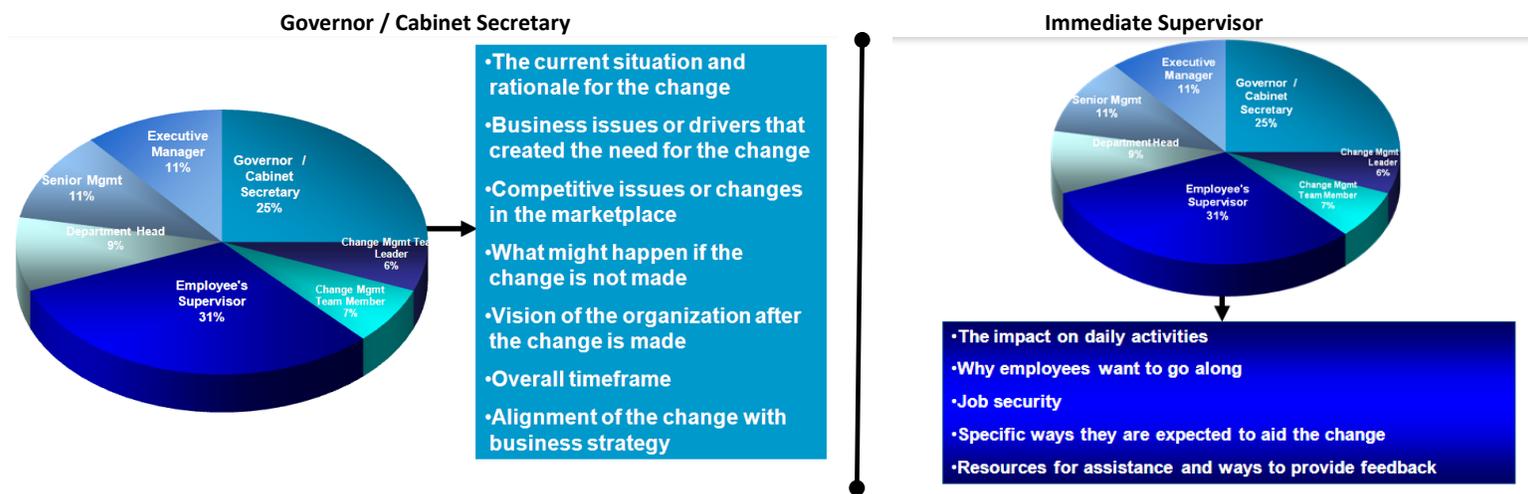
Sustainability impacts work differently in different areas of an organization. A targeted communications approach, ensuring that staff receive the sustainability messages that are important to them, is more effective than a blanket approach that can lead to ‘communications fatigue’.

How can we raise awareness about sustainability in this organization?

In numerous benchmarking studies on the critical success factors to implementing successful strategic change, active and visible executive sponsorship heads the list.

Who should deliver the messages?

Research shows that the majority of employees want to learn of messages about the business drivers and business vision from the VERY TOP of the organization (Governor, Chief Justice, President pro tempore of the Senate), while they want their direct supervisor to deliver messages that directly impact the employee.



Many organizations are now including a session on sustainability as part of new hire orientation into existing staff training. This can also be backed up with supporting literature, to inform staff about sustainability within their organization, their responsibilities in relation to sustainability, and easy steps that they can take to help promote sustainability. It can also be effective to hold specific events to promote the less work-focused issues of sustainability.

Effective, planned communication is the key to raising sustainability awareness. Awareness about sustainability can also be raised at team meetings, by embedding sustainability into business planning and by encouraging staff to consider sustainability in their daily work. Posters and recycling bins all help to embed the culture of sustainability. Some organizations have even removed individual waste bins at desks and replaced them with additional recycling bins. This makes staff think about the waste that they create and encourages them to reduce it.

