



A LESSON IN
**INTRODUCING
CHANGE:**

THE JOURNEY OF
THE JAMAICA SOCIAL INVESTMENT FUND
TO ISO CERTIFICATION







THE JOURNEY TO ISO CERTIFICATION:







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A LESSON IN INTRODUCING CHANGE

THE JAMAICA SOCIAL INVESTMENT FUND





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CONTENTS



1	About JSIF.....	vii
2	Preface.....	viii
3	Foreword.....	x
4	Acknowledgements.....	xiii
5	The Mission For Social Development.....	1
6	Taking Policy-Driven Action.....	4
7	Selecting The Right Leadership.....	9
8	Planning And Budgeting For Success.....	13
9	Communicating For Change: Explaining The Mumbo Jumbo.....	19
10	Measuring Progress And Preparing For The Audit.....	27
11	Reaping The Rewards Of Standardisation.....	31
12	Ensuring Sustainability.....	33
13	Lessons Learnt.....	34





ABOUT JSIF



The Jamaica Social Investment Fund (JSIF) is a limited liability company incorporated under the Company's Act of Jamaica. It was established in 1996 as a component of the Government of Jamaica's national poverty alleviation strategy. The Fund was designed primarily to channel resources to small-scaled community-based projects. This is done with the use of an operations manual that acts as a guide to ensure transparency, accountability and efficiency in project implementation.

The operations of the JSIF were initially funded by a loan negotiated between the Government of Jamaica and the World Bank. Though the Fund was initially established as a temporary organization with an initial lifespan of four years, it has been in operation for over 14 years.

JSIF mobilizes resources and channels these to community-based socio-economic infrastructure and social services projects. Through a national partnership between central and local government, communities and private and public organizations, JSIF addresses the immediate demands of communities in a manner that is quick, efficient, effective, transparent, and non-partisan.





PREFACE



The decision of the Jamaica Social Investment Fund (JSIF) to document the experience in implementing an Environment Management System (EMS) and acquiring the ISO 14001 standard is testament to the impact of the exercise on the organisation. It was important for us to document it, not only for the purpose of reporting, but more so to share the experience with other organisations.

This book presents a picture of an organization which has always sought to break new ground and do things in such a way that invites recognition. Our approach is that whatever we do is able to stand up to scrutiny, locally and internationally. Every aspect of how JSIF operates is as a result of deliberate thought and implementation.

Our 'docubook' as we refer to it, is a story told by the team that drove the process, and it is intended to be used as a reference guide or tool kit for any organisation wishing to introduce similar changes. So positively impacted was JSIF by the ISO process, that many of the approaches used presently within the organization to convey information, seek consensus and communicate were first introduced during our journey to certification.

We are particularly proud of the section in the book which outlines the lessons learnt, as we have been able to apply some of those to other areas of our operations.

This 'docubook' captures how the certification of our system galvanized the entire organisation toward a





singular goal. The process saw involvement of the Board, staff, and other associated personnel taking part in the process and each felt pride when certification was achieved.

It is our hope that readers will appreciate what is required to introduce change in any situation. Critical to such a process is the vision to chart a new course, leadership to guide the process, effective communication, and courage to do what is required, when it is needed.

Scarlette Gillings C.D
Managing Director





FOREWORD



Jamaica Social Investment Fund (JSIF) stands out as an innovator among public sector implementing agencies. That is why I was privileged during my assignment in Jamaica to witness many visiting delegations from far and near wanting to learn from JSIF’s innovations for possible replication in their respective countries.

There is no activity JSIF undertakes that is not done by another Government of Jamaica agency. However, JSIF was decidedly established to follow international standards and maximize support from international development partners (IDPs) for a better Jamaica. JSIF management and Board took this mandate to innovate and develop systems that other government agencies can emulate. For example, JSIF took the decision to standardize its environmental management system (EMS) that could serve the needs of all IDPs. Following a decade of experience meeting development partner demands on a project-by-project approach, discussions began in early 2005 on building an EMS in JSIF. At the time, the Planning Institute of Jamaica (PIOJ) began to explore the potential benefits of ISO 14001: 2004 standard certification.

The World Bank, which helped to set up JSIF as a project and was in discussion to use JSIF as a pilot for the Use of Country Systems, agreed to support the GoJ’s initiatives to improve its environmental and social policies and implementation arrangements based on findings of the 2005-06 Safeguards Diagnostic Review. In fact, this was a key requirement of the Use of Country Systems piloting process. In 2006, as part of the background work to admit





JSIF as one of the safeguards Country Systems pilots, the idea of getting ISO 14001 certified was formally integrated into the preparation of Inner Cities Basic Services Project for the Poor (ICBSP).

ISO 14001 certification, which is an independent, third-party certification in environmental management, was achieved in January 2009, and is valid until January 2012 with successful completion of annual maintenance audits. Indeed, JSIF has excelled in three areas of benefits from ISO certification. First, JSIF has been exemplary in using their data management system (Fund Manager) to both document their safeguard actions and ensure that projects cannot advance without complying with safeguard policies. Second, JSIF has been providing ongoing training to increase capacity at the individual, organizational and community level. It has invented innovative incentive systems to mainstream an environmental consciousness among all employees (e.g., environmental competitions among staff, including a “site of the month” coveted award among project officers). Third, JSIF has been making continuous improvement over time, for example, by incorporating higher level of environmental standards in contract bids.

