



Module 4

To create awareness inside the SMEs on GPP opportunities

Content

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Skills Framework for Middle management and administrative profiles

Description	lack of knowledge	basic A1-AZ	pr intern
able to anticipate and accommodate to changing tasks and circumstances and aim to continuously learn and grow			
owns analytical and critical thinking approaches and tools			
able to use analytical and critical thinking in evaluating an information and/or a situation and solving problems			
owns communication tools and techniques and how to apply the public procurement principles in various communication situations			
is able to ensure compliance with applicable public procurement rules, principles, and ethical standards			
knows the procedural rules and principles as well as tools, codes and guidance document that help ensure adherence thereof			
is able to communicate effectively by adapting the communication medium and message to the target audience while ensuring public procurement principles are respected			
knows collaboration tools and techniques			
is able to promote inclusive and collaborative thinking and processes			
knows the key concepts and methods of stakeholder management			
is able to create mutual trust and credibility that contribute to solid internal and external stakeholder relationships			
knows the key concepts and methods of team management?			
is able to tailor management and leadership methods and techniques to the team and circumstances thereby creating a conducive environment for achieving common goals			
knows organisation's administrative structure, procedures and processes, internal culture and local and policy framework			
is able to navigate both the procurement function and organisation's structure, and understand their culture			
knows project management tools and techniques relevant for the public administration			
is able to apply project management tools and techniques to effectively carry out a procurement procedure and contract			
know cost and performance management strategies and methods as well as Key Performance Indicators (KPIs) that help identify inefficiencies and monitor the financial performance of the procurement and the way it delivers value for money			
is able to apply commercial and performance management strategies and methods to maximise value for money of procurement contracts			
knows audit and control functions			
is able to carry out the different functions of inspection, control, audit, and evaluation applicable to public procurement			
knows audit risk management tools and techniques?			
is able to monitor risks closely and apply mitigating measures and proactive approaches to protect the interest of the organisation			
knows the principles of sustainable development and has environmental awareness			
is able to identify opportunities and create new strategies to respond to green challenges			
knows how to promote greener products and services			
is able to facilitate holistic and interdisciplinary approaches that encompass ecological objectives			
is able to apply new technologies and processes required to meet their tasks, entrepreneurial skills to			
is able to capture opportunities presented by green technologies			

1

What skills do the “GREENER procurer” needs, short overview

GREENER procurer skills

Procurement Specific Competencies

Soft Competencies

Green Competencies

Procurement Specific Competencies

A CATEGORY OF COMPETENCES SPECIFIC TO THE MANAGEMENT OF THE PUBLIC PROCUREMENT PROCEDURES

- **Horizontal procurement competencies:** A cluster of procurement competences applicable to all stages of the public procurement lifecycle.

For ex. Lifecycle, E-procurement and other IT tools, Negotiations, Innovation procurement, etc.

- **Pre-award competencies:** A cluster of procurement competences related to the tasks and activities taking place before the award of a public contract.

For ex. Needs assessment, Tender evaluation, Tender assessment, Technical specifications etc.

- **Post-award competencies:** A cluster of procurement competences necessary after the award of a public contract, including contract management.

For ex. Contract management, Certification and payment, Reporting and evaluation etc.

Soft competencies

A CATEGORY OF COMPETENCES RELATED TO BEHAVIOURAL SKILLS THAT ARE BY NATURE TRANSVERSAL

- **Personal competencies:** A cluster of soft competences related to the behavior and attributes public procurement professionals should possess, as well as the mind-set they should demonstrate.

For ex. Analytical and critical thinking, Communication, Ethics and compliance, etc.

- **People competencies:** A cluster of soft competences enabling public procurement professionals to interact and cooperate with other practitioners.

For ex. Stakeholder relationship management, Team management and leadership, etc.

- **Performance competencies:** A cluster of soft competences related to increasing value for money in public procurement procedures.