Executive Order # 18 - Leading By Example Towards A Clean Energy Economy & Sustainable Natural Environment
 State of Delaware - Executive Branch Employee Awareness Engagement Plan

The following table is a living document, providing a framework to summarize and manage the State-wide EO#18 Communication / Employee Engagement Awareness/Visibility Campaign/Plan:

Step	Sub-Step	Work Plan	Deliverables	Communication Drafted/Initiated By	Sent From	Status
1		Create/update WEBSITE Use http://green.delaware.gov ?? Have on the site, a brief message of support from at a minimum... <ul style="list-style-type: none"> the Governor the DNREC Cabinet Secretary (also Chair of the Governor's Cabinet Committee on Energy) the OMB Director ...and preferably from each and every Executive Dept Agency Head (similar to the IT Consolidation website) <See if the Governor can discuss in his weekly podcast>				
2		Increase awareness of the existence of Exec Order # 18 among employees of all levels within State executive branch agencies, departments, and offices.				
2	A Must Do	Awareness to Cabinet Secretaries, Agency Heads, Division & Deputy Division Directors (copying Agency Executive Assts) (asking that the message be forwarded to every manager and supervisor within their agency but NOT to their entire office)	<ul style="list-style-type: none"> Very high-level email message from the Governor - Here is a preview of an important announcement that I'll be sending to all State employees the next day. Listing why EO#18 is good for Delaware, providing links to the EO, the media release on the EO, EO Fact Sheet, and defining "sustainability". Briefly, reminding managers and supervisors that employees look to their direct supervisor for direction and guidance, to be prepared for questions and resistance, and that the Governor expects EVERYONE to fully cooperate, support and champion these initiatives. Also providing the names of the Sustainability Managers within each agency, should the employees wish to get involved or have any questions or concerns. 	TBD	Governor Markell	Mid-Summer '10
2	B Must Do	The actual awareness messages to ALL Executive Branch Employees but not Judicial, Legislative, or School Districts employees	<ul style="list-style-type: none"> Listing why EO#18 is good for Delaware and that the Governor expects everyone to cooperate, support, and champion these initiatives Providing links to the EO, the media release on the EO, and EO Fact Sheet Defining "sustainability", and providing the name of each Sustainability Manager, should they wish to get involved or have any questions or concerns. <p>Last year, Delaware State Government spent over \$35 million on electricity, heat, and air conditioning for just Executive Branch agencies - NOT counting leased facilities, the Legislature, Courts, etc. That equals \$95,890.41/per day, \$3995.43/per hour, or \$66.59/per minute.</p>	TBD	Governor Markell	Next Business Day after 2A

State of Delaware - Executive Branch Employee Awareness Engagement Plan

			<p>a 10% reduction would save approx \$3.5 million/year a 20% reduction would save approx \$7 million/year a 30% reduction would save approx \$10.5million/year</p> <p>suggestion: translate what that savings could buy us -- - examples: 20 teachers or 20 police officers or what was the 2 ½ % pay cut total savings</p> <ul style="list-style-type: none"> • Think you don't have any control over that? You do! Switch it Off! Every device costs money. Would you leave all your lights turned on all day at home or run the water in the sink all day? If no, why do it at work? Every little bit helps. <ul style="list-style-type: none"> ○ Switch it Off poster campaign ○ Waste Not, Want Not slogan campaign • List cost of devices (computers, monitors, lights, personal appliances (ref, coffee pots), etc. • “Switching off a PC monitor rather than leaving it on standby overnight saves enough energy to microwave six dinners” or “lighting an office overnight wastes enough energy to heat water for 1000 cups of tea”, or even equating energy usage to calories. • Lead By Example --- One person can make a difference. • “Use It Up, Wear It Out, Make Do and Do Without” It would be awesome if a high-profile person had a family member with a Great Depression overcoming adversity story (like saving fabric scraps to make a patchwork quilt). 			
3	A Must Do	(Verbiage that the Governor would like each Agency Head to email to ALL employees within their agency, 2-3 days after the message from the Governor is sent to ALL Exec Branch Employees.)	<ul style="list-style-type: none"> • Listing agency-specific examples of defining sustainability (if applicable) • Why is this change necessary? • Align the change with the vision and strategic direction of the organization • Offer a broad overview of how the organization will transition – what & when • Present the benefits • Identify business risks of not changing • Make sure the organization knows this WILL happen – not an option • (The pain and cost of NOT changing would be far worse than the pain and cost of changing.) <p>Again, providing the name of each agency Sustainability Managers, should people wish to get involved or have any questions or concerns.</p>	TBD	Governor Markell (or his designee)	Immediately AFTER 2B is sent
3	B Must Do	<p>Follow-up message of support from each Exec Branch Cabinet Secretary or Agency Head, listing additional details as to how their agency will be involved and/or impacted.</p> <p>Should be sent at the time across all agencies</p>	<p>Providing at least one agency-specific accomplishment and/or opportunity in each of the six goal categories:</p> <ul style="list-style-type: none"> • Energy Conservation and Efficiency • Use of Clean, Renewable Energy • Environmentally Responsible and Energy Conscious Construction • Recycling • Clean Transportation • Environmentally Sensitive Procurement <p>Giving additional details as to how their agency will be involved and/or impacted by EO#18:</p> <ul style="list-style-type: none"> • Why is this change necessary? • Align the change with the vision and strategic direction of the organization • Offer a broad overview of how the organization 	TBD	Each Agency Head (or his/her designee) ...copying or BCC'ing the person managing this communication plan	2-3 business days after Governor sent State-wide announcement

