

TPS Sustainability Week

Staff Survey Analysis
July 2007

Tomorrow in **our hands**





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For the whole period of Sustainability Week 2007 (4th to 8th June), our staff were encouraged to submit a survey on sustainability attitudes. The questions were largely based on a generic survey provided by Business in the Community (BITC) and tailored to TPS's particular circumstances.

Question 1 is a request for the respondents length of professional experience and this information is used during the analysis to see if there are any trends within experience groups in TPS.

Questions 2 to 7 inclusive are propositions which the respondents are invited to give a response ranging from strong agreement to strong disagreement. There are an even number of possible responses and no 'don't know' marking boxes thus there must be an opinion expressed. Graphs show the outcome of these questions and there is a commentary against each question.

The final question was an opportunity for the respondents to state how we could improve our sustainability credentials. These opinions have been categorised and commented upon.

The survey shows a positive response overall with most responses being positive or very positive. Some areas for improvement are identified and an action plan has been developed. The areas for improvement are:

Wider communication of sustainability targets and achievements

- Professional development of less experienced staff to include greater focus on sustainability
- Clearer communication of sustainability policy and sustainable business plans
- Encourage staff to take the agenda to clients
- Directors are seen to conduct business duties in a sustainable manner

It is recommended that a further survey be conducted in 2008 to check progress.



(see also the actions regarding this survey at the Further Work page later in this document)

Area of Improvement	Action	Overseer
Wider communication of sustainability targets and achievements	Continue to publicise the effects of climate change through sustainability related communications	SCh
Professional development of less experienced staff to include greater focus on sustainability	<p>Encourage 'local' showings of <i>An Inconvenient Truth</i>.</p> <p>Initiate a programme of sustainability design/advice reviews and invite those with low experience to participate and charge the time to the training budget</p>	<p>SCa</p> <p>SF</p>
Encourage staff to take the agenda to clients	<p>Maintain link between professional responsibility and climate change</p> <p>Add sustainability to design/advice review agendas both in house and in external project teams</p> <p>Investigate non-financial incentives to provide motivation for sustainable solutions</p>	<p>MC, FH, SCh, DS</p> <p>KS</p>
Clearer communication of sustainability policy and sustainable business plans	<p>Enhance business planning process to include sustainability criteria and publish these across the staff body.</p> <p>Use MD briefings to reinforce sustainability policy and seek suggestions for improvements to the policy from the staff body</p> <p>Investigate the possible use of multimedia tools such as Microsoft PowerPoint Presenter.</p>	<p>SCa, RH</p> <p>SCa</p> <p>FH</p>
Directors should be seen to conduct their business duties in a sustainable manner	Encourage the director body to use public transport and promote the use of on-line planning tools such as www.transportdirect.info .	TMT

