

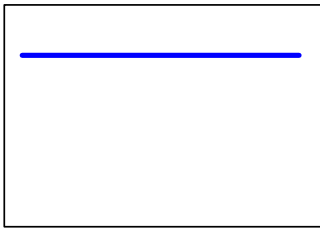
Appendix 1: Environmental Management Matrix

Level	Environmental Policy	Organisation	Motivation & Training	Information Systems	Marketing	Investment
4	Active commitment of top management	Environmental management fully integrated into general management	All staff trained and motivated to address issues	Comprehensive system - effective data capture and management reporting	Extensive marketing on basis of environmental management performance	Positive discrimination in favour of “green schemes”
3	Formal policy - but no commitment from top	Clear delegation and accountability	Most relevant personnel are motivated / trained	Data capture and retention for most areas	Regular publicity campaigns	Same appraisal used as for any other investment
2	Unadopted policy	Some delegation but authority unclear	Motivation and training are patchy	Legally required data is retained	Some degree of in house promotion / awareness raising	Investment with short term pay back only
1	Unwritten guidelines	Informal responsibility	Some staff awareness	Patchy data retention	Informal contacts to promote environmental management	Only low cost measures taken
0	No policy	No delegation of environmental management	No awareness of need to address issues	No information kept	No marketing or promotion of environmental management	No investment in environmental management

Matrix adapted from Energy Management Matrix - Guide 167 - “Organisational aspects of energy management” EEBPP: www.thecarbontrust.gov.uk

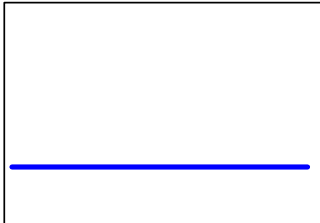
Leve 1	Env. Policy	Organisation	Motivation & Training	Information Systems	Marketing	Investment
4	x	x	x	x	x	x
3	x	x	x	x	x	x
2	x	x	x	x	x	x
1	x	x	x	x	x	x
0	x	x	x	x	x	x

Matrix adapted from Envirowise Energy Management Matrix - Guide 167 - "Organisational aspects of energy management" EEBPP:
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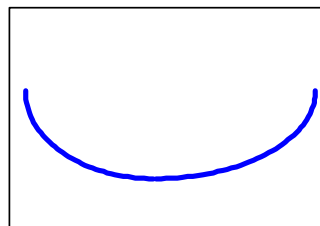
1 - High balanced

Excellent performance all-round - you should be presenting the course!



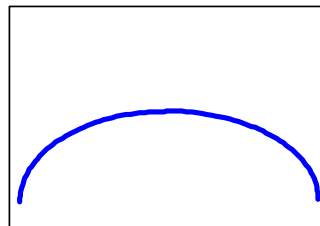
2 - Low balanced

Environmental management is given low priority
At least there will be plenty of areas for you to make progress on!



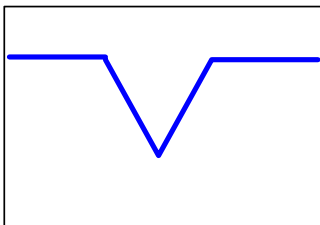
3 - U-Shaped

Top management have given their commitment - but there is a people problem which needs to be addressed if progress is to be made. Therefore necessary to raise motivation, awareness and reporting standards



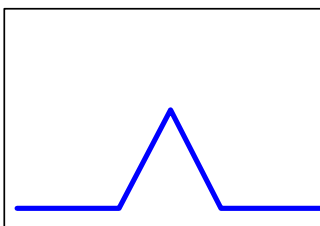
4 - N-Shaped

Work-force motivated but receive no top-level support.



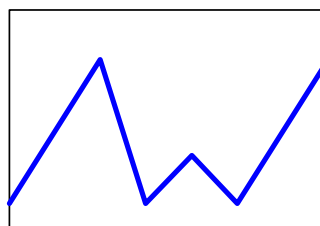
5 - Trough

One areas of weakness which needs to be addressed to prevent it holding back other areas of strength



6 - Peak

One area of strength - but benefits may not be realised unless the other areas are addressed



7 - Unbalanced

Increased co-ordination is needed. Poor areas will hinder general progress