The EMS system JSIF has put in place as part of the ISO 14000 is contributing to greater harmonization of environmental and social safeguards requirements among JSIF, the World Bank, and other development partners, thereby reducing the nature and scope of the resource requirements for project preparation, monitoring and supervision. For operations with environmental category that produce small-scale and easily manageable adverse impacts (e.g. from minor construction), the ISO system provides the Bank with a proxy assurance that the client has a robust EMS that fast-tracks assessment





of acceptability requirements (i.e., on how the existing policy environment is implemented) under the Bank's country-systems pilot.

Badrul Haque, PhD
World Bank Special Representative in Jamaica (2008–11)





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Appreciation is expressed to the following organizations and individuals without whose support and dedication we would not have made it:

- ▶ The Directors, Management and Staff of the Jamaica Social Investment Fund
- ▶ The World Bank
- ▶ The Canadian Cooperation Development Fund
- ▶ The Canadian International Development Agency
- ▶ Ontario Power Generation (Todd Hall)
- ▶ Arcadia Enterprise (Janitorial Staff)
- ▶ Bevad Limited (Security Staff)
- ▶ Victoria Group Limited (Training Consultants)
- ▶ Dalhousie University (Trainers)
- ▶ Town of Richmond Hill, Ontario Canada
- ▶ Town of Ajax, Canada
- ▶ JSIF EMS Team – Led by George Blake
- ▶ (Management Representative, Team Leader)







CHAPTER 1



The Mission For Social Development

In February 2008, JSIF set out on a journey to certify its Environmental Management System (EMS) to the ISO 14001:2004 standard.

At the very outset of its formation, environmental considerations formed part of our activities, as we sought to ensure that sustainability went hand in hand with development objectives. It was not until the year 2006 however that the decision was taken to enhance our internal systems with a view to becoming ISO certified.

Robust and recognizable business systems are key in the realm of managing development funds. It was therefore extremely useful for an agency such as JSIF to secure an internationally recognized stamp of approval for the environmental management system.

ISO systems require that businesses outline and document processes, structure policies which guide the business and further seek to set targets and objectives to which the organization should aim and continue to improve.

What follows in this book will provide a critical lesson in change management, and in how to achieve the difficult task of securing employee buy-in for the process on which we embarked.

Implementation of such a system was not simple. However, within JSIF, the existence of documented procedures and an operations manual gave us a basis on which to build.





Company Background

The Jamaica Social Investment Fund (JSIF) is a limited liability company incorporated under The Company's Act of Jamaica. It was established in 1996 as a component of the Government of Jamaica's (GoJ's) national poverty alleviation strategy. The Fund was designed primarily to channel resources to small-scale community based projects. This is done with the use of an operations manual that acts as a guide to ensure transparency, accountability and efficiency in project implementation.

The operations of JSIF were initially funded by a loan negotiated between the GoJ and the World Bank. Though the Fund was initially established as a temporary organization with a initial lifespan of four (4) years, it has been in operation for over 14 years.

JSIF mobilizes resources and channels these to community-based socio-economic projects including infrastructure development and social services. Critical infrastructure which benefits entire communities such as roads, basic schools, health and community centres are pursued.

Through a national partnership between central and local government, communities and private and public organizations, JSIF addresses the immediate demands of communities in a manner that aims to be quick, efficient, effective, transparent and non-partisan.

JSIF promotes, appraises, finances and supervises sub-projects in the following areas:





- ▶ Social Infrastructure - includes the rehabilitation, expansion, construction and equipping of facilities such as schools, health centres, homes for the elderly and persons with disabilities, infirmaries, community centres; it also includes the construction and rehabilitation of public sanitary conveniences, drains, canals and community-based water systems.
- ▶ Economic Infrastructure - includes the rehabilitation and up-grading of parochial, feeder and urban access roads and the construction and rehabilitation of community-based agro-processing facilities.
- ▶ Social Services - includes assistance to programmes offering services in career guidance and job placement, counselling (including conflict resolution & drug abuse), parenting and family life education, and skills training to the un/under employed and persons with disabilities.
- ▶ Organisational Strengthening - includes technical assistance and training for community-based organisations to assist them in developing and managing community based projects and organisations, to governmental and non-governmental institutions in participatory project cycle management and improving the support they can provide to communities in managing community development initiatives.





CHAPTER 2



Taking Policy-Driven Action

The Jamaica Social Investment Fund (JSIF) recognizes environmental protection as one of our guiding principles and a key component of sound business practices. JSIF commits to exercising sound management of the environmental impacts of its projects, and will ensure compliance with applicable Jamaican laws and regulations. Specifically JSIF commits to:

- ▶ Advance environmental stewardship by contributing to environmental protection, pollution prevention, and efficient use of resources.
- ▶ Comply with all applicable laws and honour all commitments; where consistent with our business objectives / procedures we will exceed these thresholds.
- ▶ Continually improve our processes such that our environmental performance and that of our contractors and community partners is enhanced.
- ▶ Strive to make environmental considerations and stakeholders concerns an integral part of decision making.
- ▶ Enhance the environmental well-being of communities in which we operate (either by the nature of the project or the means by which the project is completed)
- ▶ Take all reasonable care to ensure that the disruption of the environment resulting from our projects is





minimized.

- ▶ Promote environmental awareness among our employees, suppliers and stakeholders, through communication.
- ▶ Specify project-specific mitigation measures and corresponding monitoring requirements for projects.
- ▶ Partner with communities and agencies to ensure the integrity of our environmental practices is maintained.
- ▶ Engage employees, thereby tapping into a larger pool of human knowledge, energy and creativity.
- ▶ Maintaining an awareness of emerging technologies that may lead to improved environmental performance and implement those that are economically feasible.
- ▶ Where practicable, contractually binding contractors to JSIF environmental standards.