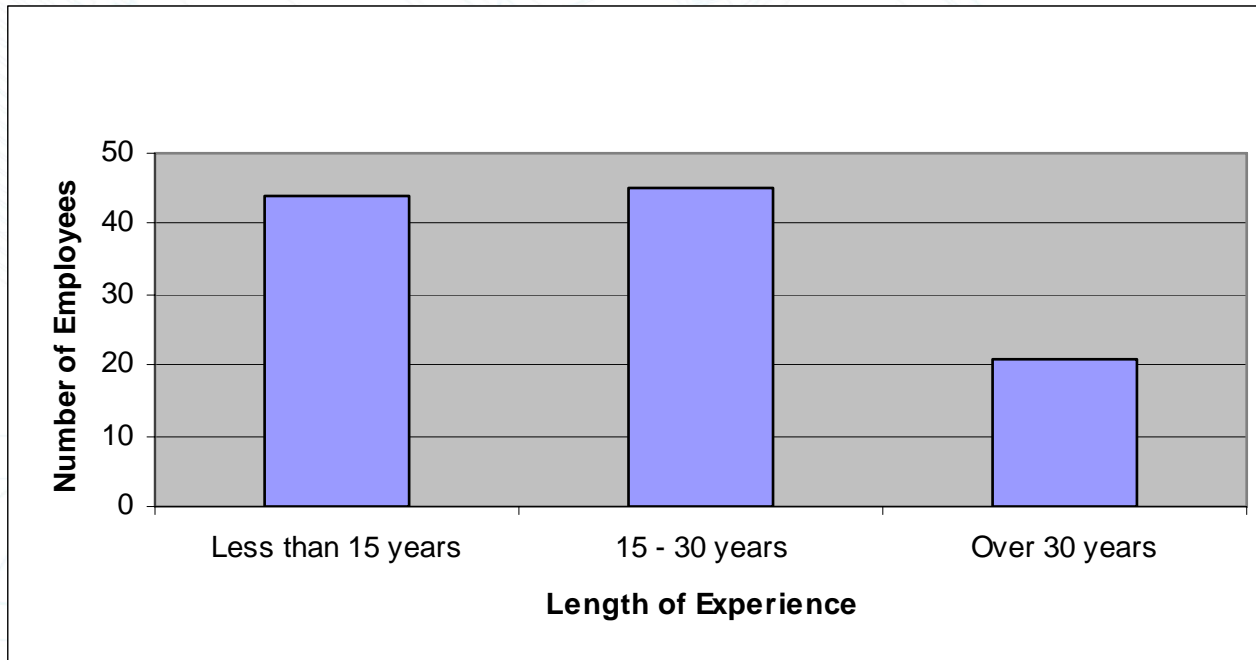
Survey Analysis

Tomorrow in **our hands**





Q1 - Length of professional experience



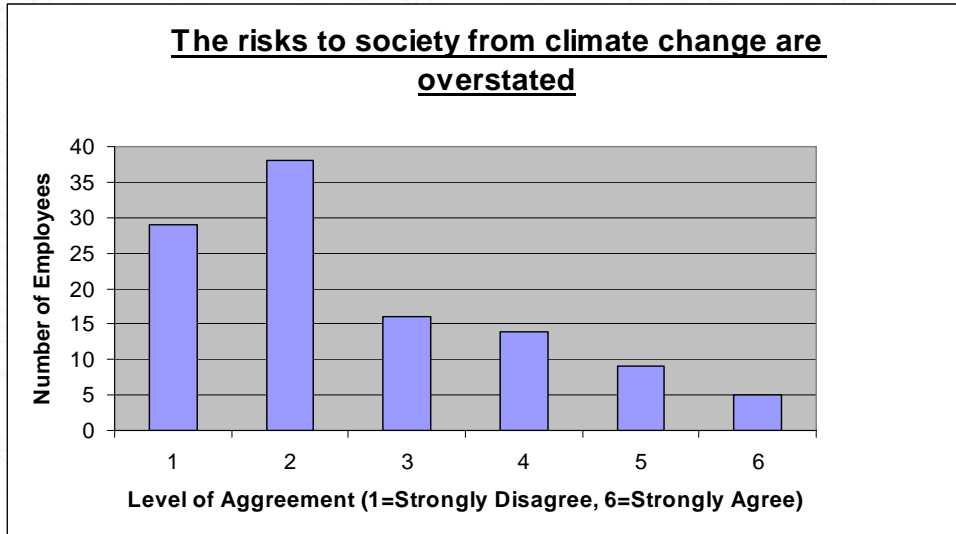
Experience profile is analysed against each question.

