

Skill Set Trends for Sustainability Coordinator Jobs ~ Checklist
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1. **Assess acceptance level** for hiring a sustainability professional in your organization:

Sustainability is ingrained |-----|-----|-----|-----|-----|-----| Sustainability is relatively new
Is part of mission/vision |-----|-----|-----|-----|-----|-----|-----| Other priorities at hand
Is part of budget |-----|-----|-----|-----|-----|-----|-----| It is said, "no money available"
We are ready to hire |-----|-----|-----|-----|-----|-----|-----| We don't see the value in hiring
(If acceptance level is relatively low, see C2E2, p. 7-9.)

Completed Almost done Needs to be completed

2. **Make the business case** for sustainability – the importance of hiring a sustainability professional (see Doppelt, p. 57-69; C2E2, p. 7-9; Epstein, p. 21-22). Quantify savings to be had from decreased solid waste, water, energy, transport costs; savings can help pay sustainability pro's salary. Highlight benefits of natural resource protection, better risk management and enhanced funding.

Completed Almost done Needs to be completed

3. **Identify and overcome institutional barriers** to adoption of sustainability in general and to hiring a professional in particular (see McKenzie-Mohr and Smith).

Completed Almost done Needs to be completed

4. Use **asset mapping** to assess campus strengths. Consider the viewpoints of multiple stakeholders and various topics such as: operations; curriculum; faculty, staff and student motivation; location; resources available; social wealth; community support and resources; existing sustainability assessment. Integrate asset mapping with making the business case to determine strengths.

Completed Almost done Needs to be completed

5. **Rally champions** from multiple departments to co-create a presentation (using items 1-4 above). (Be sure to include representatives from both operations and curriculum.) Present findings to campus stakeholders, especially executive team highlighting strengths and business case.

Completed Almost done Needs to be completed

6. Begin drafting sustainability professional **job description**:

- a. Define **scope of job**. What is the biggest opportunity for improvement on campus? How can a pro step up to that task? Build on strengths and fill in areas in need of improvement.

Completed Almost done Needs to be completed

- b. Determine the issues – **skill sets for job**. Combine asset mapping and Skill Set Analysis to determine knowledge, skills and abilities necessary for your organization. Consider current and future needs. Will it need to be expanded over time?

Completed

Almost done

Needs to be completed

- c. Determine **reporting level** and lines. How does an organizational structure support or not support sustainability at your organization (hierarchical vs. horizontal)? Might it need to change (eventually)? How can the reporting level and lines be set now so that the pro is set up for success?

Completed

Almost done

Needs to be completed

- d. Consider the **connections** “between the sustainability program and existing responsibilities within the organization” (C2E2, p. 9) such as Environmental Health and Safety. Does your organization strive to meet or exceed compliance? Does it tend promote the precautionary principle? (Most sustainability pros are report to or on the executive team.)

Completed

Almost done

Needs to be completed

- e. What **budget and resources** are needed? Set salary schedule; consider other needs.

Completed

Almost done

Needs to be completed

TIPS FOR SUCCESS:

- The organizational culture (system of community) must change. A new mind set or paradigm must be fostered that embraces and values sustainability (see Doppelt, p. 71).
- Organizational change is most successful when it is broad-based (“grassroots”) and supported at all levels. Forced change rarely succeeds.
- “Embrace” the critics. They often have very important and valid feedback, information and perspectives to share. Accepting and valuing their ideas allows initiatives to become more robust.
- Tie (all?) employee evaluations to sustainability performance and success (see AASHE STARS for social issues).
- Sustainability requires commitment (budget and otherwise) from executive team. Get them on board early. identify and highlight benefits (Doppelt, p. 57-69).
- Celebrate success early and often with rewards and public acknowledgement. The more fun it is the more people will want to be part of the effort.

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