The journey to ISO 14001 certification in our view began in 1995, when JSIF's first fund allocation was being negotiated. At this time the Government of Jamaica had secured funds from the IDB; and at the point where an implementation strategy had to be developed and refined, the importance of environmental sustainability entered the discussions. The discussions indicated that JSIF's ability to implement the project would be conditional on the approval of an environmental strategy or framework during project implementation. These discussions led to an agency Environmental Assessment which had to be reviewed and approved by the regulatory agency, i.e. the





A Lesson in Introducing Change

National Environmental Planning Agency (NEPA).

This small beginning was the seed that blossomed into a larger Environmental Management Framework document which detailed how JSIF would not only identify environmental issues, but how the agency would manage its contractors. Very early in JSIF's operations there was the recognition of the important link between the environment and development. This was reinforced at the level of the board, with director Eleanor Jones a leader in the field of environmental management.

Having recognized, accepted and formulated a planned approach to our development agenda, we would see ten years later a relevant application when the idea of ISO entered the fray. In May, 2005 the Government of Jamaica (through the Planning Institute of Jamaica), the World Bank and the JSIF began discussions regarding the development of an Environmental Management System (EMS) for JSIF which would be certified against ISO 14000 Standards. These discussions would fit perfectly within the framework of the government's thrust towards environmental responsibility as outlined in the Green Paper "Towards a National Policy and Strategy on Environmental Management Systems." Forty-three months later, our EMS was certified to the ISO 14001 standard.

The discussions gained further traction with the firm resolve by JSIF's top management, including the Board of Directors, to promote responsible interaction with the environment and environmental sustainability. The first tangible manifestation of this commitment was the development of an Environmental Management Framework (EMF) in January 2006, which binds JSIF to, and ensures conformance with the Government of





Jamaica's environmental laws and regulations, and guards against adverse impacts on the natural and cultural environment as a result of our activities.

The possibility of the organization seeking further international recognition of its environmental commitment through ISO certification was discussed with the World Bank, which was then JSIF's biggest multilateral donor.. The dialogue continued throughout the development and appraisal of the Inner City Basic Services Project (ICBSP) – a World Bank-financed US\$29.3 million inner city renewal intervention. Consequently, ISO 14001 was chosen from among the likely standards on the basis that JSIF's interaction with the environment could be significant enough to have a negative impact and thus needed to be mitigated. Therefore, in 2006 pursuit of ISO 14001 certification was incorporated into the design of the ICBSP.

At the incipient stages, it was acknowledged and accepted that ISO 14001 was a time-consuming and expensive undertaking. Therefore, to allay the government's concerns regarding the cost of the certification process, the World Bank sought and secured bilateral support from the Canadian International Development Agency (CIDA) in the form of grant financing to complement the allocation made from the ICBSP loan funds towards the process.

In June 2006, the Canadian Cooperation Fund (CCF), the project management arm of CIDA, approved a proposal submitted earlier in March to fund study tours to Canadian cities and organizations aimed at reviewing the operations of international government organizations with operations similar to that of the JSIF and to form strategic alliances with possible mentor organizations.





A Lesson in Introducing Change

Partner and mentor arrangements were signed in October 2006 with the following:

- ▶ The Town of Ajax (Ontario)
- ▶ The Town of Richmond Hill (Ontario)
- ▶ Ontario Power Generation

These agreements were made possible through the initial meetings in October 2005 and were further reinforced in May 2007, when the second study tour to Canada was conducted.

With virtually no prior experience in implementing an EMS, JSIF was guided by the recommendations of the World Bank emanating from appraisal of the ICBSP. One major recommendation was that, in keeping with standard practice, the JSIF should hire a change management consultant to assist in the process of implementing the EMS. Notwithstanding, this recommendation was not accepted on the basis that, although it would be a challenging process, the staff who would be using the System should also be involved in every stage of its development and implementation. Hence, a senior manager was chosen to lead the process with the support of staff selected as part of the EMS Implementation Team. Not only did this decision reap financial benefits from the money saved, but the training and experience gained also proved invaluable to the organization, as the section of this book on the value added benefits of ISO 14000 will illustrate.





CHAPTER 3

Selecting The Right Leadership

As in all cases when one embarks on charting a course for change, the person selected for guiding the process of change is critical to the success of the endeavor. This was also true for the ISO certification process. In the case of the JSIF, the Manager selected had responsibility for the MIS department; this provided the important element of technological knowhow to the process. The application of technology also proved useful when relating to the relatively young demographic of the JSIF staff. As such, a number of the promotional activities involved the use of IT and media.



The EMS Team, (from left) George Blake (Manager, EMS), Mareeca Brown, Dunstan Bryan, Belinda Lee-Brown, Loy Malcolm, Fitzroy Salmon, Trishanna Francis, Mickelle Hughes, Peta Gay Pryce, Leroy Campbell, Marcia Dacres and Rudolph Nelson.





A Lesson in Introducing Change

The process to implement the ISO 14001 was by no means simple and required that persons be sensitized, cajoled, and in some instances forced (in creative ways) to adapt. Forcefulness and a level of single minded dedication to the goal was required. The EMS Manager brought these characteristics to the process and it worked. The formation of the EMS team was facilitated by such leadership.