Q2 – Risk to Society from climate change



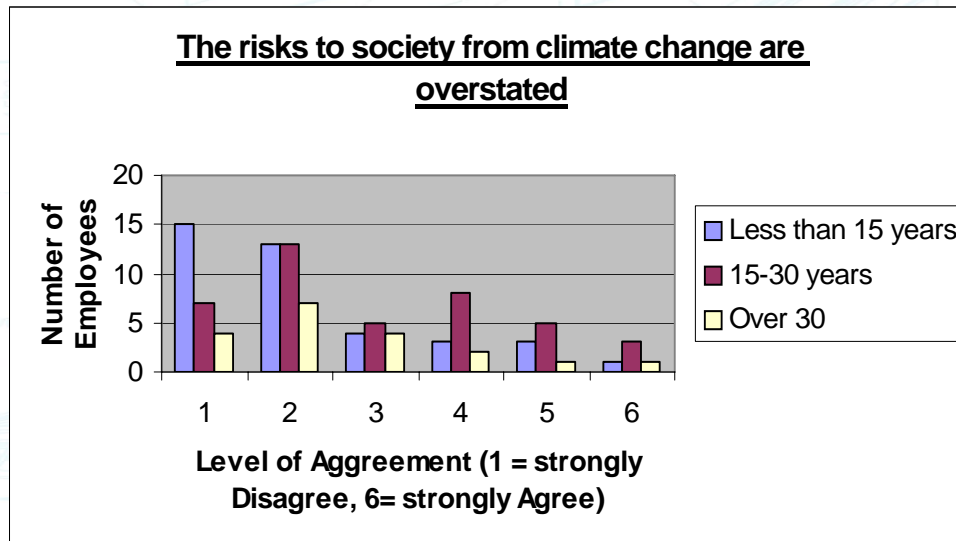
Key to response marks:

- 1 – Strongly Disagree
- 2 – Disagree
- 3 – Slightly Disagree
- 4 – Slightly Agree
- 5 – Agree
- 6 – Strongly Agree



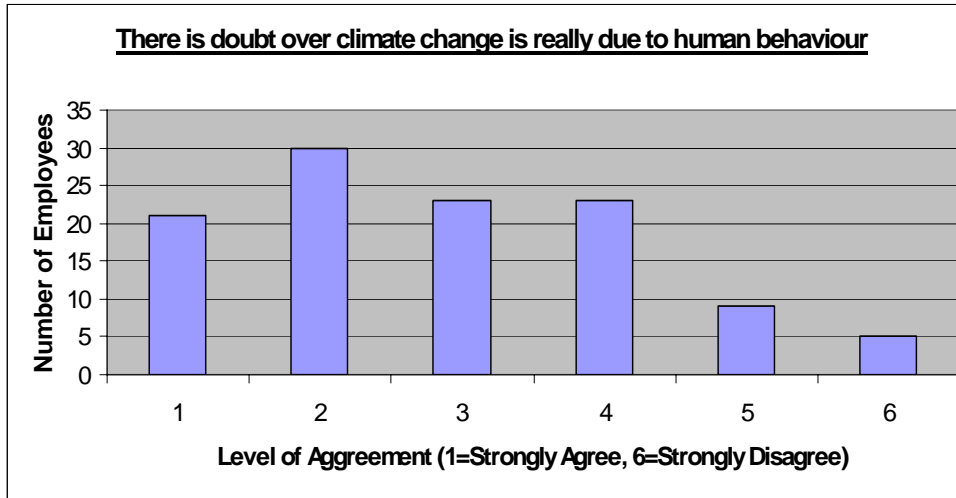
This is a 'negative' proposition, so those responses that disagree (1, 2 and 3) are interpreted 'positively'.

On balance, the overall profile is good. There is only a blip in the middle experience group at marks 3 and 4 but the skew is not significant.



Proposed Action:
continue to publicise the effects of climate change through sustainability related communications.

