

#### Using a Maturity Model Approach to Inventory and Assess Your Sustainable Purchasing Activities

October 9, 2019

#### **SPLC's Mission**

#### Develop, support and recognize purchasing leadership that accelerates the transition to *a prosperous and sustainable future*.





#### TODAY: ~190 members, \$300B+ in spend

#### 30+ Public Sector Members and Partners

Alameda County, CA California DGS Caltrans **Canadian Forest Service** City & County of Denver City of Austin City of Beaverton City of Portland City of San Francisco City of Santa Monica Dakota County, MN

Dallas Area Rapid Transit King County, WA Los Angeles DWP Massachusetts OSD Minnesota HFA Minnesota OSP Minnesota PCA Multnomah County, OR NASPO New York DFS New York OGS

NIGP Oregon DEQ Oregon DAS **Oregon Metro** Province of Nova Scotia Sourcewell US Dept of Energy US GSA Washington, DC Washington State

SPLC members are simplifying and standardizing sustainable purchasing by creating a a multi-sector program for guiding, measuring, and recognizing leadership.



#### **SPLC's Maturity Model**

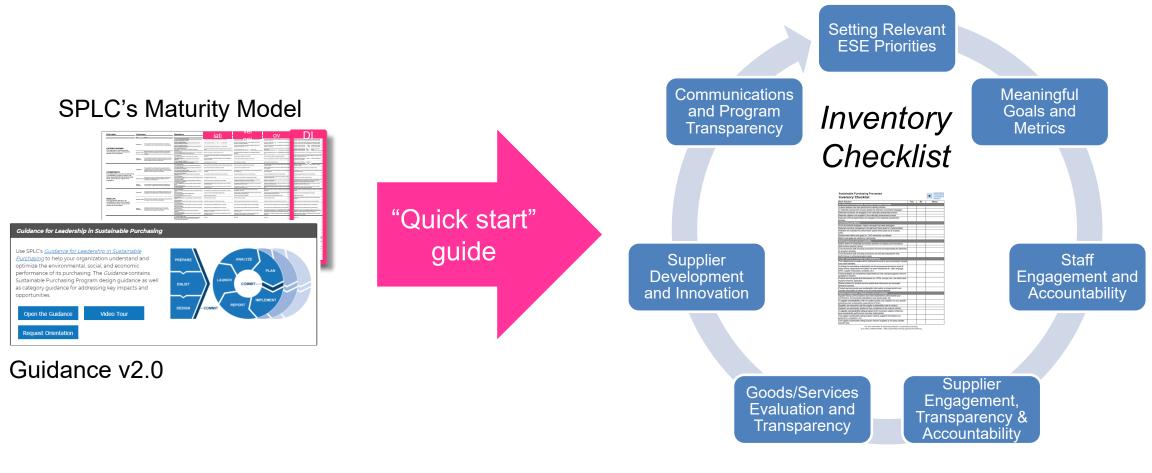
Principles	Outcon	nes	Questions	Initiating	Developing	Improving	LEADING
	Lored	Outuates					
			In maintable purchasing policy or program?	The scope includes non-regulatory insues identified on an ad hor basis.	The accept includes indexect impacts identified and prioritized through a careful investigation and abstraction engagement.	A process for kineticities and photology enoughly inquests in an ongoing way is systematized and mesourced.	The acupe inductes all relevant impacts identified and prioritized through analysis conducted by peers, inductry, chill accienty organizations, or other external parties.
	Organization	The organization has assessed the (positive and regative)	U-L2: Excital Impacts Assessment Here does your organization determine the range of social Impacts Inducted in Its mutated/or purchasing policy or program?	The acops includes non-regulatory insues iterified on an ad hoc basis.	The acops includes minuter impacts identified and prioritized through a caveful investigation and assistanciale argagement.	A process for kineffying and prioritizing enouging impacts in an angoing way is systematized and resourced.	The acope includes all relevant impacts identified and prioritized through analysis conducted by peers, industry, chill acolety organizations, or other external parties.
	Coganazata	environmental, social, and economic impacts of its purchasing.	0-1.3: Exercando lorgania Assessmenti Han does your organization determine the range of economic impacts included in its sociated/in-purchasing policy or program?	The acope includes non-regulatory income literaffed on an ed hoc basis.	The scope includes selenent impacts identified and prioritized through a careful investigation and statisticitier angegement.	A process for biantifying and prioritizing amorping impacts in an origining way in systematical and resourced.	The acope inclusion of neissant impacts identified and prioritized through analysis conducted by peaks, industry, chill acolisity organizations, or other external parties.
UNDERSTANDING			0-1.4: Landenhilp's Understanding To what extent does anticr leadenhilp have a prioritized understanding of opportunities?	Essection land understanding of scalabilitie purchasing impacts and opportunities is ad here.	Executive leadership is included in the attrategic prioritization process.	Organing simulagic prioritization of impacts and opportunities is ind or aponeously a antise assessment.	Execution leadership communication prioritization of impacts and opportunities to organization's highwai generating leady (e.g., Steard, Ingéliation)
environmental, social, and economic impacts of its purchasing.	Employee / Buy	Staff understand how to improve the relevant environmental, er social, and economic performance of the purchasinging they influence.	U-2.1: Staff Americans To what extent do relevant shaff locus has to blandly and take action on opportunities to improve the availability of the purchashiping they influence?	Efforts to calue assumeness and provide guidences are ad hore.	Some relevant staff modes formal guillance on how to thereify and take action on opportunities.	A formed processes soluble for documenting and dissembleding because beamed in organic way.	All minuted staff monitors guidances on how to identify and take action on opportunit
		Intuenos.	U.A.1: Supplier input To shall actual is the organization's understanding informed by suppliers?	No formal program acids to acidit suggior lepst, but unacidited input is reduced and somalized.	tigut from appliers is addited on an ed hoc basis.	lique from suppliers is solidited in a systematic and organize way.	Input from suppliers is reviewed as part of high-level disingues with suppliers, sur Annual or Quarterly Business Finderss.
	Supplier / Statebulder	The organization's assessment of the environmental, social, and economic performance of its purchasing includes input from all relevant suppliers and external stakeholders.	U.3.2: Nationalise Input To what extent is the organization's understanding informed by other external exterior states?	No famal program exists to acidit external absolution local, but unavidated input is reviewed and considered.	input from anisomal statisticities is solicited on an ad her basis.	leges from anisonal adultations is assisted in a systematic and organize way.	External assistations manapiles the organization as a leader in understanding the performance of its purchasinging.
		reevan suppliers and external statunoiders.	U-5.5: Multi-stalabelet Collaboration How does the organization contribute to relevant with established or equation to understand the opportunity for lower market transformation?	Cusational participation on an observer.	Regular parkiljadion on an observer.	Regular contributor of Information and data.	Replac conflutor of experime and thought bashenbly.
			C-L1: Program Resources	Resources (other and bodget) are assigned to design a sustainable purchasing program.	Resources are assigned to establish the program's operations.	The organize operation of the program is supported with dedicated measures and on functional coefficiency	Resurses are assigned to apport program availables, reporting, and continuous
		The organization's sustainable purchasing program has the	To what extend has the organization reaccount a sustainable posthesing program? C-1.2: Program Integration To what extend is the excellentative posthesing program integrated into strategic plane	Program has informativential senior management convoltment.	Program has a senior management-level sponsor.	Lexited periodelite. Program is refree periodically as part of annual or strategic planning processes last t	Program has formed approved of chief sumsches or is shared with Doard.
	Organization	necessary resources and executive support for implementing strategies that improve the environmental, eocial, and economic	ed constituents est by nameper est? C-1.3: Constituent to Program Bitraligies To what eccent has the operations constitued to program strategies for meetingfully constrained and the intervention of the strategies of the strat	The organization has kine iffed at least one program strategy that largels at least one	The reperiodice has approved for implementation at least one strategy that largests at	senior management. The organization has approved for implementation at least two situations that largers least law young haves.	The regarization has approved for implementation at least three strategies that is at least three strate bases.