For ex. Risk management and internal control, Organisational awareness, etc.

Green Competencies

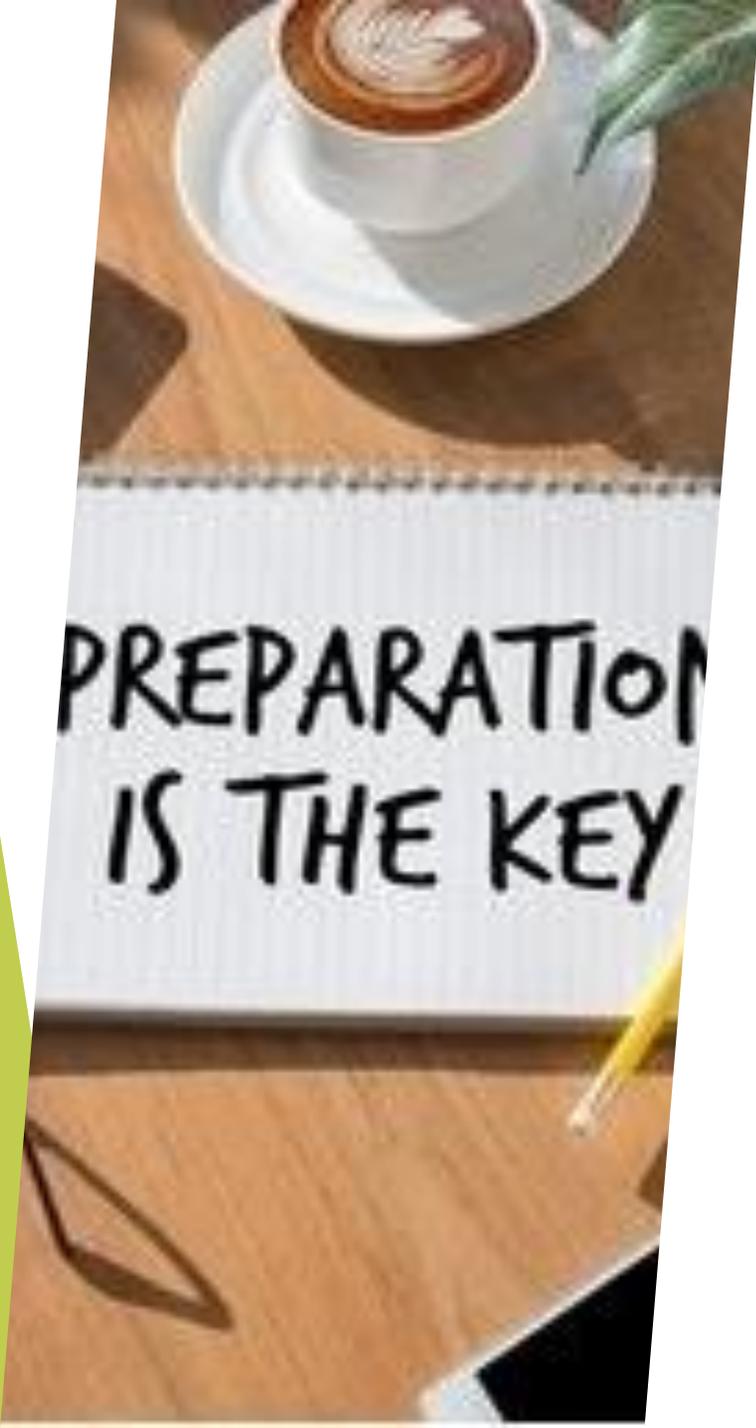
A CATEGORY OF COMPETENCES RELATED TO SUSTAINABILITY AND RESOURCE-EFFICIENCY

- **General competencies:** A cluster of competencies necessary for contributing to sustainable social, economic and environmental development in any job

For ex. Cognitive, Interpersonal, Intrapersonal

- **Specific competencies:** A cluster of competences related to specific tools and regulations applicable to public procurement.