State of Delaware - Executive Branch Employee Awareness Engagement Plan

			<p>will transition – what & when</p> <ul style="list-style-type: none"> • Present the benefits • Identify business risks of not changing • Make sure the organization knows this WILL happen – not an option • (The pain and cost of NOT changing would be far worse the pain and cost of changing) <p>Again, providing the name of each agency Sustainability Manager, should people wish to get involved or have any questions or concerns.</p>			
4	Nice ty	QUICK Message of support from the Governor to each individual agency Sustainability Manager (and those on the committee) copying the Cabinet Secretaries	Thanking the SMEs for taking on these additional duties, giving words of engagement and support.	Governor (or someone on behalf of the Governor)	Each Agency Head (or his/her designee) ...copying or BCC'ing the person managing this communication plan	TBD Every 3-4 months
5	Should occur	Champion EO#18 incentives at every opportunity, especially to Cabinet Members or Agency Heads. Ask for process.		Ask Governor's Exec Asst to remind the Governor	Governor Markell	(ongoing – at EACH Cabinet/Agency Head meeting)
6	Nice ty / lower	Have employees “sign” a Sustainability Pledge (online), see example http://green.harvard.edu/pledge		TBD	TBD	TBD
7	HIGH NICE TY	Post a Top 10 Action List showing pictures of the Governor, Cabinet Members or Agency Heads “Going Green” – similar to the one shown here: http://green.harvard.edu/sites/default/files/attachments/oe/hks-top-ten.pdf (post the Delaware version on the website)		TBD	TBD	TBD
8	MUST DO	Post Governor Markell's Top 10 Actions and Impact Guide similar to this example: http://green.harvard.edu/sites/default/files/attachments/oe/Top10Actions.pdf on the website		TBD	TBD	TBD
9	MUST DO	Suggest and encourage all Cabinet Members or Agency Heads to build sustainability objectives into their strategic plans, employee job descriptions, and the employee performance appraisals across all Exec Branch offices NLT <insert date>. Suggestion 12/31/2010?? Adding “Think Before You Print” to their email footer.	Giving generic examples and specific examples for the “average” State employee. List who to contact (their agency sustainability managers)	TBD	Either Governor Markell or OMB Director Ann Visalli	(may want to wait until after First State Financials has been in production and stable for 2-3 months)

State of Delaware - Executive Branch Employee Awareness Engagement Plan

10		Reminder, reinforcement, and update from the Governor to ALL Exec Branch Employees	<ul style="list-style-type: none"> Update on process to-date, sharing success stories (using each Agency Head's quarterly reports), reinforcement of support, other key messages – hang-in there – the pain and cost of NOT changing would be far worse the pain and cost of changing 	TBD	Governor Markell	Year 1: (once a quarter) Year 2: Once every 6 months
11	NICETY	Suggest that all agencies –stop purchasing the plastic bottles and Styrofoam dishes in favor of reusable water bottles and dishes.		TBD	Each agency SM	TBD
12	PREPARE & SHARE WITH EACH SM	Prepare a Talking To Skeptics guide, similar to the one posted here: http://green.harvard.edu/sites/default/files/attachments/oe/GuideToTalkingToSkeptics.pdf Simple 1-2 pages What's in it for me?		TBD	TBD	TBD
Energy Conservation and Efficiency						
13	A	Energy Conservation and Efficiency Awareness email to all Executive Branch employees	Last year, Delaware State Government spent over \$35 million on electricity, heat, and air conditioning for just Executive Branch offices. That equals \$95,890.41/per day, \$3995.43/per hour, or \$66.59/per minute. a 10% reduction would save approx \$3.5 million/year a 20% reduction would save approx \$7 million/year a 30% reduction would save approx \$10.5million/year Think you don't have any control over that? You do! Switch it Off! ("If we all save a little, together, we save a lot." – or - "Waste Not, Want Not" slogan) List cost of devices (computers, monitors, lights, personal appliances (ref, coffee pots), etc. Share that some school districts may have to lay off teachers & paraprofessionals. (List annual base salary, for compared to electric use.)	TBD	Each Agency Cabinet Secretary and/or Agency SM BULK tailored to each Department -- The State spent X DTI spent y RESISTANT MGT = not trying is acceptable	TBD
13	B HIGH-NICITY	Notice of random "Green" audits by Agency Sustainability Managers (or their designee)	Define "audit" Have postcards to leave behind of "opportunities" and/or good job, you powered off everything when you left.	TBD	Each Cabinet Secretary or Agency Head	TBD
13	C Lownicity	Create a Take the Stairs program – an initiative aimed at improving human health (by getting people to take the stairs more often) and reducing our environmental impact (by using the elevator less and thereby using less energy). Link with the Delaware healthy employees program?		TBD	TBD	TBD
13	D MU	Step-by-step directions for network administrators and end users to		Each Agency	TBD	TBD