COMMITMENT		performance of the organization's purchasing.	To this client has the approximation controlled to program intercepts for meetinguity addressing the prototy bases interface and prototised in U-1-27 C-LA Priorities & Adjournal To what colors in the organization addressing the range of faccas kinetified and prototised in U-1-27	priority lases.			
The organization commits to implementing a sustainable purchasing program that					The program strategies address at least 20% of the priority lastes.	The program startinghe address of load 30% of the priority lawses.	The program strategies address at least 70% of the priority leases.
takes responsibility for the environmental, social, and economic impacts of its	Employee / Buy	Management and relevant staff are engaged in developing the er organization's sustainable purchasing strategies, and are accountable for implementation.	C-2.1: Start Experiment To start extent are interact cart expand in development of the susceitable purchasing program's pank and extenden?	Staff engagement is limited or ad hor.	Painnet staff are actively engaged in developing posts and attemptes.	A cross functional group of staff provides legal into goal satiling and similary development is an origing way.	Cross-Lockinel group includes executive incluement.
purchasing.		accountable for implementation.	0-8.2: that Accountability To shat enter has your repetited an anti-added substability into purchasing mise, responsibilities, and accountabilities?	Subababis purchasing miss are informally defined and recognited.	A public particular independ with overall responsibility for coordinating the autoinable purchasing program and reporting on its program.	Examples probably proceeding and plonger the superabilities are in place in management and minuted staff.	Accounted by for autoinable purchasing at the company is formally assigned to encodes management of the company, and/or there is found-innel release and responsibility for purchasing-related autointed by partometroe.
	Supplier /	The organization's sustainable purchasing commitments are communicated to suppliers and other external stakeholders.	0-3.1: Supplier Engagement How does the organization communicate its sustainable purchasing commitments to suppliers?	The organization's supplier information website supresses a general convoltment to autobrackie purchasing.	The organization's supplier information methods describes the time-bound posts and strategies the organization has convert to.	The goals and attributes are included in origing two-way delegoes, such as supple summits and annual business redens.	The organization's executive leadenship communicates the time-bound gask and strategies to the organization's full apply base.
	Statenoider	communicated to suppriers and other external asseroiccers.	C-3.2: Biolatolidar Engagement Hor daes the organization communicate its austabable pumbeaks constituents to other external statebolizer?	The organization's sustainability or CDR website expresses a general controllment to sustainable purchasing.	The organization's austeinability or CDR website describes the time-bound point and strategies the organization has control to.	Manages about the lima-bound proba and strategies are incorporated into regaing communication channels with key statisticities, such as investors, coalorners, and NGOs.	The organization's executive leadeninity communicates the time-bound goals and strategies in communications with external associations.
		The environmental, social, and marketplace performance of the organization's purchasing meets or exceeds meaningful goals.	B-L1: Program Evaluation To what actual does the organization measure the secule of its contributing program?	The organization informally assessess the actual of largitumentation of the program.	The organization uses quantitative metrics to formely assess the extent of implementation of the program.	The organization estimates its contribution to collective (sockety-wide) goes using released units.	Extension contribution to collective (society-wide) goes in velocited by an independent party
	Organization		8-12: Program Recolds To what extent has the program achieved reactingful smalle?	The goal for at least one priority strategy was partially achieved.	The goal for at least one priority strategy was fully achieved CR the goals for at least two priority strategies were particly achieved.	The grain for all load lon-priority alreington more full addressed OR the grain for all load from priority strategies more particly addressed.	The goals for at least three priority strategies were fully achieved.
			R-L3: Program Reporting To what extent does the organization report it results?	Programs is reported at the team level.	Program is reported across the organization.	Progress is reported to serier management and/or board.	Programs is publicly reported.
RESULTS		Staff are meeting or exceeding sustainable purchasing poals that	B.3.1: Beef Training To wheil actual are staff trained to support implementation of sustainable purchasing program?	Some naissent staff results insisting.	West relevant and resolve indeleg.	All minutes and measure insisting.	All staff receive enough training and information to thereby intent opportunities for improvement.
The organization delivers on its commitment to improve the relevant	Employee / Buy	Staff are meeting or exceeding sustainable purchasing goals that are included in their performance expectations.	N-2.2: Harf Evaluation To what actual are staff evaluated on their contribution to the econome of the ecologicality prochasing program?	Contributions are recognized via an amplique awards program.	Contribution in Included in performance evaluation for some indexers staff.	Contribution is installed in performance evaluation for all relevant staff.	Corellation is included in the performance evolution of executive inscientings.
environmental, social, and economic impacts of its purchasing.			R-5.1: Product Evolution To what extent are autoinability others extended in the evaluation of the products the coperipation purchases?	Product evaluation includes maniphability attents on an ed hoc basis.	Product evaluation includes availability criteria for some priority categories.	Product evaluation includes materiability offerin for most priority categories.	Product evaluation includes autoinability otheria for all priority categories.
impacta of its perchasing.	Provedlag (	Suppliers and stakeholders actively support meaningful	R-52: Services Enduation To what extent are autoinability otheris embedded in the evaluation of the services the completeders surchases?	Service enduation includes sustainability offends on an ed hoc basis.	Sunka evaluation includes austainability otheris for some priority categories.	Service evaluation inclusive autoinability offertie for most priority cotegories.	Senios evaluation includes sustainability offerin for all priority categories.
	Stakeholder	improvements in the environmental, social, and economic performance of the organization's purchasing.	R-6.5: Supplier Evaluation To what extent does the organization evaluate its suppliers' enterprise-white evaluated By?	Continue about a supplier's autobability programs are sometimes inducted in autobability or an ed box basis.	Constitute about a supplica's southingfilly programs are included in additiona in high deligiturity composes.	The organization periodically assesses the scatalizability copublities of its suppliers to priority segments of its supply have (e.g., high field categories, top 100 suppliers), and incorporation from assessments from its supplier validationably management.	The organization uses third party welfied reporting platforms, ming systems, or conflications to assess its applient' autobability capabilities, and incorporates it assessments has applier performance and as an of a scoreards.