The EMS Implementation Team comprised a mix of volunteers and staff selected by managers. This was the core team that became responsible for driving the process of certification. The team consisted of 13 members of staff who were drawn from different functional areas of the organization. The team met on a weekly basis during time (4 hours) that had been approved by management for ISO/EMS activities. The team was further organized into smaller working groups to focus on specific tasks. Without formal team building activities, members worked enthusiastically and efficiently on assigned tasks to ensure that they were completed on time, notwithstanding competing priorities.

Staff Engagement

One of the first major tasks undertaken by the EMS Implementation Team was to ensure that staff throughout the organisation were informed about the EMS process and had a clear understanding of the challenges ahead. This was necessary as the initial awareness sessions could not adequately meet this objective.

JSIF was accustomed to raising awareness of the importance of improving safety and quality of life for its community beneficiaries. Similar attention was now devoted to initiatives geared at the staff.





As part of the EMS implementation, a number of activities involving Senior Management were initiated. Mr. Blake is seen serving tea to Mrs. Gillings (Managing Director) during our "Tea Time" promotion.

Consequently, a series of activities and approaches were developed to be undertaken for the desired results. The implementation team was divided in sub-committees that would focus on specific tasks related to a clearly set out work plan. The areas of focus were management and implementation, public relations and communications, as well as monitoring and evaluation.

It was important for the team to ensure that the implementation of the EMS was seen as an initiative which every member of staff needed to understand and actively participate in. Consideration was therefore given to the different functional areas within the organisation. The involvement of all departments was sought and their support garnered in order to implement any changes. Finally, on a more general basis, decisions were made on how we could spread the word throughout the organisation without appearing to impose 'change' while enhancing daily operations and appeal to the 'feel good'





A Lesson in Introducing Change

factor of the staff.

The next step was therefore to make an assessment of the existing structure. We investigated the strengths, weaknesses and threats of the daily operations and the roles and responsibilities of staff and approaches to problem-solving. A comparison was then made between the existing status quo and the ISO Standards requirements for creating an EMS. The opportunities for improvement were then identified which were used to determine the awareness campaign to be implemented. Based on the budget for the entire ISO 14001 certification process, funds were allotted to the campaign and the sub-committees set to work.





CHAPTER 4



Planning And Budgeting For Success

The Jamaica Social Investment Fund drafted a ‘road map to certification’ – a work plan with an estimated timeline of August 2009 to achieve ISO certification. However, in discussions with the World Bank, it was that we move more quickly in order to take advantage of positive momentum. Hence the timeline for certification was revised to October 2008. Certification was eventually received in December 2008.

It was always acknowledged that attaining ISO certification would be an expensive process. As such, US\$50,000 was allocated from the ICBSP loan funds. A total of approximately US\$86,000 was spent on the entire process. However, it must be pointed out that funding to ensure the sustainability of the System was subsequently included in the JSIF’s annual budget.

On February 20, 2008, the Environmental Management System and the Waste Management Programme were launched at the office of the JSIF, at which time a strategic outline of the EMS and the road to ISO 14001 certification were presented to the staff. At the Launch, the managing director highlighted the significance of the implementation of an EMS as not only demonstrating JSIF’s commitment to improving its management process, while preserving the environment, but also the fact that JSIF would become the first public sector agency in Jamaica to receive ISO 14001 certification. The tenor of the speech and directive from the managing director





A Lesson in Introducing Change





was that our drive towards certification was within a larger context, and that as a team this objective could be met. The launch, which was also attended by the local coordinator for the Canadian Cooperation Fund (CCF), saw the unfurling of a banner on the exterior of the building which announced our intention to move full speed ahead with the implementation of the EMS.

This launch was the main event that kicked off a week of activities to highlight the EMS and to mobilize staff support. It was used to further inform and engage staff regarding aspects critical to the implementation of the EMS and, by extension, the achievement of ISO 14001 certification. The following were the major activities that took place during the week of February 20 - 24:

▶ Launch

The EMS Implementation Team members received certificates of participation in two training courses. A multimedia presentation on the EMS and ISO certification was projected and brochures on recycling and the EMS distributed to staff. Staff who had participated in competitions leading up to the launch were presented with their prizes.

▶ Launch of the Recycling Programme

▶ Group Meetings with staff were held to further sensitize them about the process and introduce them to the writing of procedures that are critical to the documentation of the process.



JSIF MANAGES ITS USE AND DISPOSAL OF NON-HAZARDOUS WASTE



Waste Management and Recycling Programme

The Waste Management and Recycling Programme was the first tangible initiative undertaken as part of the public education campaign. For the organization it also represented an important step in the implementation of the EMS as the control of non-hazardous waste was one of the Significant Environmental Aspects (SEA) identified.

It was decided that the items to form part of the recycling programme would be glass bottles, plastic (PET) bottles, office paper and newspaper.

Newspapers were subsequently removed from the list of materials for recycling due to a difficulty in identifying a company that recycled them locally.

The EMS Implementation Team worked assiduously to prepare the staff for the launch of the Waste Management and Recycling Programme. A public relations campaign was used to inform as well as to engage staff members in the steps involved in achieving certification. A



SLOGO (slogan and logo) competition was launched in an effort to galvanize staff support and importantly, to 'brand' the EMS. The required garbage receptacles were purchased and placed in strategic locations throughout the offices and stickers which were designed specifically for the recycling programme were affixed to them.



As with any new system, there was obvious resistance to the recycling programme. Staff members were not too keen on the fact that individual garbage receptacles were removed from work stations. In addition, some members of staff failed to deposit the waste materials in the specified receptacles; paper was being deposited in the plastic receptacles and vice-versa and this posed a threat to the effective implementation of the programme and the System.