Q3 – Climate Change and Human Behaviour

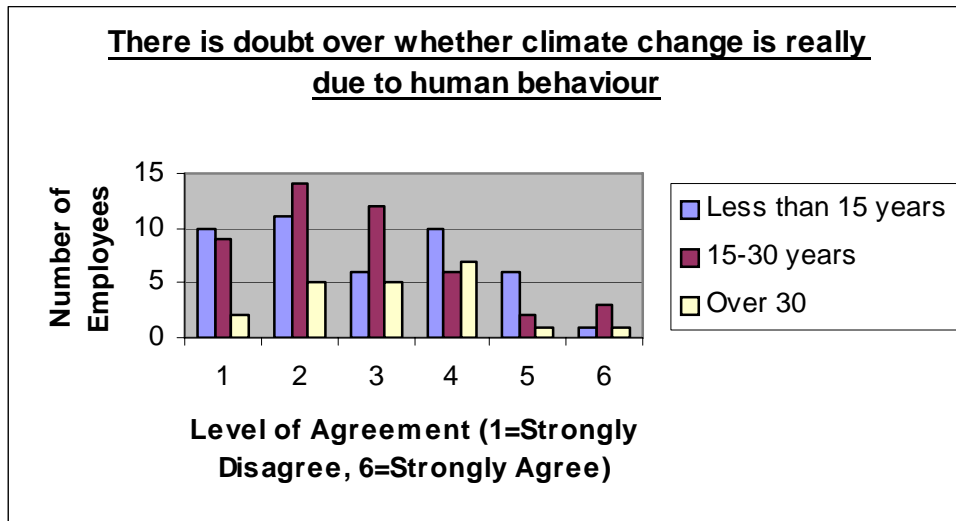


This is a 'negative' proposition, so those responses that disagree (1, 2 and 3) are interpreted 'positively'.

The shape of this is good though the degree of 'positive' skew is less than that in Q2.

There is a significant number of respondents in the marks 3 & 4 and some action should be taken to convince this group of the falseness of the proposition.

Proposed Action:
Encourage 'local' showings of *An Inconvenient Truth*.



Q4 – Professional Responsibility



Key to response marks:

- 1 – Strongly Disagree
- 2 – Disagree
- 3 – Slightly Disagree
- 4 – Slightly Agree
- 5 – Agree
- 6 – Strongly Agree

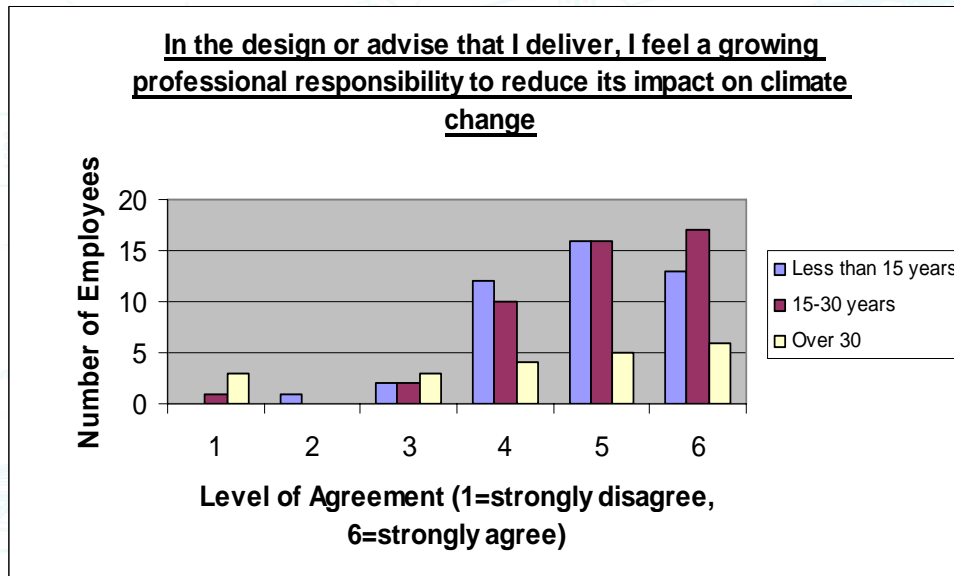


Though there is a blip at mark 1, this is a good picture and shows that the respondents believe they have a responsibility to make sustainable designs or advice.

The level 1 mark is mostly affected by a small number of high experience respondents.

Proposed Actions:
Maintain link between professional responsibility and climate change.

Encourage professional staff to bring sustainable design and advice to clients.