			R-1.4. Duppler Development To what extent does the organization actively support the development of supplear	Supplies an probled power information about how companies can improve their auxiduality performance.	Replan an provide bitmetion or task to help then assess that named autobability performance applied bud provident and/or page.	Experier insisting on exclusivability in produced, headed, and/or autoblesed by your experimeters.	Explains that achieve a carbon lovel of anniholdity performance are reception archievenessed by the organization.
			warened by performance: 14.5: Non-Amerika Award Orbaria What proportion of ediplic generations include non-Dranchal asset orbans that disards advances substitut endowmends, analys, writin economic instants?	N. 10 205	25.655	51% to 74%	75.6 105
			deally address potential and constants, and a and a sounds inpatio?				
	Organization	The organization actively encourages and supports new approaches that improve the environmental, social, and economic	Lettery anotas parties anotamines, insis, and/or anotamic inpactor 14.2. Preformance have figure/finations Whit propriets of elight processes as performance-based specifications in charty commutate enhousement, and, and/or assumetic guide for editar souther solutions are requested?	55.0.25	25 to 505	51% to F9%	265.10 1005
INNOVATION The organization actively promotes internal		impacts of its purchasing and supply chains.	(TOD) where full cost accounting (FGAP	Some are evaluated for total cost of ownership (700).	Most are evaluated for total cost of ownership (100).	All are evaluated for total cost of currently (TCO), and some are evaluated using fulness answering (FCA).	All are evoluted using full cost accounting (FCA).
and external innovation that advances a positive future.			incention?	The organization uses 1 to 2 of the bind strategies.	The organization cases 3 is 4 of the listed strategies.	The organization uses 1 to 7 of the lated attempts.	The organization case if to 10 of the field strategies.
pourie reality.		The organization engages and assists suppliers and stakeholders	1-2.1: Small and Medium Enterprise Purchasing What proporties of edgline procurements are made Small and Neckus Enterprise (SME)-Mendy?	5% to 25%	25 + 25	515 to 795	75.6 TWS
	Supplier / Stateholder	In developing new approaches that improve the environmental, social, and economic impacts of its purchasing and supply chains.	14.2: Supporting Suppler Innovation To shad actual does the organization actualy promote supplier Innovation?	Often an opportunity for all suppliers to provide input on pressmented processes.	Holds a meeting for all interested suppliers at least once per year, to reades leput on how to improve procurement processes to feater supplier innovation.	Activity engages the applier community on a pre-competitive basis in advance of sendering.	Established mentaring programs to develop and grow supplier' capacity to dely innovations that address analysismanital, social, and accountic impacts.
			1-3.5: Supplier (Newsity To shat activit does the organization promote supplier devoidy?	include diverse suppliers an contractors what requested by internal contornet.	Contract diverse suppliers at every opportunity, regardless of electric customer axiad for 8.	Activity portion new diverse suppliers to work with (e.g., through supplier diversity agencies and councils).	Established mentaring programs to density and grow diverse appliers.
				Requested autoinability-related product information for some neineant autoitations.	Requested sustainability-related product information for most relevant subchattana.	Required applies to disclose susalisability-related productive-rise information.	Experied antite particular in multi-statistical billabou is annurage disco automatidity-stated productioners bilanceles.
	Organization	The organization actively encourages and enables transparency of information about the environmental, social, and economic performance of products, services, and supply chains.	T-1.2: Product information thanking To shall enter from the separatricin along the meteric information about the australiability of the second or a method in sear?	Susaktility internation is available upon request.	Radebaldly information is typically presented is and users of the products and services.	Subsiduability information in typically presented to and users and the penemi public.	Evaluated by belowed as in typically public, as is information adout how in long a and sendors with similar automobility abilityies (x.g., sharing specifications).
			of the products of section 1 seen? TA.Is Breamlining Product Tecesparancey To shed action does the organization contribute to efforts to advantise the abarting of maximum Billy information share products or services?	Sometimes last for elevelent ways of sequenting information.	Always look for elanderi ways of sequenting information.	Make requests using shared systems that allow supplies to report once to many purchasers.	Make requests using shared systems with stearstheet processes for vehiciding it information provided.
TRANSPARENCY The organization solicits and discloses			numbered bit information should produce an environ? T.G.1: Transparency Rein Assessment To what a clinic time you assessment adultary you are looping products from supply shalles with a high shill of bittle inputs? (sup. complian, confid minerals, eventshop support, finget investy)	Assessment is privatly reaction to readle coverage, public bissued advocary, or	Assessment includes data biartified through a one-fire careful investigation and	A pressue for kinetifying and prioritizing data is an origining may in systematical and	Assessment Indicates all nationari data Maniffed Drough analysis conducted by a Industry, dof accievy organizations, or other external parties.
information that supports a marketplace of innovation.		The organization engages suppliers and stakeholders in collecting				menored.	
	Supplier / Stateholder	and disclosing information about the environmental, social, and economic performance of products, services, and supply chains.		Report distance from al applies.	Paquin distance has al applies.	Request suppliers in high risk comparise or regions to be able to disclose the benefit ourses in their supply chain for due diffuence purposes.	People all applies is high this categories or regions to be able to disclose the bandidal senses in their supply chain for due diligence purposes.
		(removed "relevant" [suppliers and stakeholders / products])	T-3.3 Buppler Busichedity Decisioner To state scient do you give pretenence to an transition expellent for publicly reporting their current automotify performance?		In some sublidding and with a segment of current suppliers.	is not arkitative or with root correct applies.	In all achilledone and for all connect suppliers.
			1.4.4. Public Supplier Performance Ocels To what extend in you give preference to or incentifyies supplies for publicly reporting tegrals and invelom for ingraving fails' analysishify performance?	h une official and	In some autidations and with a segment of current suppliers.	In some solicitetions and with a segment of current suppliers in high risk categories.	In all solidations and for all current suppliers in high risk categories.