In an effort to correct these non-conformances, the EMS Implementation Team embarked on a re-sensitization programme. The slide show that was prepared for the implementation of the programme was reintroduced to the staff as a constant reminder of the goals, objectives and targets of the recycling programme. Members from the Implementation Team were also encouraged to have informal discussions with colleagues with whom they came into contact. Flyers indicating the objectives and targets for the recycling programme were also posted in strategic locations in the office.

The janitorial staff was involved in the programme and





A Lesson in Introducing Change

they were required to keep records of the materials being cleared from the recycling bins. They were trained to properly complete the recycling programme logs and were offered an honorarium in return. The assistance of the security staff was also sought as the officers were required to ensure the completion of recycling receipt logs when the materials for recycling were collected by the companies with whom we had arrangements to do so.





CHAPTER 5



Communicating for Change: Explaining The 'Mumbo Jumbo'

Communication is a critical issue in any aspect of corporate life. Its significance becomes even greater when change is required. The implementation of an EMS system would not have been the success that it was without the support of strategic communication, since, if people do not know what is happening and what is expected of them, change is less likely to happen. On the road to ISO 14001 certification, the JSIF's EMS Implementation Team utilized various communication methods at different stages of the process. There were three main strategies that were employed: i) creating awareness as to what an EMS is and what ISO 14001 was about ii) promoting team activities; and iii) encouraging the wider organization to not only own the process but also to actively participate in the process. For the first strategy we mounted a public education campaign, while the second and third strategies required the application of public relations, social marketing and behaviour change techniques.

The task of communicating to the staff about the EMS proved more difficult than anticipated. It was important in the first instance for the leaders in the process to be comfortable with the process and what was involved. Through team meetings, training sessions and research in the message design process, the EMS Implementation Team became more at ease with the new jargon relating to ISO 14001 certification process. The second step of





A Lesson in Introducing Change

designing messages for the initial stage of the process proved a much greater task.

However, through dedicated focus, it was decided that the best strategy was to design activities that were intrusive for this initial stage. Hence flyers were posted on the notice boards as was conventionally done, but they were also posted in bathroom stalls. Additionally, messages about JSIF's EMS were imposed as computer desktop images, and slideshows were converted to screensavers on all staff computers. The focus of the initial activities was to clearly communicate the basics: what is an EMS, what is ISO 14001, what are the benefits and the timeline for certification. Messages were kept clear, concise and consistent. At first there was some resistance. Staff members complained about the colours and font types used on the desktop images, and some even protested against the lack of individual control over desktop images and screen savers. The Implementation Team, however, remained resilient in the face of resistance and gradually the complaints decreased and the staff began paying more attention to the content of the messages rather than the format.

Promoting the Change

While the EMS Implementation Team was busy designing the EMS in accordance with ISO 14001 standards, the general staff was not excluded from the process. To build on the initial internal awareness campaign, staff was kept informed of the progress being made. It was decided that at this stage of the process there had to be a defined image and slogan for the EMS that would encapsulate the vision of the JSIF in promoting environmental responsibility. As such, a "slogo" (slogan and logo) competition was launched among staff. A graphic artist





was also contracted to provide the requisite technical skills in the logo creation process. A logo created by the graphic artist which captured JSIF's people-centered approach to development while giving due consideration to environmental sustainability was selected. The image was complemented by the slogan, "The Environment: Sustainability Our Responsibility".

The 'slogo' competition served to intensify staff interest in the ISO certification process. This level of excitement about the process was built on through: daily announcements over the company's public address system; offering prizes and surprises to staff who demonstrated superior awareness of the process; and serving refreshments during a week-long "Tea Time". Through "Tea Time", staff members were served tea, coffee and juice by the EMS Implementation Team who used the opportunity to interact more closely with staff and explain what the team was doing and how persons could contribute and to solidify the message. The Team also distributed role cards which outlined job specific functions required under the EMS to each staff member. It was at this point also that the EMS Implementation Team members were given new staff shirts in 'nontraditional' colours that brandished the EMS logo. This gave added visibility to our efforts and served to heighten awareness and reinforce the fact that JSIF was indeed serious about the EMS. As part of the efforts to bring visibility to the EMS efforts, promotional items with the EMS logo were also created. These included mouse pads, note pads, pens, clocks, portfolios and tote bags. Additionally, the EMS logo was incorporated as part of 'brand JSIF' and was placed on printed material, including the JSIF letterhead, newsletters, bulletins, external advertisements, as well as on the fleet vehicles.



Four months before the certification audit, the EMS Implementation Team was faced with a dilemma. Staff awareness was high, so too was their level of enthusiasm about the public relations activities, but they were not doing the work required of them to implement the EMS. At first, managers were approached to facilitate the process; however, with competing priorities, EMS-related tasks were viewed as secondary. In recognition of this, the EMS Implementation Team went back to the proverbial drawing board where it was recognized that time was a hindering factor. As a counter measure, instead of waiting on persons to make time to complete EMS-related tasks, Team members were assigned to staff members and, using interpersonal approaches, tasks were explained and progress monitored. Staff members were given constant reminders of the importance of their roles and functions via the internal communication mechanisms: flyers, public address system announcements, role cards, screensavers and desktop images. By this time the JSIF's Intranet was introduced and this medium significantly



Members of the MIS Team display the coveted EMS trophy, after winning the EMS Challenge. From left, Odvar Donald, Demisha Gayle-Walker, Vanessa Clarke, and Dishan Salmon.



enhanced internal message transmission.