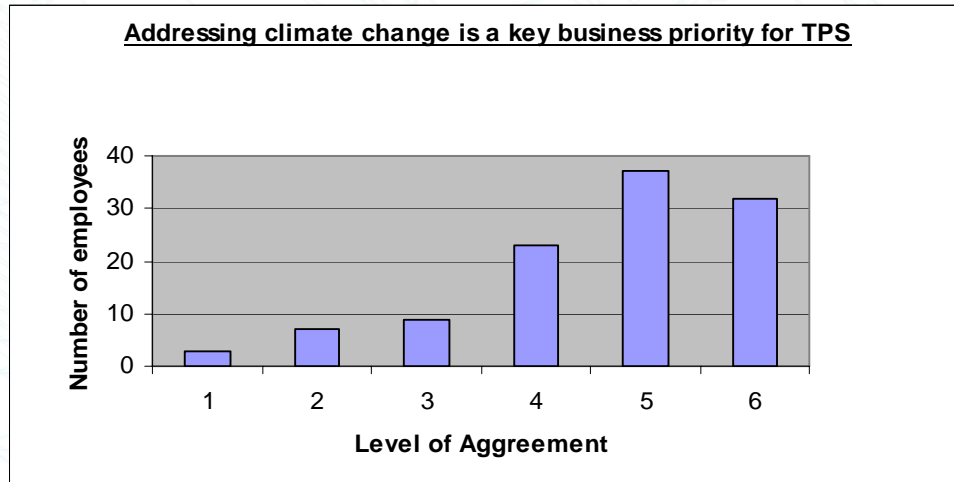


Q5 – Business Priorities



Key to response marks:

- 1 – Strongly Disagree
- 2 – Disagree
- 3 – Slightly Disagree
- 4 – Slightly Agree
- 5 – Agree
- 6 – Strongly Agree

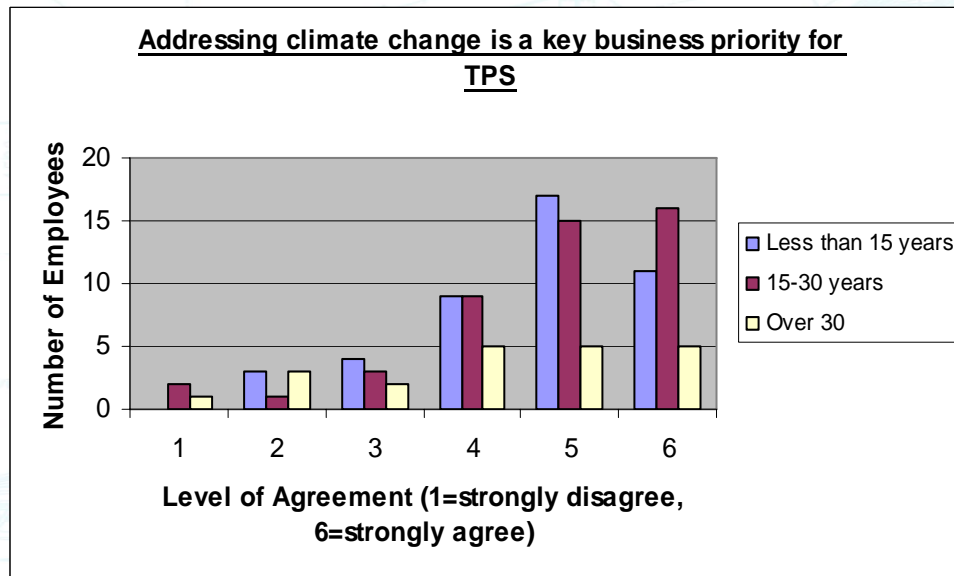


This is a good profile.

The mid experience group shows a continuous rise through the marks, which suggests there may be capacity in this group to move those who marked in 3 and 4 towards marking in 5.

Mark 1 is less than 3% of respondents.

Proposed Action:
Enhance business planning process to include sustainability criteria and publish these across the staff body.