These are the things purchasing organizations will be doing when we have a truly sustainable global economy

38 prioritized best practices in sustainable purchasing



#### Making it easy using Inventory Checklist...



Foundation for NPI AEP Award Criteria#15 Sustainable Purchasing!!



#### Today's approach...







Recognize your program components

Identify program-level opportunities

Begin to plan strategic next steps

#### What is sustainable purchasing?

#### **Sustainable Purchasing**

#### Purchasing in ways that intentionally strengthen our...

Society	Economy	Environment	
<ul> <li>Health &amp; safety</li> <li>Equal opportunity</li> <li>Fair wages</li> <li>Employee training</li> <li>Workers rights</li> <li>No forced labor</li> </ul>	<ul> <li>Supplier diversity</li> <li>Small business</li> <li>Local jobs</li> <li>Fair competition</li> <li>Transparency</li> <li>Innovation</li> <li>Corruption-free</li> </ul>	<ul> <li>Climate protection</li> <li>Pollution prevention</li> <li>Waste reduction</li> <li>Resource efficiency</li> <li>Habitat preservation</li> <li>Air and water quality</li> </ul>	

...so that we can all enjoy living in an increasingly sustainable world.

#### What is a strategic sustainable purchasing program?

#### Sustainable Purchasing Program (Simplified Definition)



A sustainable purchasing program is a set of strategies, policies and/or activities embedded into an organization's cross-functional purchasing processes that are meant to not only generate traditional purchasing benefits, but also benefits to the environment, society and economy.

## A Sustainable Purchasing Program is the Foundation for all Sustainable Purchasing Activities

A strategic program provides coordination for the development, implementation and success of more specific *policies, programs, projects, and initiatives* as needed.



#### Benefits of a Program Approach

No program	With a strategic program
Silos	Cross-functional collaboration
Efforts are less impactful	Efforts are focused on high impact opportunities
Evidence of benefits is anecdotal	Benefits are tracked, aggregated and reported
No authority to prioritize related activities	"Permission" and inspiration to participate

#### Today's approach...



Recognize your program components



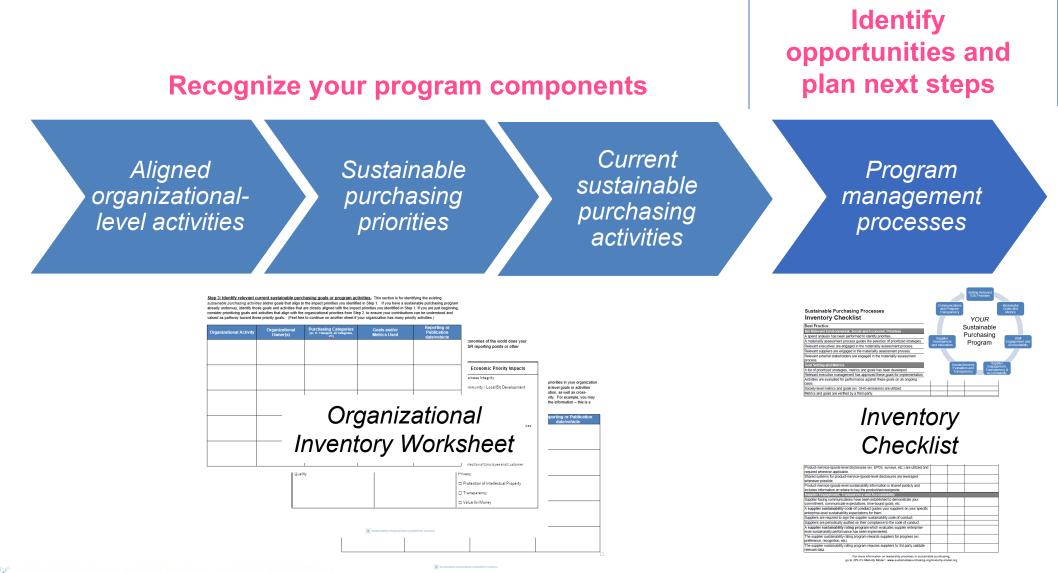




Identify program-level opportunities

Begin to plan strategic next steps

#### Grab your worksheets...



#### Let's begin!

#### Identify opportunities and plan next steps **Recognize your program components** Current Aligned Sustainable sustainable organizationalpurchasing purchasing level activities priorities activities Step 3: Identify relevant current sustainable purchasing goals or program activities. This section is for identifying the existin In the work can be a set of the s tainable Purchasing Proce nventory Checklist YOUR Sustainable omies of the world does you SR reporting points or other Economic Priority Impacts siness Integrity riorities in your organizatio priorities in your organizat al-level goals or activities ation, as well as cross-rity. For example, you ma the information – this is a mmunity / Local Biz Developmen Organizational Inventory porting or Publica Inventory Worksheet Checklist Protection of Intellectual Property Transparence Value for Mone

SUSTAINABLE PURCHASING LEADERSHIP COUNCIL

SHIN.

### **Understanding your alignments**

Think about your larger organizational goals and programs that potentially extend beyond purchasing.

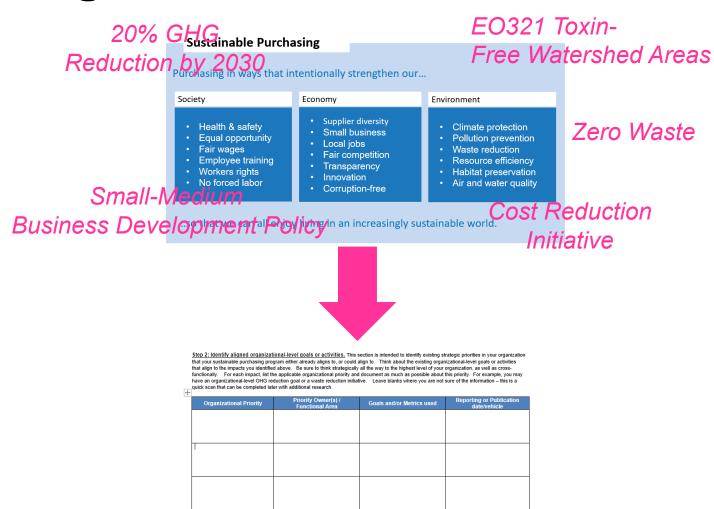
Which of them align to sustainable purchasing?

Jot them down in Step 1.

Time for activity: 3 min

Reference: SPLC's Making the Case Whitepaper





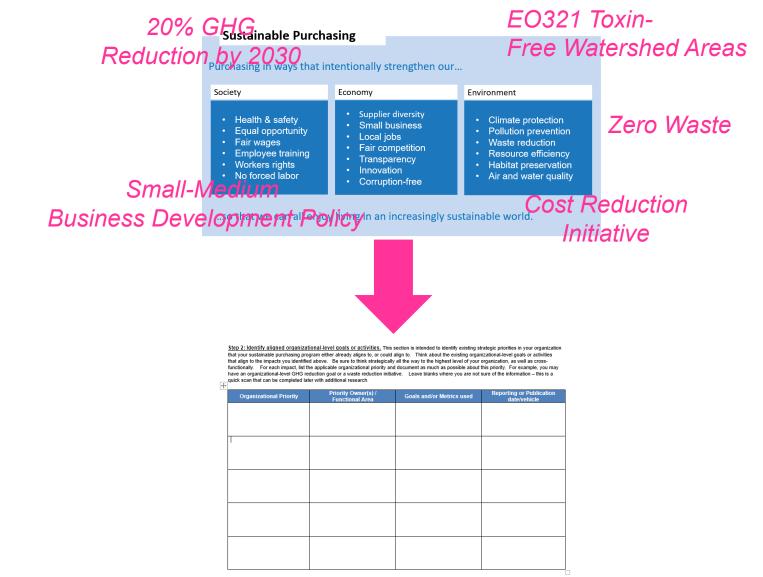
### Pair and share!

Grab a partner, introduce yourself, and share what you wrote down.