To support the various communications activities that were taking place at the time, the EMS Implementation Team launched the first inter-departmental quiz competition dubbed the “The EMS Challenge”. Excitement reached an all-time high, as staff members were no longer motivated by prizes but focused on proving that their department had superior knowledge of JSIF’s EMS and general environmental matters. The competition, which was run over a one-month period, saw managers competing against staff and generated a level of camaraderie way beyond what was anticipated. All staff members shared in the experiences as matches were streamed live from the match location (board room) to staff at their desks via the Intranet.

When the EMS Challenge ended, it was time for the final lap before the registration audit. At this stage, more interpersonal approaches were employed. Specifically, EMS Implementation Team members designed and conducted information sessions with staff according to core functions in addition to having regular “chats” with colleagues for final clarification of issues.

The most important lesson the team learnt in putting together communication strategies for the process is that creativity, flexibility and resilience are critical in communicating change. It is always important to think of new ways of doing old things and even more important to remain focused and dedicated.

Training and Awareness

While various communication techniques and approaches were used to engage staff, that engagement





A Lesson in Introducing Change

had to be coupled with training and an understanding of the intricacies of the system being implemented. As such, training formed a significant part of our implementation efforts. The first, and one of the most important steps in the implementation process, was making the entire staff aware of what was involved in the journey on which the organization was about to embark. In May 2007, every single member of staff was made aware of ISO 14001 and JSIF's plans for certification over a two-day period. It was at this stage that the level of interest was gauged, and also where persons initially volunteered to be a part of the implementation team.

The management and Board were not left out of the process as they were exposed to the ISO 14000 Standard at a higher level. This afforded Senior Management the opportunity to appreciate the implications of the Standards for them, the organization and beyond.

Staff awareness was only the beginning, as there was need for more in depth training on the Standards and what an EMS in JSIF would involve. The staff members selected for the training comprised a mix of volunteers from the initial awareness session as well as staff nominated by managers. The cadre of staff chosen for the training held in August 2007 reflected a cross-functional representation with varying tiers of staff from every department. This was one guarantee of continuity. A total of twenty one (21) persons participated in the three-day training course at the end of which the core implementation team began to take shape.

A more intensive training course in developing an EMS was identified at the University of Dalhousie in Halifax, Canada, and four persons from the team attended in September 2007. This proved very important as these





persons were now better informed on the process of implementing an ISO 14001 system.

Attrition played its part within the team, as having started with a potential twenty-one persons, in June 2007, the final core implementation team numbered thirteen (13). This reinforced the need to expose as many persons as possible to training. It should be noted that while the team was receiving formal and ISO specific training, other members of staff were being gradually exposed to new and/or enhanced procedures as they were developed.

Having developed a system, the organization then required persons to audit the system. For this eight (8) members of the EMS team were trained as auditors in January 2008. This was an intensive course, which culminated with an examination in which all participants were successful.

Procedures

Critical to the EMS is the Manual that outlines how the system would operate with the incorporation of the requirements of the ISO 14001 Standards. Due consideration was given to ensure that staff affected by the change agreed with, or at least understood, the need for change, and had a chance to decide how the change would be managed, and to become involved in the planning and implementation of the change. To this end, staff were asked to draft the required procedures in accordance with their functional areas, with necessary guidance from the EMS Implementation Team members.

Having received the draft procedures from the staff members, the EMS Implementation Team members worked assiduously to finalize, compile and launch





A Lesson in Introducing Change

the EMS Manual and Procedures Manual. In order to accomplish this, two retreats were held – a one-day and a three-day seminar – which the team used to focus exclusively on this task. The completion of the Procedures Manual was a major milestone that would form the backbone of the EMS.

In September 2008 the EMS Procedures Manual was formally launched in house by the Managing Director with the support of Senior Management.





CHAPTER 6



Measuring Progress And Preparing For The Audit

Having designed our EMS and implemented it, the time had come to put it to the test. Would it stand up to scrutiny? An audit schedule was developed to check if the system was working as it was designed. In September 2008 internal audits were conducted on all aspects of the system. The findings of the audit were instructive. Most staff were well aware of their roles and responsibilities in ensuring the sustainability of the EMS. There were staff, however, who were seemingly unaware of how their day-to-day work affected the EMS and the contributions that they had to make in order to maintain the system. Other staff had never read the procedures that related directly to their job function, even though they were accessible to all. The internal audits served to highlight the importance of effective communication between management and staff, as, although the dates of the audit were communicated to all managers, some staff were apparently unaware of the fact that they would be taking place and were, therefore, unprepared.

During the first two weeks in November 2008, the EMS Implementation Team devoted attention to carrying out 'mock audits' of the System as a means of preparing staff for the registration audit. The EMS Implementation Team employed creative methods of harnessing the participation of the entire staff. Several activities were carried which aimed at i) reinforcing the EMS and the procedures; ii) preparing for the certification audit which





would follow in December; and iii) raising staff morale. The results of this second internal audit were very encouraging and the EMS Implementation Team was pleased that deficiencies identified earlier were corrected.

Functional Group Training

From internal audits conducted in September 2008, it was highlighted that there were gaps in the knowledge base of staff. While all members of staff audited were aware of the existence of the EMS, it was determined that significant work would need to be done in the area of training and information sharing as it related to the EMS, its policy, objectives and targets.

With this in mind, functional group trainings were conducted in October and November where emphasis was placed on the areas of deficiency identified as well as roles and responsibilities and monitoring of the system. Staff were trained according to the following functional areas: social, technical, procurement and finance, administrative and MIS. Pre- and post-tests were administered to gauge the outcomes of these training sessions, the results of which were positive and encouraging.