For ex. Tools and regulations



2

Preparation



Determination of the current level of awareness - 1

Awareness - knowledge that something exists or understanding of a situation or subject at the present time based on information or experience.

Awareness raising means making people conscious about a problem or issue. You want to make a certain topic or issue more visible within a company. The goal is to make people understand the importance of a certain issue and find support to address it. Making the public more aware of an issue can, of course, be a critical step in creating an environment where change is possible.

Awareness campaigns are typically based around a wider awareness day, week, or month. They are one of the most popular ways to educate people about your cause or idea.

To develop a comprehensive environment that is driving the market for environmentally sound goods and services, it's important to map out and assess GPP awareness and knowledge of the main rules and legislation.

Determination of the current level of awareness - 2

The current level of awareness could be determined using 2 approaches

- Questionnaire – having in mind the lack of materials on GPP topic and the specific of each company – it is recommendable to develop an own survey that most suits to the goals
- Interview – you can complete the awareness picture in the company, using some questions like for ex.



- 1) How would you define Green Public Procurement (GPP)?
- 2) Why is GPP important?
- 3) If given the opportunity, what would you invest in relation to GPP? etc.

Identifying areas to be improved

After the current level of awareness is determined, the next step is to identify the areas to be improved and to draw an action plan.

Take time and **identify** the current skills levels, by task and individual. The more detailed and personalized is the process the better. As reference you can use the **GPP Skills framework** [1] developed by the GREENER project, where the skills and knowledge could be assessed.

- ▶ **Agree** the appropriate state or required skills levels. Good and clear communication is the key to achieve the desired results.
- ▶ **Ensure** all affected parties sign up to the improvement initiative. All parties should be involved and should show their commitment. Each agreement should be confirmed in a written form.
- ▶ **Compile** improvement options and select preferred ones. The options should be discussed in a conversation and an action plan could be developed together with the employee.
- ▶ **Develop** the improvement solutions required and appropriate timescales in consultation with employees.

[1] Access to the different reports and resources developed in the framework of Greener project (Greener project, 2021)

Set realistic goals and timelines - 1

Goal-setting

Is an ongoing process that improves your business threefold.

Taking stock of where you started and how far you've come not only highlights areas for possible improvements and creates more confidence it also inspires you to continue growing your business.

- ▶ **Start small** - Rather than setting one giant goal, break it into smaller, more approachable milestones.

Set realistic goals and timelines - 1

Definition of
man
accomplish,

**SMART
objectives/
goals**

- a form of objective goal-setting which allows
agers and employees to create, track and
short- and long-term goals.

- ▶ **Specific** – Objective is clearly stated, so anyone reading it can understand what will be done and who will do it.
- ▶ **Measurable** – Objective includes how the action will be measured. Measuring your objectives helps you determine if you are making progress and it keeps you on track.
- ▶ **Achievable** – Objective is realistic, given the realities faced in the community. Setting reasonable objectives helps to set the project up for success
- ▶ **Relevant** – A relevant objective makes sense, it fits the purpose of the grant, it fits the culture and structure of the community, and it addresses the vision of the project.
- ▶ **Time-bound** – Every objective has a specific timeline for completion.

Set realistic goals and timelines - 2

- Successful goal setting

What is Goal Setting and how to Do it well [2]

The Five Principles of Successful Goal Setting



1. COMMITMENT

Attachment
to goal



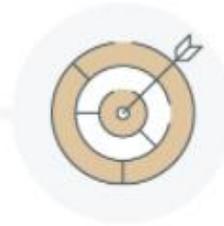
2. CLARITY

Specificity
of goal



3. CHALLENGE

Degree of
goal's difficulty



4. COMPLEXITY

Degree of
goal's demands



5. FEEDBACK

Presence of
progress reporting

- Monitor progress and timescales and agree contingency action.