Discuss the following:

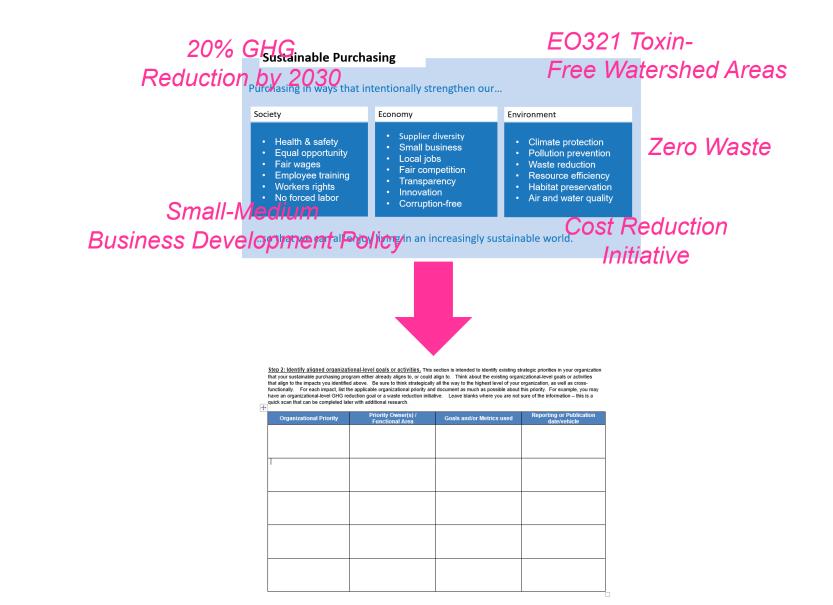
Why are these alignments important? What are the benefits of considering them?

Time for activity: 5 min



### **Report out!**

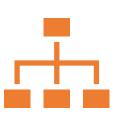
Why are these alignments important? What are the benefits of considering them?





Importance of aligning to other areas of your organization

STAINABLE PURCHASING LEADERSHIP COUNCIL



Provides organizational-level recognition for the *value* of your activities Provides access to resources that can help (ex. expertise, exec sponsors, people resources, tools, etc.)



Grows your own understanding of your organization

Provides visibility to how your activities might be integrated into your procurement process

#### Your purchasing impacts

Now think about the largest environmental, social, and economic impacts of your procurement.

Select the associated Priority Impacts in Step 2.

Circle the ones that align to the larger organizational goals you wrote down in Step 1.

Time for Activity: 3-4 min

#### Organizational Inventory Worksheet

Step 1: Identify existing organizational impact priorities: What impacts on the environment, society and/or economies of the world does your organization already recognize and prioritize - through sustainability or diversity policies, regulations, goals, CSR reporting points or other commitments? Select the most notable impacts that your organization is aware of and/or is prioritizing below

Organi	Environmental Priority Impacts	Social Priority Impacts	Economic Priority Impacts
zational Priority	□ Avoiding & Reducing Waste	🗆 Diversity & Equal Opportunity	Business Integrity
Impacts:	🗆 Improving Human & Environmental Health	🗆 Fair Trade	Community / Local Biz Development
	□ Protecting Air Quality	□ Human CapacityBuilding	Demand Management / Needs
	□ Protecting Biodiversity & Ecosystems	Human ResourcesManagement	□ Assessment
	Protecting the Climate	🗆 Human Rights	🗆 Good Faith & Fair Dealings
	□ Reducing the Depletion of Natural	□ Inclusive Employment	□ Growth of Sustainable Products & Services
	□ Resources	🗆 Labor Rights	Investment in Innovation
	□ Using Energy Efficiently & Promoting Clean	□ Safe & Healthy Working Conditions	Openness
	Energy	Supplier Diversity	Protecting from Conflicts of Interest
	□ Using Water Efficiently & Protecting Water		Protection of Employee and Customer
	Quality		Privacy
			Protection of Intellectual Property
			Transparency
			Value for Money



### Aligning and documenting your current work

Now think about the <u>current sustainable</u> <u>purchasing activities</u> that align to your purchasing's impact priorities and your larger organizational goals.

Jot them down in Step 3.

STAINABLE PURCHASING LEADERSHIP COUNCIL

Time for activity: 3 min

Organizational Priority	Priority Owner(s) / Goals an Functional Area	nd/or Metrics used	Reporting or Publication date/vehicle	
Reduce GH	IG Emission	ns by 2	0%	
Organiz	ational Inventory Worksh	neet		
	tify existing organizational impact pri- already recognize and prioritize – thro			and/or economies of the world does your
	s? Select the most notable impacts th			
Organi-	Environmental Priority Imp	acts Sc	cial Priority Impacts	Economic Priority Impacts
zational Priority	□ Avoiding & Reducing Waste	Diversity	& Equal Opportunity	☐ Business Integrity
Impacts:	🗆 Improving Human & Environmental H	lealth 🗆 Fair Trad		Community / Local Biz Development
	Protecting Air Quality	🗆 Human C	apacityBuilding	Demand Management/Needs
	Protecting Biodiversity & Ecosystem	ms 🗆 Human R	esourcesManagement	Assessment
	Protecting the Climate	🗆 Human R	ights	🗆 Good Faith & Fair Dealings
	Protecting the Climate			
	Protecting the Climate     Reducing the Depletion of Natural	□ Inclusive	Employment	🗆 Growth of Sustainable Products & Service
	_	Inclusive Labor Rig	. ,	Growth of Sustainable Products & Service     Investment in Innovation
	Reducing the Depletion of Natural	Labor Rig	. ,	
	Reducing the Depletion of Natural     Resources	Labor Rig	hts aithy Working Conditions	Investment in Innovation
	Reducing the Depletion of Natural     Resources     Using Energy Efficiently & Promoting!	Clean Safe&He	hts aithy Working Conditions	Investment in Innovation     Openness
	Reducing the Depletion of Natural     Resources     Using Energy Efficiently & Promoting I Etergy	Clean Safe&He	hts aithy Working Conditions	Investment in Innov211 Openness Protect tet
	Reducing the Depletion of Natural     Resources     Using Energy Efficiently & Promoting     Evergy     Using Water Efficiently & Protecting	Clean Safe&He	hts aithy Working Conditions	Investment in innovation     Opennese     Protect     Pra
	Reducing the Depletion of Natural     Resources     Using Energy Efficiently & Promoting     Evergy     Using Water Efficiently & Protecting	Clean Safe&He	hts aithy Working Conditions	Investment in innovatio     Openness     Protect     Pris Privacy

<u>Step 3: Identify relevant current sustainable purchasing goals or program activities.</u> This section is for identifying the existing sustainable purchasing activities and/or goals that align to the impact priorities you identified in Step 1. If you have a sustainable purchasing program already underway, identify those goals and activities that are closely aligned with the impact priorities you identified in Step 1. If you are just beginning, consider prioritizing goals and activities that align with the organizational priorities from Step 2. Io ensure your contributions can be understood and valued as pathway toward those priority goals. (Feel free to continue on another sheet if your organization has many priority activities.)

Organizational Activity	Organizational Owner(s)	Purchasing Categories (ex. IT, Transport, All Categories, etc)	Goals and/or Metrics Used	Reporting or Publication date/vehicle
Supplie	r Code of	Ethics		
EPEAT-c	ertified co	omputers		
Disadva	ntaged Su	pplier Mer	itoring Prog	ram

#### Pair and share!

With your partner, take turns sharing your results. Discuss:

How aligned are your current activities to your impact priorities and larger organizational goals?