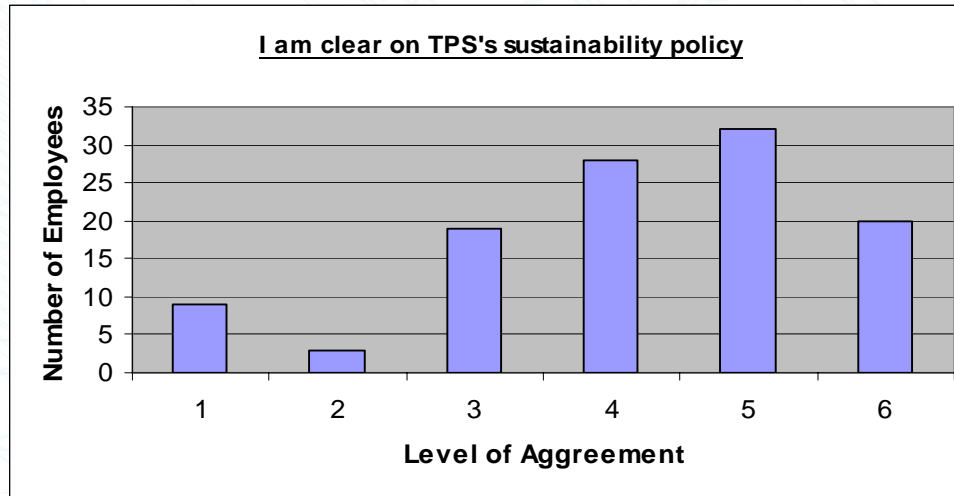


Q6 – TPS's Sustainability Policy



Key to response marks:

- 1 – Strongly Disagree
- 2 – Disagree
- 3 – Slightly Disagree
- 4 – Slightly Agree
- 5 – Agree
- 6 – Strongly Agree

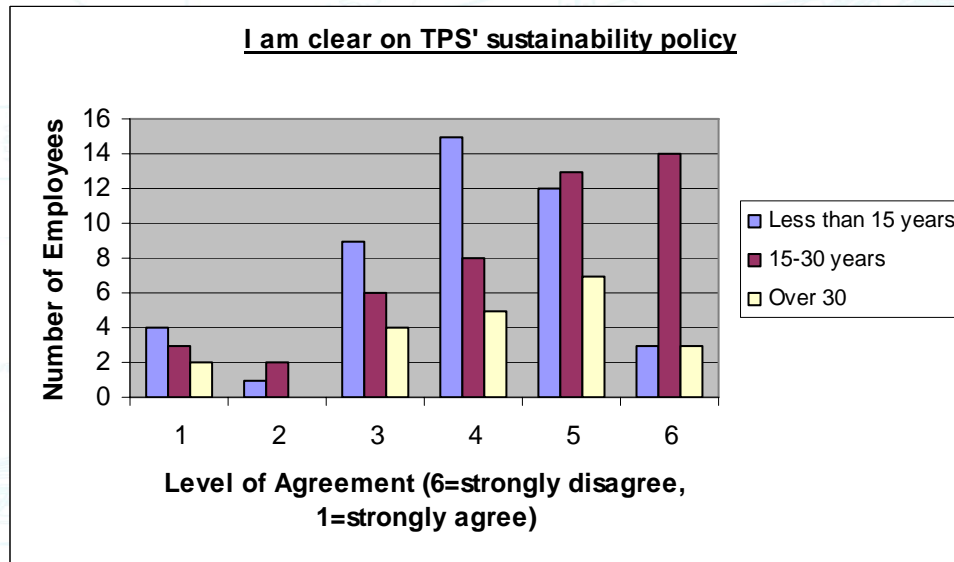


In this result there is a mixed bag.

The base profile is good except for the significant number of respondents who chose mark 1. With the low experience staff removed, there may be 20-25 staff across the firm in a position of client influence who are unclear about the TPS sustainability policy.

The tail off in the low experience group is also a matter that should be addressed.

The continuous rise across the mid experience group suggests there is capacity to move views up the marking range.



Proposed Actions:

Use MD briefings to reinforce sustainability policy.