3

Action plan



Using internal communication channels to raise awareness inside the SME - 1

Without a well-executed internal communication strategy, necessary information can get lost, missed or ignored. An intentional internal communication plan can help organizations manage the ever-growing impacts of a changing work environment.

TIPS on how to launch a **successful internal communication program** [3].

Five top internal communication channels [4]

- 1) **E-mail** - Email is the simple, effective and obvious choice when it comes to liaising with employees.
- 2) **Intranet** - An intranet is a private network only accessible to your staff. From sharing company information, centralizing access to resources, directories and training materials to publishing news, blogs, forms and messages, an intranet provides a solid framework for all your communication needs.

[3] Kickstart your internal communications strategy with these best practices (Sprout Social, 2021)

[4] Five top internal communication channels (knowledge, 2021)

Using internal communication channels to raise awareness inside the SME - 2

3) **Newsletters** - Whether it's in print or electronic form, employee newsletters can be an excellent and highly engaging internal communication channel.

4) **Video** - Video is one of the most effective internal communication channels – especially when they're carefully scripted, crafted and produced for a specific purpose. Internal or external, a video can communicate your message in an engaging, inspiring and memorable way.

5) **Apps** - Internal communication apps enable your employees to talk, share and communicate with each other beyond traditional channels such as the phone and email.

Using internal communication channels to raise awareness inside the SME - 3

Which internal communication system is best for my business?

This handy table can help you to decide which internal communication channel is best suited to your business.

Size of business	E-mail	Intranet	Newsletter	Video	App
Difficulty of implement	Easy	Difficult	Easy	Moderate	Moderate
Cost	€	€	€	€	€
Maintenance	Easy: Create e-mails and update the contact list	Ongoing: You need to consider online security, data protection, monitoring, updates etc.	Easy: Create newsletter and update contacts.	Easy: Once the video is created, there is no ongoing maintenance.	Ongoing: The same as Intranet

Choose the right person to lead the awareness campaign/message - 1

In order to **inspire** and **persuade** people to adopt a new behavior or a new way of thinking, having the message come from people who have **authority** and **credibility** in your audience's world matters.

Who is **influential** in a community is tied to whom people **trust** for information.

Effective and **strategic** communication is **fundamental** to any effective campaign.

The role of leaders in internal communication:

- The actions of leaders are a key driver of employee engagement.
- Leaders directly drive levels of trust in an organization.
- Leader's internal communication ability can be the key to delivering a positive external reputation for the company
- Effective communication is widely believed to increase employee productivity and ensure that efforts are focused on the right priorities.

Choose the right person to lead the awareness campaign/message - 2

HR has always been a specialized communications department. In challenging moments, HR professionals handle timely and sensitive subject matter, directed toward a receptive or at times unengaged audience.

90% of internal communications received by an employee doesn't come from formal internal communications media. It comes from the informal communications held by employees, managers, and C-suite leadership alike.

Choose the right person to lead the awareness campaign/message - 3

Informal leaders are people we instinctively look to for support and guidance when difficulties arise. They demonstrate leadership by getting things done, getting the best out of colleagues and by challenging people to do more.

- The first step is to recognize that informal leaders
- Having identified these leaders, companies must work with them to rise their self-awareness
- The last step is to give informal leaders the tools and support to spread their influence.

Awareness campaigns are often more effective if relevant **stakeholder** or **environmental NGOs** are involved in the development and the role out of the strategy.

Gain personal engagement - 1

Satisfied and engaged employees, who are motivated by the intrinsic rewards of their work inevitably improve a workplace's culture. Culture change is a hard work – it takes intention, planning, and sustained effort.

Personal engagement goes beyond simple pleasure and affirmation of the familiar; it comes from an emotional and intellectual engagement which can lead to reconsideration of an initial impression.