State of Delaware - Executive Branch Employee Awareness Engagement Plan

	ST DO	enable PC power management.		Cabinet Sec / SM		
13	E MU ST DO	Step-by-step directions for network administrators and end users to enable duplex printing.	Have we done this with our agency?	Each Agency Cabinet Sec / SM	TBD	TBD
13	F nicety	Think Before You Print Email / posters -- a couple posters		Each Agency Cabinet Sec / SM	TBD	TBD
13	G MU ST DO	Formatting documents practices (margins, line spacing, font size, etc). – tie in with think before you print ---- POST ON WEBSITE - IT folks push out margins/font settings??		Each Agency AM	TBD	TBD
14	A MU ST DO AT DEPT LEVEL	(handle in the dept) have a template / best practices guide Printer/Copier/Fax Consolidation and Reduction Awareness (eliminating as many personal desk-side printers as possible)	general awareness -- hey this is coming <ul style="list-style-type: none"> if you have a legitimate business need to keep your printer, you must submit a request to a Division Director or Deputy Division Director level or designee give people notice which devices will be removed address what is happening with all of our current devices showcase cost savings: rather than having to stock 19 different toner or ink cartridges, we'll only have to stock 1-2 types (creating savings - as we can share resources/purchase in bulk) the State spent <insert \$ amount> on printer and copier supplies last year and <insert \$ amount> on paper 	TBD	Each SM Each Cabinet Secretary/Agency Head	TBD
14	B MU ST DO AT DEPT LEVEL	(handle in the dept) have a template / best practices guide Printer/Copier/Fax Consolidation and Reduction Awareness	<ul style="list-style-type: none"> Post notice when devices will be affected (moved, deployed, or changed), starting <insert date>, the closest printer for you will be <insert location>, with its name and functionality Resistance mgt: how is the State saving by having me walk (and wear out the carpet) to get my print out? --- What about my secure/sensitive print and copy needs? showcase (if at possible) the actual monetary savings (lease payments, electric, reduction of individual fax lines, new devices will be duplex-capable, scan to email function, etc) <p>for example: At DTI, we will be saving over \$12,000/year on just device lease costs, not to mention reduce electricity, maintenance expense, fax lines, etc.</p>	TBD	Each SM Division Director/Deputy Division Director-level OR the Agency Sustainability Manager	TBD
14	C MU ST DO AT DEPT LEVEL	Printer/Copier/Fax Consolidation and Reduction Awareness	<ul style="list-style-type: none"> Post signage on devices that will be removed "this device will be removed NLT <insert date> and who to contact with questions. Post signage on devices that will be upgraded "this device will be upgraded <insert date>. List the new features. And who to contact with questions. Post signage above each common area device that is being kept with the device name, the functionality (b/w only, color, fax), and the fax number if applicable. Post quick reference (how to scan e-mail, how to fax) next to the machine. Post signage: "did this really need to be printed?" 	TBD	Division Director/Deputy Division Director-level OR the Agency Sustainability Manager	TBD

