FINDING PARTNERS FOR THE JOURNEY

Introduction

My name is Jason Smith. I am the younger brother of Charles (Charlie) Smith. I was the first employee that Charlie and Nancy hired when they started Charles River Printing. At that time, I was the press operator for a printing company over in Sommerville. I joined my brother and sister-in-law by investing in a used Heidelberg press. That seems like such a long time ago! Now I am the supervisor of the press department. I am also one of the press operators. Many of the senior employees here have more than one job assignment. We have to remain lean in order to remain competitive in the commercial printing business.

Nancy asked me to put together a small team of employees that will start to gather the information on the stakeholders for the stakeholder engagement process that she and Charlie have selected to start our journey down the path to sustainable development. Most of the employees are very excited with this effort and are eager to help out. I asked Stacey Jones, our environmental manager, to join the team since she is the primary contact with the regulators and the community. Nancy suggested that I invite someone from the front office since this represents our contact with our customers. I am also including the purchasing agent who doubles as the person that estimates the ink and paper requirements for all of our jobs. This person deals with our suppliers – another set of key stakeholders. Finally, we have an employee that is active in a local group called Green Decade/Cambridge\(^1\). I am now preparing for our first meeting.

Understanding the Process

Since we will build our sustainable development program using a focus on the process, it is important that the team members all understand our process and that this information is made available for all of our employees and key stakeholders. We have learned that many sustainable development programs are initiated by environmental people. They are not used to having a process focus and often choose to operate an initiative-driven program where best practices are put into place. It is my feeling that this kind of approach focuses on what I call, “the absence of bad practices.” I want to have an approach that focuses on the “presence of good practices.” It is important that we seek to continuously improve our processes to move us down the path to sustainable development instead of trying to “control” the processes or change our practices rather than improve the process. The sustainable development indicators used in the Global Reporting Initiative measure results of not doing bad things. Our Baldrige model will

\(^1\) Green Decade/Cambridge; \[http://www.greencambridge.org/\]

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help us score our ability to prevent bad things by changing the process. This preventative approach should help us build considerable value and make our firm more competitive in the long run.

The Graphic Arts Technical Foundation (GATF) has created a program known as “PrintScape.” It has created a curriculum entitled, “A Crash Course in Graphic Communications.”2 We have made an arrangement with Cambridge College to offer an evening course that our employees can take so that they will better understand the processes here at Charles River Printing. We will pay for their tuition not only for this course but for other courses that they choose to take at Cambridge College. This course will be an open enrollment course that others can take. In the future, we will be suggesting that our key stakeholders also consider taking the course. This will help them express their interests more clearly and provide a basis for sharing their ideas with us. I understand that you will be provided with information from this course next week in place of another case.

Using the Baldrige Model

Charles River Printing is also moving down the path to operational excellence using the Baldrige model. We are multi-tasking this effort with our sustainable development effort. Actually they seem to go very well together since the Baldrige model specifically addresses social responsibility and many environment, health and safety issues. Charles River Printing is not planning on applying for the MassExcellence Award3 any time soon. However, I went to be trained as an examiner in the program so that I could learn more about how the Baldrige model is applied to a business like our own. When I attended one of their networking events, I met someone from Screenprint, Inc.4 in Wilmington, Massachusetts. They are a screen printer but have many of the same processes as we do. We are not competitors, so they offer us a good opportunity to have someone local to compare notes with. I have also been reading up on Branch Smith Division5 that won the national Baldrige Performance Excellence Award. I have read the Baldrige booklets “Getting Started With the Baldrige Criteria for Performance Excellence,”6 and “Why Baldrige?”7. I have made copies for the team members to read before the first meeting.

The way Baldrige works is that you score points for positive answers to the questions asked in the “Criteria Document.”8 There are three “people” categories in the criteria

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3 MassExcellence Performance Award Program; http://www.massexcellence.com/
4 Screenprint, Inc.; http://www.screenprintdow.com/scr/mqa_win.htm
5 Branch Smith Division; http://www.nist.gov/public_affairs/releases/branch.htm

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document: leaders, employees and customer’s. We will include all of our stakeholders in the customer category and rename it the Stakeholder Category. In defining our stakeholders and in structuring the stakeholder engagement, we will keep these questions in mind and collect “evidence” that we have incorporated them in our sustainable development program. A number of the initial questions that we will ask can be found in Attachment 1. These questions are sure to open a few eyes around here! The team members will see if there are other questions that should be asked. As the stakeholders are identified, we will be asking them many of the same questions.