How to know **who is engaged**? The employees need to be able to confidently state the following:

- I know what is expected of me and my work quality.
- I have the resources and training to thrive in my role.
- I have the opportunity to do what I do best – every day.
- I frequently receive recognition, praise and constructive criticism.
- I trust my managers and believe they have my best interests in mind.
- My voice is heard and valued.
- I clearly understand the mission and purpose and how I contribute to them.
- I have opportunities to learn and grow, both personally and professionally.

Engaged people are trustful, open to receive new knowledge and confident in changing the environment.

Gain personal engagement - 2

5 Steps To Improve Employee Engagement

Step 1 – Put Everyone in the Right Role

Again, get the right people in the company and make sure they are in the right roles.

Step 2 – Give Them the Training

Providing the proper training and development.

Step 3 – Task Meaningful Work

Engaged employees are doing meaningful work and have a clear understanding of how they contribute to the company's mission, purpose and strategic objectives.

Step 4 - Step 4 – Check in Often

Today's workforce craves regular feedback — which of course leads to faster course correction and reduces waste. Use both formal and informal check-in strategies on a weekly basis.

Step 5 - Frequently Discuss Engagement

Successful managers are transparent in their approach to improving engagement and they talk about it with their teams all the time.



4

Support/ Follow up

Regular campaigns to raise the awareness - 2

“Repetition is the mother of learning, the father of action, which makes it the architect of accomplishment.” (Zig Ziglar)

To create enough closely associated repetitions that drive a newly strengthened knowledge and attitudes into a subconscious, automatic mode, the awareness campaigns should be delivered over multiple weeks or months (if needed).

Creating regular content and using different tools are the key points to build sustainable awareness among the company.

Regular campaigns to raise the awareness - 2



Measure – the impact of the awareness campaign – to make changes in time and obtain best results



Share of voice: Percent of employees talking about the topic



Qualitative and quantitative surveys – developed for the companies needs



Cost effectiveness: ex. Does the investment in the awareness campaign bring more money to the company? / Does the acquired new knowledge bring more success in company's participation in GPP?

Regular campaigns to raise the awareness - 3

The following format of events could be developed during an awareness campaign to gain better involvement of the employees and recognition of the set goals:

Seminar

Linked to an information phase of the involvement process

Workshops

A real case study where people belonging to different target categories meet, interact and create a dialogue together

Consistent training

Knowledge training in the field of GPP, where everyone will be working from the same knowledge base

Put learning into practice with role play

Using role play to encourage the employees to demonstrate their knowledge and expertise on the spot by getting their knowledge in simulated real-word situations and best practices

Provide incentives and reward progress

Training can be integrated into company's awareness and involvement strategy existing incentive program using something such as a points system or bonus

Take training out

Fairs, exhibitions and informal events where employees can get hands-on experience and the chance to ask questions, connect and acquire information and knowledge

Employee support

Very important part of the awareness process is to support the employees in the implementation of the new knowledge regarding GPP.

Successful and easy steps are:

Prepare **Frequently Asked Questions** and provide a fast access to this document for all employees in order to save time and rise efficiency.

Choose the most experienced employee to be the **“Expert”** that will answer to the doubts and emerging questions.

Encourage **“Ask before you do it”** behavior for when the employee is unsure and/or have insufficient knowledge. This will reduce the stress at the workplace and the possible errors in implementing new knowledge.

Sharing experience and knowledge between colleagues

Knowledge management is one of the most crucial yet overlooked aspects of workplace progress. When employees fail to get access to the knowledge necessary for completing their tasks, the organization suffers.

Knowledge sharing in the workplace can increase productivity, social interaction, and trust among the team. It's great for nurturing the organization's knowledge bank so everyone can access it even as people come and go.

Strategies to share knowledge in the workplace:

1. Create a knowledge-sharing environment
2. Create spaces for sharing
3. Recognize and reward knowledge sharing
4. Lead by example
5. Have experts share their knowledge
6. Manage communication barriers between employees
7. Encourage the use of knowledge sharing tools



5

**Make significant
change**

Create (adapt) policies - 1

Company policies are created to establish expectations and to provide guidance on how to consistently handle workplace situations.