What steps could you take to improve this alignment?

Time for Activity: 5-7 min

It your sustainable purchasing pro- it your sustainable purchasing pro- it align to the impacts you identifie ectionally. For each impact, list the ve an organizational-level GHG re- lick scan that can be completed lat	ogram either ed above. B he applicable eduction goal	already aligns to, or could alig ie sure to think strategically all e organizational priority and do I or a waste reduction initiative	In to. Think about the the way to the higher ocument as much as p	e existing organizational st level of your organizat possible about this priori	level goals or activities ion, as well as cross- ly. For example, you may				
Organizational Priority	Pr	iority Owner(s) / unctional Area	Goals and/or Met	trics used Rep	orting or Publication date/vehicle	1			
					unior childre				
						1			
<u>Step</u> orga	1: Identify		impact priorities: 1 itize – through sus	tainability or diversity	policies, regulations, g	oals, C	conomies of the world does you SR reporting points or other		
	gani. tional	Environmental Pri	ority Impacts	Social Pr	iority Impacts		Economic Priority Impacts		
Pri	iority	Avoiding & Reducing Water State S	aste	Diversity & Equal	Opportunity	□ B.	isiness Integrity		
Imp	pacts:	🗆 Improving Human & Envir	ronmental Health	🗆 Fair Trade		C Co	ommunity / Local Biz Developmen	t	
		Protecting Air Quality						tivities. This section is for iden	
		Protecting Biodiversity 8	sustain	able purchasing activ	ities and/or goals that a	lign to	the impact priorities you identifi	ed in Step 1. If you have a sus	tainable purchasing program
		Protecting the Climate	conside	er prioritizing goals a	nd activities that align wi	th the	organizational priorities from St	ct priorities you identified in Ste ep 2. to ensure your contribution	is can be understood and
		Reducing the Depletion of	fNatural valued	as pathway toward t	nose priority goals. (Fe	el free	to continue on another sheet if	your organization has many price	ority activities.)
		Resources	0.000	nizational Activity	Organizationa	1	Purchasing Categories	Goals and/or	Reporting or Publication
		🗆 Using Energy Efficiently &	Promoting	mzauonai Activity	Owner(s)		(ex. IT, Transport, All Categories,	Metrics Used	date/vehicle
		Energy							
		🗆 Using Water Efficiently &	Protecting						
		Quality							
	Į								

anizational-level goals or activities. This section is inte

#### **Report out!**

Would anyone be willing to share some of the alignment opportunities they've identified?

Detecting to Bioleching & Statistical purposes and a statistical purpose and the days to the impact priorities you detected at this 1. If you have a substandaed purpose and the statistical purposes and a statistical purposes and a statistical purposes. The statistical purpose and the statistical purposes and the statistis and the statistical purposes and the statistical purposes and th	Here 1: identify existing consultational imaged priorities. What impacts on the environment, society and/or economies of the world does your communication. Society and/or economies of the world does your communication and and/or the manufaction and/or economies on and/			Joans allu/or me	trics used Rep	orting or Publication date/vehicle			
Bits 1: (destify existing organizational image priorities:         What impacts on the environment, society and/or consonies of the world does your organization items (notable impacts)           Organization interferences         - Brought and/organizational device (notable impacts)         - Brought and/organizational device (notable impacts)           Organization interferences         - Brought and/organization interferences         - Brought and/organization interferences           Organization interferences         - Brought and/organization interferences         - Brought and/organization interferences           Organization interferences         - Brought and Brought	Here 1: identify existing consultational imaged priorities. What impacts on the environment, society and/or economies of the world does your communication. Society and/or economies of the world does your communication and and/or the manufaction and/or economies on and/								
Bits 1: Identify existing crassingline and protocols         The second protocol protoco	Here 1: identify existing consultational imaged priorities. What impacts on the environment, society and/or economies of the world does your communication. Society and/or economies of the world does your communication and and/or the manufaction and/or economies on and/								
organization alleval prostition alleval provides in production spaces, CSR reporting porter or other commentative Select them on the state in prostitic port and or is proteining below.           Organization alleval provides in provide provides in provide port or other and organization is avoid	organization already recognition and profettion - Through sustainability or diversity policities, regulations, posit, CSR reporting points or other     commentative Search monitor holds inspatch that you and and/or a profetting bolivs.      Constraints of the search of the sea	Orga	anizational Inventory W	orksheet					
Anstorg & Reducing Water     Inspection     Anstorg & Reducing Water     Inspection     Anstorg & Reducing Water     Inspection     Inspection     Anstorg & Reducing Water     Inspection     Inspe	Statistical Priority Impact:         Anothing & Reducing Water Impact:         Diversity & Equil (Sport-Inty)         Bis/invest/Integrity           Impact:         Impact:         Empact Priority         Empirical Priority         Empirical Priority         Empirical Priority           Impact:         Impact:         Empirical Priority         Empirical Pri	organiz	zation already recognize and prioriti	ze - through sus	tainability or diversity	policies, regulations, go	als, CSR reporting points or other		
Priority Instruction Instruct Excerning & The Activation of Water Instruct Excerning & The Activation of Water Activation of Water Activation Instruct Excerning & Construct Prior & Construct	Priority Import         Description & Rescurpt Strateger (Description & Resc			rity Impacts	Social Pri	ority Impacts	Economic Priority Impa	cts	
Constructive	Comparing from the Contractional and Contractional Activity     Comparing from the Contractional Activity     Contractional Activity     Contractional Activity     Contractional Activity     Contractin	Priori	ity Avoiding & Reducing Was	te	Diversity & Equal	Opportunity	Business Integrity		
Detecting Biodiversity & Donard     Step 2: Kentify Trefvand current sustaliable purchasing could on a loss or program activities. This section is for identifying the case and case and a sub-integrate and case and	Detecting Budiversity & Ecosyst     Step 2: Mentify relevant current sustainable purchasing coales or program activities. This section is for identify the existing     Detecting the Climate     Step 2: Mentify relevant current sustainable purchasing coales or program activities. This section is for identify the existing     Detecting the Climate     Step 2: Mentify relevant current sustainable purchasing coales or program activities. This section is for identify the benefities of the mark professional sub-existing coales of the mark professional sub-	Impac	D improving insmall a Divisio	nmental Health	🗆 Fair Trade		Community / Local Biz Developm	ent	
Instance of a construction of a constructio	In the set of the			Eton 3	Identify relevant	ourront evetainable	purchasing goals or program	activities. This section is for	identifican den anistian
consider prototicing goals and activities that align with the organizational prototies from Star 2, or some your contributions can be an Relating the Opsition of Materia that align with the organizational prototies from Star 2, or some your contributions can be an Relating the Opsition of Materia that align with the organizational prototies from Star 2, organizational Relating to Opsition of Materia that align with the organizational prototies from Star 2, organizational Relating to Opsition of Materia that align with the organizational Relating to Opsition of Materia that align with the opsition of the opsition	consider plottering goals and achives the tail algo with the organizational plotters from Step 2 is howing your contributions can be underholded     Factoring the Operative Statement of the Operative State			sustain	able purchasing activ	ities and/or goals that al	ign to the impact priorities you ider	tified in Step 1. If you have a	sustainable purchasing p
Presures     Presures     Organizational Activity     Organizational Activity     Organizational Activity     Organizational Activity     Owner(s)     Owner	Associes     Divergence of the set of t			conside	er prioritizing goals an	d activities that align wit	h the organizational priorities from	Step 2. to ensure your contribu	ations can be understood
Using Every Efficiently & Presenter Using Terry Efficiently & Presenter Using Terry Efficiently & Presenter Using Terry Efficiently & Presenter	Using Energy Efficiently & Protecting Using Energy Efficiently & Protecting Using Energy Efficiently & Protecting Using Energy Using Knowledge Comparison of Activity Using Comparison of Activity Using Knowledge Co		Reducing the Depletion of M	latural valued	as pathway toward th	ose priority goals. (Fee	el free to continue on another shee	t if your organization has many	priority activities.)
Uvarier(1)     U	Uniter (15) Uniter		_	Orna	nizational Activity		Purchasing Categories		Reporting Publicatio
Using Water Efficiently & Protecting	Using Water EtHolently & Protecting		🗆 Using Energy Efficiently & P	romoting		Owner(s)	Vo	Metrics Used	date/vehic
			Exergy						
Quality         Image: Constraint of the second	Quality		🗆 Using Water Efficiently & P	rotecting					
			Quality						