External Audit

The process of preparing for the certification audit continued with an audit of the system conducted by auditors external to the JSIF at the end of November 2008. This was done by a local ISO certified company. The aim of conducting these audits was to get staff accustomed to the audit procedure and comfortable enough to speak about their tasks and their roles and responsibilities within the EMS.





Registration Audit

The registration audit of the EMS was conducted over a three-day period, December 16-18, 2009, by the international auditing firm, UL DQS (United States of America). The audit began with an assessment of the documented system, after which the auditor noted satisfactory documented processes and proceeded to conduct a full audit of the System. This was done principally through interviews with management and staff at all levels. Staff were required to demonstrate, inter alia, satisfactory knowledge and understanding of their role in the system and ease of locating and retrieving documents and records.

Getting the staff ready for the registration audit involved weeks of intensive preparation. This was accomplished through a company-wide public awareness campaign which was aimed at ensuring that staff members were not only aware of their roles, but were also able to explain the importance of these roles to the maintenance of the EMS. Given the degree of involvement anticipated, temporary assistance was engaged on a short-term basis to coordinate these efforts and assist the EMS Implementation Team to mount an effective campaign.

During the week immediately preceding, and continuing into the registration audit, we also had the assistance of one of our mentor organizations, Ontario Power Generation, which sent a senior manager to our offices to work with the EMS Implementation Team to review the System to ensure readiness for the audit. This was of tremendous benefit as valuable recommendations for improving and strengthening the System were made and acted upon.





A Lesson in Introducing Change

Preparation for the registration audit posed one major challenge, which was apprehension on the part of some staff members and a fear of 'failure' with some staff members expressing a real fear of 'giving the wrong answers' during the audit interview. In order to overcome this, the EMS Implementation Team conducted mock interviews with staff and generally guided them through possible responses to questions that were likely to be asked of them by the auditor. Importantly it was reinforced to staff that there were no wrong answers, it was just a matter of responding to questions regarding their job functions and how they carried them out. This achieved the desired results as, during the audit, staff were generally at ease during the interviews.

At the end of the audit process, we were informed that we would be recommended for ISO 14001:2004 registration and commended on the strength of the EMS as no non-conformances were noted.



Mrs. Gillings presents David Powell, Lead Auditor of UL-DQS with a token at the end of JSIF's registration audit.





CHAPTER 7



Reaping The Rewards Of Standardisation

Despite the challenges, JSIF has benefited from implementing an EMS and subsequent ISO 14001 certification. Here are descriptions of some successes which may provide insight into the process and benefits of implementing an EMS.

JSIF now boasts a cadre of trained auditors and consultants. Trained by the Victoria Group and the University of Dalhousie, this rich human resource pool will save the organization from seeking this service from external sources. Any member of the implementation team can provide advice and guidance in implementing an EMS.

Since the organization undertook the task of designing and implementing the system without an external consultant, as was the general practice, there is a sense of ownership and pride in knowing that such competences exist within the organization.

Participation and camaraderie which seemed lacking in the organization for a long time were very evident among the staff. The willingness to participate in the activities to build awareness was astounding. Members of staff outside the EMS Implementation Team were quite willing to act as “EMS Ambassadors” and promote awareness of the System internally. There has been a marked improvement in involvement and staff morale.





A Lesson in Introducing Change

There is now better communication about environmental issues within and outside the organization. We know much more about environmental issues than we did prior to the organization deciding to embark on this project. People now have an avenue through which to highlight environmental issues.

The implementation of the EMS requires increased use of technology to manage documents and records. Documentation at JSIF is now more accessible and easily retrievable.

The organization now benefits from enhanced corporate knowledge and an apparent improvement in employee commitment. The external audits that are critical to re-certification of the System will allow for a transparent and independent representation of how the System is performing. Additionally, third party audits provide an opportunity to facilitate the airing of ideas from staff at all levels of the organization.





CHAPTER 8



Ensuring Sustainability

The ISO 14001 certification of the EMS represents a significant milestone in the life of the organization. To ensure continuous improvement of the EMS, measures that allow for effective monitoring and evaluation of the System must be in place. This will require:

- ▶ Management to remain committed to the Environmental Policy and the EMS;
- ▶ Commitment to the education and training of employees and stakeholders using robust communication strategies;
- ▶ Strict vigilance to ensure compliance with all applicable legal and other regulations while making efforts to exceed requirements, where possible;
- ▶ Close monitoring and evaluation of the System to include internal audits, management system reviews, and strategies to ensure follow through on corrective and preventative action;
- ▶ Specific efforts to ensure full integration of the EMS into the day to day operations of the organization;
- ▶ Constant needs assessment enabling goal setting against which progress will be monitored;
- ▶ Participation of different stakeholders, sharing of lessons learnt, and best practices.





CHAPTER 9



Lessons Learnt

LESSON 1:

Management must set the tone for change...

At the Launch, the Managing Director highlighted the significance of the implementation of an EMS as not only demonstrating JSIF's commitment to improving its management process, while preserving the environment, but also the fact that JSIF would become the first public sector agency in Jamaica to receive ISO 14001 certification.

LESSON 2:

Communication, communication, communication...

“Communication is a critical issue in any aspect of corporate life. Its significance becomes even greater when change is required. The implementation of an EMS system would not have been the success that it was without the support of strategic communication, since, if people do not know what is happening and what is expected of them, change is less likely to happen”

LESSON 3:

Resistance to change is inevitable,
but we must persevere...