Although most company policies are not all-encompassing, they provide direction regarding what is appropriate as well as inappropriate or unacceptable behavior.

Company policies help maintain order within the organization and ensure that people are treated fairly and equally. Policies also help employees understand what is expected of them.

The five steps needed to develop and implement a new employer policy are outlined below:

Create (adapt) policies - 1

Step 1: Identify the Need for a Policy

Step 2: Determine Policy Content

New policies should avoid language that conveys rigid rules that must be followed exactly as written in all circumstances. Flexibility should be built into the wording and promises that could be interpreted as a contract should be eliminated. All policies need to be written in clear language.

Step 3: Obtain Stakeholder Support

Those who are expected to carry out the policies and ensure adherence to the policies should be consulted prior to the implementation of the policy. The communication should include why the new policy (or revision) is needed, address the impact the policy will have on the stakeholder's area(s) and address any potential thoughts or concerns the stakeholders may have.

Create (adapt) policies - 2

Step 4: Communicate with Employees

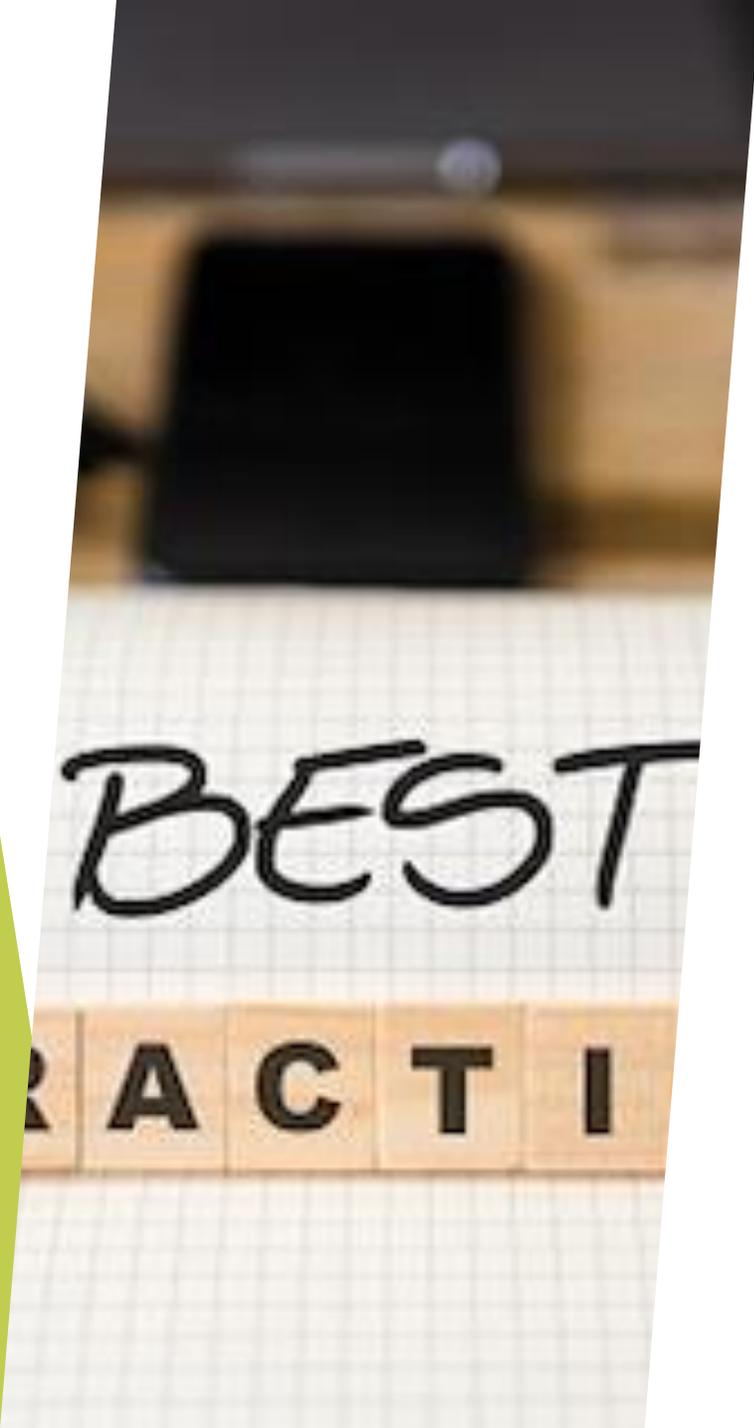
Organizations should give employees background information (when possible) as to why the policy is being implemented. Employees should be given enough details to make the organization's position clear while keeping the communications process short and simple.