ganizational-level goals or activities. This

# Let's use this "inventory" as the definition for <u>your</u> sustainable purchasing program!

Step 3: identify relevant current sustainable purchasing opals or program activities, This section is for identifying the existing sustainable purchasing activities and/or goals that align to the impact priorities you identified in Step 1. If you have a sustainable purchasing program already underway, leafthy those goals and activities that are codevel aligned with the impact priorities you identified to Step 1. If you are just beginning consider prioritizing goals and activities that act codevel aligned with the impact priorities you identified to Step 1. If you are just beginning consider prioritizing goals and activities that a codevel aligned with the impact prioritize your contributions can be understood and valued as pathway toward those priority goals. (Feel free to continue on another sheef I your organization has many priority activities.)

600	
BE	

Organizational Activity	Organizational Owner(s)	Purchasing Cate (ex. IT, Transport, All C dG	egories ategories,	Goals and/or Metrics Used	Repor Publi date/
		Step 1: Identif	y existing	Inventory Workshee	es: What im
		commitments?	Select ti	he most notable impacts that yo	ur organiza
		Organi, zational	Env	ironmental Priority Impacts	5
		Priority	□ Avoid	ing & Reducing Waste	Dive
		Impacts:	🗆 İmpro	ving Human & Environmental Health	n 🗆 Fair
			Prote	cting Air Quality	🗆 Hun
			Prote	cting Biodiversity & Ecosystems	🗆 Hun
		L	Prote	cting the Climate	🗆 Hun
			🗆 Reduc	ing the Depletion of Natural	Ste that
			🗆 Resou	irces	that
			🗆 Usingi	Energy Efficiently & Promoting Clean	fund hav

Energy Using Ouality

ecognize and prioritize – through sus	What impacts on the environment, society tainability or diversity policies, regulations organization is aware of and/or is prioritizing	goals, CSR reporting points or		
vironmental Priority Impacts	Social Priority Impacts	Economic Priority	Impacts	
iding & Reducing Waste	Diversity & Equal Opportunity	Business Integrity		
oving Human & Environmental Health	🗆 Fair Trade	Community / Local Biz Dev	elopment	
ecting Air Quality	Human CapacityBuilding	Demand Management / Nee	ds	
ecting Biodiversity & Ecosystems	Human ResourcesManagement	Assessment		
ecting the Climate	🗆 Human Rights	🗆 Good Faith & Fair Dealings		
ucing the Depletion of Natural ources gEnergy Efficiently & Promoting Clean	that your sustainable purchasing program that align to the impacts you identified at functionally. For each impact, list the a have an organizational-level GHG reduct quick scan that can be completed later w	n either already aligns to, or could a ove. Be sure to think strategically pplicable organizational priority and tion goal or a waste reduction initia	align to. Think about the exi all the way to the highest level document as much as poss	existing strategic priorities in your organization sting organizational-level goals or activities (e) of your organization, as well as cross- ible about this priority. For example, you may ou are not sure of the information – this is a
g Water Efficiently & Protecting Water	Organizational Priority	Priority Owner(s) / Functional Area	Goals and/or Metrics	used Reporting or Publication date/vehicle
) <b>H</b> -				

the section of the se



#### Today's approach...



Recognize your program components



Setting Relevant ESE Priorities

Your

Program

Meaningful Goals and Metrics

Staff Engageme and Accountabil

Communication

and Program Transparency

Supplier Development and

Innovation

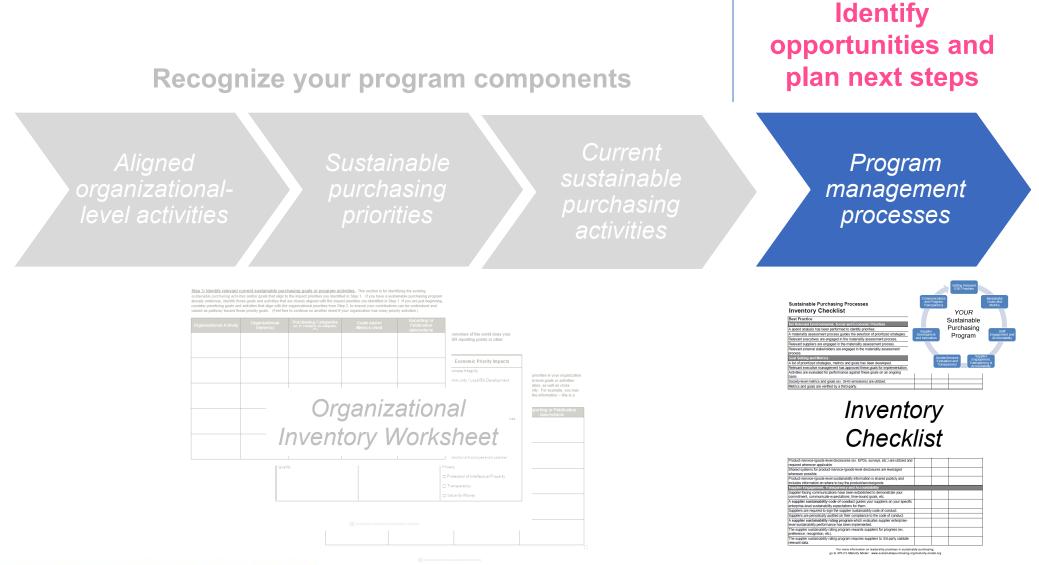


opportunities

Begin to plan strategic next steps



#### Grab your other worksheet...



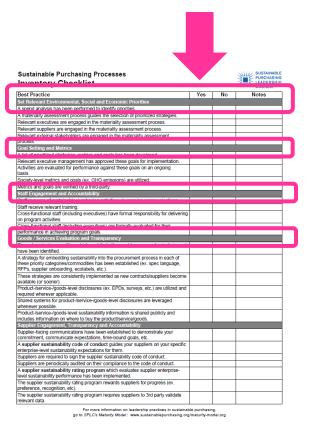
### Assessing your "program"

Think about the "program" you have just documented.