**Defining Our Vision, Mission, and Core Values**

The very first question in the survey has to do with the vision, mission and guiding principles of Cambridge River Printing. We have never put our ideas down on paper. I have read Chapters 2 and 3 of the US Environmental Protection Agency’s publication, “An Organizational Guide to Pollution Prevention.” It provides some great ideas on how to formulate and use these items. I will go to the web sites of some of the companies we are seeking to benchmark ourselves against to get some ideas. These companies include the following:

- Custom Print, Inc. [http://www.customprint.com/](http://www.customprint.com/)
- Branch Smith Division [http://www.branchsmith.com/](http://www.branchsmith.com/)
- GreenerPrinter, Inc. [http://www.greenerprinter.com/grp/welcome.do](http://www.greenerprinter.com/grp/welcome.do)
- McNaughton & Gunn, Inc. [http://www.bookprinters.com/marketing/environ.html](http://www.bookprinters.com/marketing/environ.html)

I will also use the core values listing in the Baldrige Criteria Document (pp 1-4) as a guide. This should give us some good ideas. However, we need to represent what we stand for here at Charles River Printing. To make sure that we do this, we plan to involve all of our employees and the leadership team to make sure that we have captured what we stand for and make sure that we carefully align our sustainable development efforts to the vision, goals and core values.

**Identifying Stakeholders**

While we are doing this, we will initiate an effort to identify the stakeholders that we will engage to help identify the interests that they have in our operations here in Cambridge, Massachusetts. All our employees and members of our leadership team will be involved. We will include our customers and suppliers. I will talk to Charlie and Nancy to make sure I have a complete list of shareholders, banks and insurance companies. We will

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include the following groups that have ties to the regulatory and government stakeholders:

- Massachusetts DEP [http://www.mass.gov/dep/recycle/]
- Massachusetts Executive Office of Environmental Affairs (they operate a group called the Office of Technical Assistance) [http://www.mass.gov/envir/ota/]
- Massachusetts Toxics Use Reduction Institute [http://www.turi.org/]
- WasteCap of Massachusetts [http://www.wastecap.org/]
- Massachusetts Small Business Development Center [http://www.salemsbdc.org/]
- Massachusetts Manufacturing Extension Program [http://www.massmep.org/]
- US Environmental Protection Agency Region I Pollution Prevention Team [http://www.epa.gov/region1/assistance/index.html]; [http://www.epa.gov/region1/assistance/printers/index.html]
- Northeast Waste Management Officials Association (NEWMOA) [http://www.newmoa.org]
- Occupational Safety & Health Administration [http://www.osha.gov/oshdir/ma.html]

We also found a guide to resources available to businesses on the Massachusetts Government web site: [http://www.mass.gov/portal/site/massgovportal/menuitem.d7b9bb88484931c14db4a11030468a0c/?L=2&L0=Home&L1=Business&sid=massgov2]
Contacting these organizations may lead to yet others in that category.

Next we want to consider other businesses. Here is our initial list:

- Cambridge Chamber of Commerce [http://www.cambridgechamber.org/]
- Printing Industries of New England [http://www.pine.org/]
- Associated Industries of Massachusetts [http://www.aimnet.org//AM/Template.cfm?Section=Home_Page]

Now we want to turn to the community at large. Here are some links to the City of Cambridge and the media that are most active in the community:

- City of Cambridge [http://www.cambridgema.gov/index.cfm; http://www.cambridge-usa.org/; http://www.mass.gov/portal/site/massgovportal/menuitem.e1ed4a776e6931c14db4a11030468a0c/?pageID=mg2localgovvcpage&L=1&L0=home&L1= Resident&sid=massgov2&selectCity=Cambridge]
• Cambridge Community Development Department  
  http://www.cambridgema.gov/CDD/
• Cambridge Climate Protection Program  
• Cambridge Chronicle  http://www.townonline.com/cambridge/

We will want to cover the neighborhoods that surround our facility. Some of our employees live in these neighborhoods. They will help us identify the people that may have some interest in our processes that are not currently customers of our company. The City of Cambridge has a lot of good information on the demographics here in the community http://www.cambridgema.gov/~CDD/data/index.html. We will also include the businesses located in the surrounding neighborhoods.