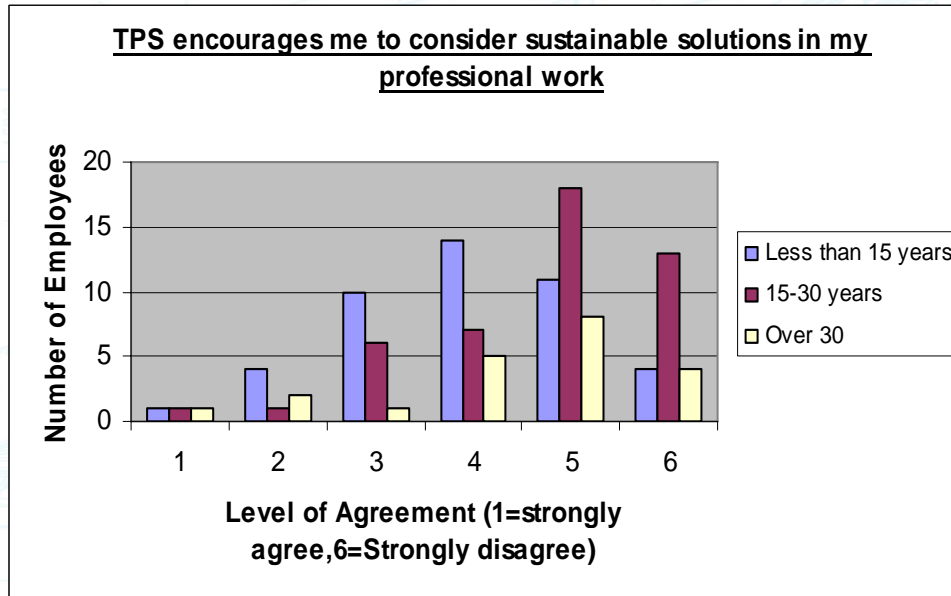
Seek suggestions for improvements changes in the policy from the staff body.

Q7 – Sustainable Solutions



This is a good profile but the low experience group tails off quickly.

Proposed Action:
Initiate a programme of sustainability design reviews and invite those with low experience to participate and charge the time to the training budget.





- 11% believed that designers need to be more assertive in proposing sustainable designs to their clients. By doing this, we will show that we actually take part in sustainability “culture”.
- 8% indicated that company car use was at odds with TPS’s sustainability culture. The body of directors should permanently reduce their use of cars for business purposes.
- 7% stated that we should provide more seminars and presentations and company case studies as examples throughout the year rather than just within Sustainability Week
- 7% recommend that incentives should be offered for meeting targets and to encourage everyone to participate; not just financial incentives but opportunities to visit other sustainable businesses or buildings.
- 5% think that we should support sustainability with small changes, such as switching off light switches and computes at night, along with reducing the amount of plastic cups we use in the office.
- 5% of participants suggested that sustainability targets and achievements need to be reported back to the company and monitored on a regular basis. This is to provides encouragement for staff.
- 4% propose that the use of facilitated video conferencing. Some staff resisted travelling to Croydon for the talks, especially from home workers and different offices. Some felt such travelling contradicted the theme of Sustainability Week.



Categorised comments in excess of 3% of respondents are listed above.

The largest grouping of comments concerns self-empowerment of staff to bring sustainable solutions to the client in design and advice. This ties in well with the respondents' views at Q4 but there is a lack of confidence in the lower experience group expressed in Q7. The action should be to encourage all staff to take sustainable solutions to the client whilst inviting less experienced staff into sustainable design reviews as part of their professional development.

Staff (and particularly senior staff) should be seen to use public transport as a habit. Annual fare loans should be promoted along with use of trip planners such as www.transportdirect.info.

Adding the two Sustainability Week comment groups together would generate a 11% ranking. The combined theme is the need for more talks and presentations but less travelling to see them. There is also comments on communication of targets and achievements which are already publicised but do not seem to filter through to the whole staff body. We should investigate the use of multimedia presentations over the Carillion VPN. Software such as Microsoft PowerPoint Presenter can support this type of activity.

Finally, there is a comment group that proposed the use of non-financial incentives to motivate staff towards sustainable solutions. This can be achieved in cooperation with BITC. When such incentives lead to lower utilisation, they should to be linked to both material achievement in sustainable design with improved profitability for TPS.



A considerable amount of effort is already undertaken by TPS in its objective of seeing sustainability as a habit and not just an option. We take carbon reduction seriously whilst seeking to maintain sustainable profitability.

This survey is a measure of how our staff feel we are progressing towards our goals and the results are very encouraging. But there is always room for improvement and the action plan is there to help guide us all.

This survey should be repeated at our next sustainability week when we should seek a greater number of respondents. The questions should test both the changes in underlying attitudes and the success of the specific actions laid out in this analysis.

These results should also be publicised on the TPS website and key clients should be informed of its presence. It should also be placed on the TPS intranet site and the whole Carillion staff body should be encouraged to look at the results and make their comments.

The results should be passed to BITC for observations and feedback.