Scan through the <u>first four</u> best practices on your Inventory Worksheet.

Which of these are you doing today as it relates to your current activities?





Time for activity: 5-8 min



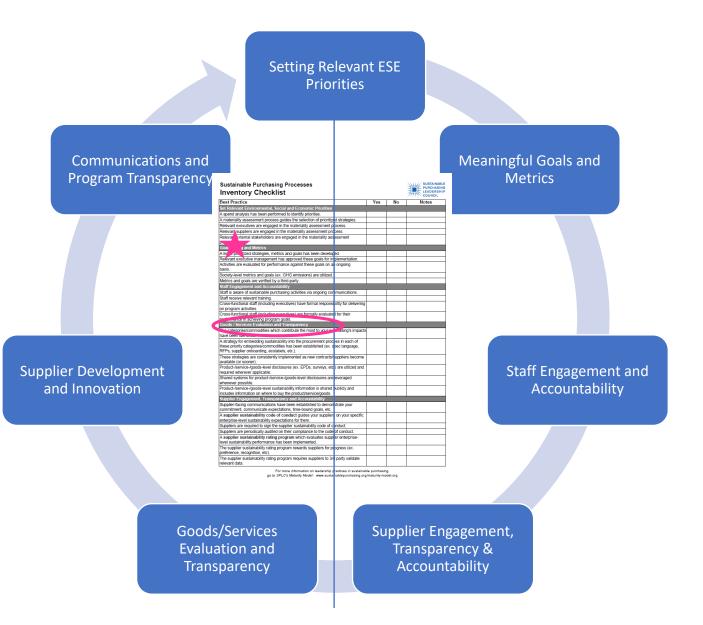
#### Pair and share!

Share your results with your partner. Discuss:

What are some things behind the success of your strengths?

What ideas can you come up with to address your opportunities?

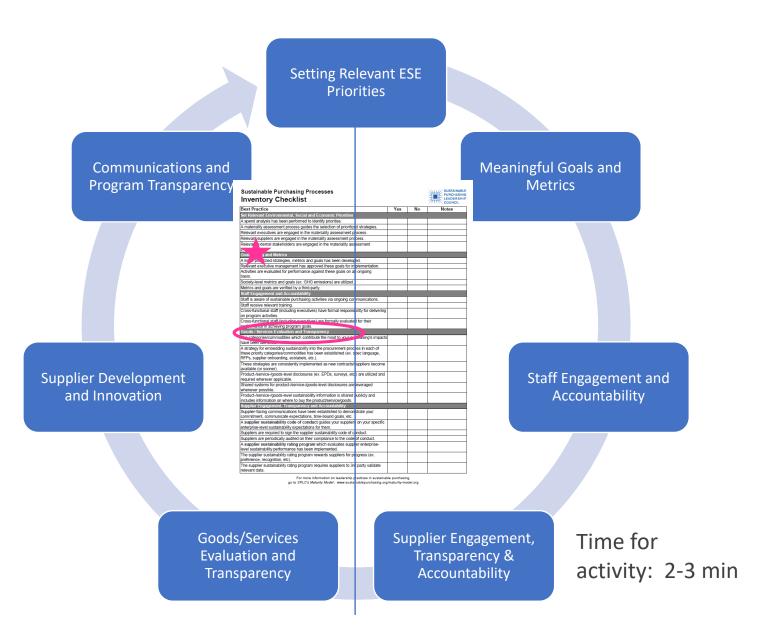
Time for activity: 10 min



### Take it home!

Continue your program "assessment" back at that the office.

\*\*INVITE PEERS TO DISCUSS AND BRAINSTORM OPPORTUNITIES!!\*\*





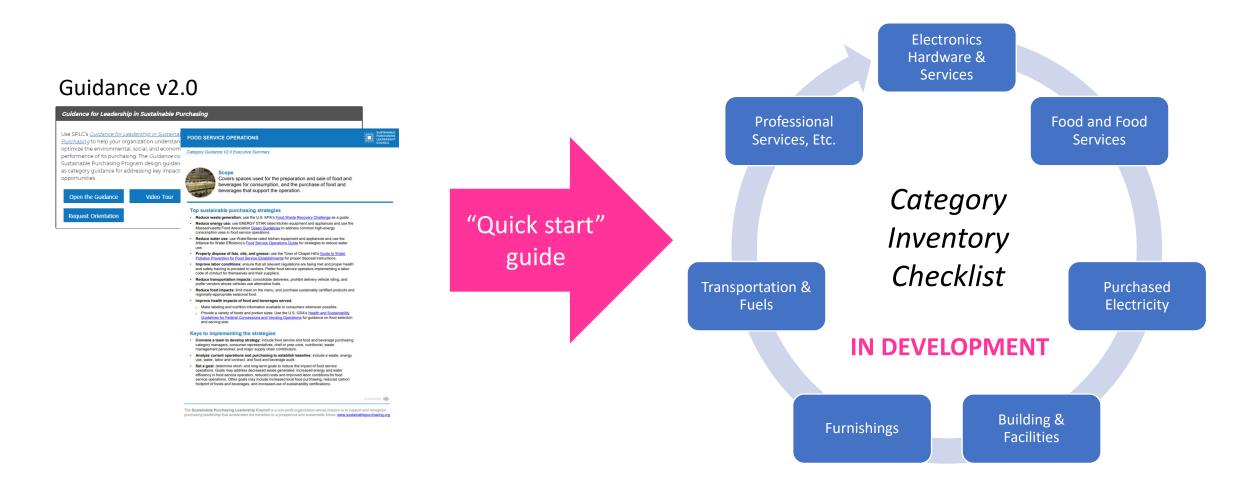
#### **Developing your program...**

#### SPLC's Strategic Program Planning Process (SP<sup>3</sup>)

### Included in SPLC membership!



#### **Developing SPLC's resources...**



# Thank you!



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# Backup

#### Program Approach: Benchmark Participants



- City of Portland, Oregon
- State of California
- State of Oregon
- State of Minnesota
- Commonwealth of Massachusetts
- State of Oklahoma
- State of Connecticut
- State of California, Office of Business Acquisition Services
- State of California, Department of Fire and Forestry Protection
- State of California, Department of Housing and Community Development
- State of California, Department of Transportation
- State of California, Department of Fish & Wildlife
- State of California, High-Speed Rail Authority
- State of California, Department of Resources Recycle & Recovery
- State of California, Department of Corrections and Rehabilitation
- State of Washington
- Michigan State University (1<sup>st</sup> University)
- In process: Sonoco Products, City of Santa Monica