Staff members complained about the colours and font types used on the desktop images, and some even protested against the lack of individual control over desktop images and screen savers. The Implementation





Team, however, remained resilient in the face of resistance and gradually the complaints decreased and the staff began paying more attention to the content of the messages rather than the format.

LESSON 4:

Catch more with honey...

This level of excitement about the process was built on through: daily announcements over the company's public address system; offering prizes and surprises to staff who demonstrated superior awareness of the process; and serving refreshments during a week-long "Tea Time". Through "Tea Time", staff members were served tea, coffee and juice by the EMS Implementation Team who used the opportunity to interact more closely with staff and explain what the team was doing and how persons could contribute and to solidify the message.

LESSON 5:

Continuity planning is critical...

Attrition played its part within the team, as having started with a potential twenty-one persons, in June 2007, the final core implementation team numbered thirteen (13). This reinforced the need to expose as many persons as possible to training.

LESSON 6:

Recognition and involvement of all levels of staff...

It was important for the team to ensure that the implementation of the EMS was seen as an initiative which every member of staff needed to understand and actively participate in. Consideration was therefore given to the different functional areas within the organisation





A Lesson in Introducing Change

that were to be involved and in what way their support would be garnered in order to implement any changes.

Due consideration was given to ensure that staff affected by the change agreed with, or at least understood, the need for change, and had a chance to decide how the change would be managed, and to be involved in the planning and implementation of the change. To this end, staff were asked to draft the required procedures in accordance with their functional areas, with necessary guidance from the EMS Implementation Team members.

LESSON 7:

Fear of failure sometimes plays a role in resistance...,
acknowledge it and respond...

Preparation for the registration audit posed one major challenge, which was apprehension on the part of some staff members and a fear of 'failure' with some staff members expressing a real fear of 'giving the wrong answers' during the audit interview.

LESSON 8:

Change in attitude and the way things are done can be
achieved...

At the end of the audit process, we were informed that we would be recommended for ISO 14001:2004 registration and commended on the strength of the EMS as no non-conformances were noted.





Scarlette Gillings, Managing Director is seen here giving the charge at the official launch of the EMS. The JSIF Management Team is captured in the front row (left to right) Omar Sweeney, Shirley McLean-Brown, Dunstan Bryan and Grace Ann Miller.



The JSIF Board was on board all the way, Dr. Wesley Hughes (Chairman) receives a token from Mrs. Gillings.





A Lesson in Introducing Change



Todd Hall (mentor from the OPG) graciously accepted our invitation to make a presentation on ISO to our Board. Celia Champagnie, Prudence Kidd-Deans, Donovan Samuels and Yvonne Frederick are pictured here with Mr. Hall.



EMS "Slogo" designed as part of an internal office competition.





EMS Banner hangs from the JSIF Offices after the official launch of the EMS on February 20, 2008.



A member of the EMS Team, Trishanna Francis taking charge of the class at the Dalhousie University ISO Training session.





A Lesson in Introducing Change



JSIF staff captivated by the EMS Challenge as the MD (hidden) gives words of encouragement to the participating teams.



The "cameramen" (left) Andrew Bulgin and Fitzroy Salmon await the start of proceedings; the EMS Challenge was streamed live across the Intranet.





The coveted EMS Challenge prizes, the EMS trophy which today is still proudly displayed by the victors, along with the cake, long devoured.



JSIF's Procurement Team (from left) Ryan Bourne, Michel Abrahams, Keslyn Gilbert-Stoney, Christine Nickle-Jarrett, Meisha Gregg (partially hidden), Stacey Stupart, David Magnus, Dawn Allison accepts a cake for their victory from Rudolph Nelson on EMS Policy Day.





A Lesson in Introducing Change



Newly "crowned" ISO 14001 Internal Auditors, from left Peta-Gaye Pryce, Nadia Dobson, Mickelle Hughes, Trishanna Francis, Marcia Dacres, Adenike Anderson. (Back left) John Neeks, Rudolph Nelson, Loy Malcolm, Ritzroy Salmon, George Policello (Trainer) and Mareca Brown.



Herbert Fletcher (Director, Administration & Special Services Office of the Prime Minister) presents Petula Manboard with an EMS bag for her correct answer during the JSIF staff pop quiz.





Mickelle Hughes (EMS Team Member) rolls her trolley through office during "High Tea". This event saw the EMS Team serving tea throughout the day, all in an effort to promote the EMS while acknowledging the input of the staff.



Alicia Williams (EMS Ambassador) is being pinned by EMS Team Member Peta Gay Pryce. Alicia is now ready for duty.





Notes







A LESSON IN INTRODUCING CHANGE:

THE JOURNEY OF THE JAMAICA SOCIAL INVESTMENT FUND TO ISO CERTIFICATION

A template for organizational revolution

Increasingly, Jamaican companies are constrained to meet the challenge of streamlining operations to meet international standards such as the ISO 9000 for manufacturers or the ISO 140001 for those entities whose activities have the potential to make a significant environmental impact.

The Geneva-based International Organisation for Standardisation (ISO), the largest developer and publisher of International Standards is now recognized in 162 countries. For manufacturers and service providers certification, promises better market access and higher return on investment in terms of profitability.

But, while the benefits of organizational change under such regimes are often touted, not too much is said about the challenge involved in seeking to achieve the desired state of operations implied by the standards.

A Lesson in Introducing Change will offer those in search of a template for action in relation to international standards, with a tried and tested route to do so. As they read this succinct, yet in depth account of how the ISO 14001 standard was achieved and continues to be maintained at one Jamaican Company
– the Jamaica Social investment Fund.