Step 5: Update and Revise the Policy

Clear, well-written policies that are regularly reviewed can be effective employee relations tools and communications devices. They illustrate the organization's commitment to a positive work environment. Policies should be reviewed on a regular basis to ensure they continue to comply with federal and state laws and the needs of the organization.

With this step the new priorities, business development path and the new working process to be followed in the company will be formalized and followed by the employees.

By completing Module 4 you are ready to implement and adapt successfully GPP policies to your company's environment ensuring prosperity and financial sustainability.



6

Examples for best practices

GPP implementation

Since January 2010, the European Commission has been promoting good practice experiences on GPP to illustrate how public authorities in Europe have successfully 'greened' a public tender or procurement process. These include the use of life-cycle costing (LCC), circular economy principles, approaches fostering sustainable innovation, among others. A list of best practices in GPP implementation, divided in sectors could be found in European Commission web page [5].

Internal communication

Internal Communications and Engagement Awards is identifying and awarding best practice in internal communications. It represent the best in internal communications and showcase the ongoing commitments companies across Europe are making to improving their relationships with employees. Winner books with best examples [6] could be downloaded on ICEA web page.

[5] GPP Good Practice (European Commission, 2020)

[6] Winner books with best examples (communicate magazine, 2020)

Awareness campaigns

The European Solar Days [7] (ESD) Campaign

- Born out of the “Solar Day” awareness raising initiative organized in Austria, Switzerland and Germany between 2002 and 2006.
- **Result:** During the **first year**, the solar thermal market in Austria and Switzerland increased by over 40% and by 25% in Germany.
- **Main Objective:** To reach a wider audience by extending the national “Solar Day” to a Europe-wide campaign across frontiers; breaking down language barriers to spread one message: “free unlimited use of the sun”.
- **The ESD concept** is based on social marketing, which uses existing information channels between organizations and their members (newsletters, mailings, newspapers, social media, etc.) to draw attention to the event. Extremely cost-effective form of campaigning. ESD network holds regular meetings, as well as an Annual Conference. Comprehensive information is given on launch preparatory work, organization and documentation as well as on existing materials such as letters, press texts, advertising tips, banners, posters, brochures, folders, giveaways, etc.). An interactive dedicated ESD website is also an important instrument for involving partners via an intranet which includes for example document sharing facilities.

As a result of the campaign, the European Solar Days have now become a permanent fixture on the calendar in ever more countries and new countries are interested to join in and organize their own events.

References

Preparation

- [1] [Access to the different reports and resources developed in the framework of Greener project](#) (Greener project, 2021)
- [2] [What is Goal Setting and How to Do it Well](#) (positive psychology, 2022)

Action plan

- [3] [Kickstart your internal communications strategy with these best practices](#) (Sprout Social, 2021)
- [4] [Five top internal communication channels](#) (knowledge, 2021)

Examples for best practices

- [5] [GPP Good Practice](#) (European Commission, 2020)
- [6] [Winner books with best examples](#) (communicate magazine, 2020)
- [7] [European Solar Days](#) (Solar Days, 2015)

Other sources

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