State of Delaware - Executive Branch Employee Awareness Engagement Plan

15	NICE TY	Use of Clean, Renewable Energy Awareness - for agency SM, (agency) Facilities Coordinators, and Fiscal people	specific message(s) TBD	TBD	DNREC Secretary Collin P. O'Mara	TBD
16	Per Dept - tied in with Facilities	Environmentally Responsible and Energy Conscious Construction Awareness for agency SM, (agency) Facilities Coordinators, and Fiscal people ---	specific message(s) TBD a message from SM to the appropriate template – use Charles template.	TBD	DNREC Secretary Collin P. O'Mara	TBD
17	A	Recycling Awareness	<ul style="list-style-type: none"> reasons why we should be recycling additional info regarding single-stream recycling resistance mgt (address concerns that there is no need to recycle, as everything goes to the same dump anyway) --- if we continue to send everything to the landfill as the rate we currently are, we are going to run out of room - which <800 acres??> do you want to give up for a landfill? How is this NOT going to cost the State more money? 	TBD	DNREC Secretary Collin P. O'Mara	TBD
17	B	Recycling Follow-up from the Governor or Collin – ask about?	<ul style="list-style-type: none"> How does recycling work? Where does it go? What (high-level) can be recycled and what can't be? Explain single-stream recycling. Does everything do to the same place anyway? Why can't they sort it? 	TBD	TBD	TBD
17	C	Recycling	hazardous waste (list examples) must be disposed of in an environmental friendly manner	TBD	TBD	TBD
17	D	Recycling	recycling is coming to my office? How does this work? Explain where recycle bins will be located, who & how often it will be emptied. Are trash cans being taken away? Timeframe for rollout (phased-in for all at once in my office)?	TBD	TBD	TBD
17	E	Recycling	day before cans are placed or taken away - communicate what is happening ---- when will recycle I start to be collected? What is/was the logic for placement? (single offices keep their can but shared area does not. Etc) explain color and give a link to a details list of things that can or cannot be recycled	TBD	TBD	TBD
17	F	Recycling	post signage when deploying or moving cans. For example, in a break room, put a note over the trash can "Could that be recycled?"	TBD	TBD	TBD
18	MUST DO	(monthly or at least quarterly) Green Tips of the Month campaign link to the poster	<ul style="list-style-type: none"> Prepare and post Green Tips of the Month, such as http://green.harvard.edu/green-tip to green.delaware.gov. Send the link to ALL State Employees or to agency Sustainability Managers (who will forward to ALL employees within their Department). 	Governor, Collin, or each agency SM	TBD	TBD
19	nice ty	Suggest that each agency add a Go Green award to their employee recognition program which can either be awarded to an individual or a team		TBD	OMB Director Ann Visalli	TBD
20	Low priority nice	Have an annual Green Carpet Award where one agency Go Green award recipient or team is selected			OMB Director Ann Visalli	TBD

State of Delaware - Executive Branch Employee Awareness Engagement Plan

	ty	at the Exec Branch Eco Star, such as http://green.harvard.edu/greencarpet				
2 1	A	Clean Transportation Awareness	specific message(s) TBD	TBD	TBD	TBD
2 1	B	Up to each Dept –update websites, Fleet email templates, etc.	Maximize carpooling, conference calls, or video conferencing rather than driving.	TBD	TBD	TBD
2 1	C		Post a small sign INSIDE each Fleet “pool” vehicle , listing the latest year’s total State miles driven, the monetary cost, and the carbon footprint impact	TBD	TBD	TBD
2 2	A	Environmentally Sensitive Procurement Awareness	specific message(s) TBD	TBD	TBD	TBD
2 2	B	Up to each agency	Policy to limit the purchase of devices that need household (AA, AAA, C) batteries. Rather, purchase rechargeable devices or batteries to include wireless mice and keyboards.	TBD	TBD	TBD
2 2	C	Up to each agency	Office Clean-up Day. Look around your area and return excess office supplies, furniture, goods, etc. to your agency’s supply center, so the items will be available for others to use, saving the State money. Send items that your office no longer needs to State Surplus (Delaware City).	TBD	TBD	TBD
2 3	A	Encourage employees to participate in the OMB/HRM “ Greening Your Office ” Course – taught by Crystal Nagyiski (DNREC)				

Note: This is a living document.

In closing....

Communicate what you know, as soon as you know it; in the absence of constant, frequent, and clear information, employees will make up their own conclusions and pass it along as “news” to others.