The final group of stakeholders represents various “interest” groups in the area. Here is listing of the groups identified to date:

• Climate Protection Action Committee (City of Cambridge Community Development)
• Green Decade/Cambridge  http://www.greencambridge.org
• Clean Water Action – Massachusetts  http://cleanwateraction.org/ma/index.htm
• MASSPIRG  http://www.masspirg.org/
• Alliance for a Healthy Tomorrow  http://www.healthytomorrow.org
• Massachusetts Environmental Collaborative  
  http://www.environmentalleague.org/directory.html
• Student Groups at Harvard University, MIT and Lesley University

Preparing for the Meeting
Well this is much more complex than I thought. I guess that something that is as worthy as sustainable development doesn’t come easily or everyone would have already been well down that path. I need to stay focused. This is our journey. We need to find the path. We need to engage our stakeholders to inform us about their interests in our processes and to provide us with the feedback we need to determine our progress as we make our journey to sustainable development. I am beginning to appreciate how all of this is starting to come together. Well, I need to sit down and prepare an agenda for the meeting and an information package for the team members.

Questions to Address
1. Based on the Internet links provided and your growing knowledge of the case company, please suggest your ideas for a good vision, mission, and core values that they can consider as they begin to formulate their sustainable development program plan. Why is it important to align programs with the vision, mission and core values of the organization?
2. What aspects of the Baldrige model are helpful in the early stages of the
development of the sustainable development program plan? How does the
involvement of the employees in the development of the sustainable development
program help score points in the Baldrige effort? What evidence should be
collected for this effort?
3. Select a stakeholder category and provide some information to the discussion
board that may be useful for Charles River Printing to use as it prepares for its
stakeholder engagement program.
4. Can you suggest some ways that Jason Smith can organize all of this information
so as not to overwhelm the members of the sustainable development planning
team at their first meeting? What can he do to make sure they are active in the
planning of this effort and not simply doing what he is asking them to do? What
should the agenda for the first meeting look like? How should the planning
information be shared with the leadership team and the other employees?

ATTACHMENT 1
BALDRIGE QUESTIONS FOR THE EMPLOYEES
**CATEGORY 1: LEADERSHIP**

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<td>1a</td>
<td>I know my organization’s mission (what it is trying to accomplish).</td>
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<td>1b</td>
<td>My senior (top) leaders use our organization’s values to guide us.</td>
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<td>1c</td>
<td>My senior leaders create a work environment that helps me do my job.</td>
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<td>1d</td>
<td>My organization’s leaders share information about the organization.</td>
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<td>1e</td>
<td>My senior leaders encourage learning that will help me advance in my career.</td>
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<td>1f</td>
<td>My organization lets me know what it thinks is most important.</td>
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<td>1g</td>
<td>My organization asks what I think.</td>
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**CATEGORY 5: HUMAN RESOURCE FOCUS**

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<td>5a</td>
<td>I can make changes that will improve my work.</td>
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<td>5b</td>
<td>The people I work with cooperate and work as a team.</td>
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<td>5c</td>
<td>My boss encourages me to develop my job skills so I can advance in my career.</td>
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<td>5d</td>
<td>I am recognized for my work.</td>
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<td>5e</td>
<td>I have a safe workplace.</td>
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<td>5f</td>
<td>My boss and my organization care about me.</td>
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**CATEGORY 3: CUSTOMER AND MARKET FOCUS**

*Note: Your customers are the people who use the products of your work.*

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<td>3a</td>
<td>I know who my most important customers are.</td>
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<td>3b</td>
<td>I keep in touch with my customers.</td>
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<td>3c</td>
<td>My customers tell me what they need and want.</td>
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<td>3d</td>
<td>I ask if my customers are satisfied or dissatisfied with my work.</td>
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<td>3e</td>
<td>I am allowed to make decisions to solve problems for my customers.</td>
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