HOW CAN WE INTEGRATE OUR THREE RESPONSIBILITIES TO IMPROVE OUR SUSTAINABLE DEVELOPMENT PROGRAM?

Introduction

Jason Smith has requested a meeting of the Sustainable Development Program leadership team to consider how the company can begin to integrate its three responsibilities. Soon it will be time to initiate employee-driven sustainable development projects and to more firmly define the program so that all can participate to the extent they desire.

Stacy Jones was very interested in the environmental responsibilities and suggested an effort to understand how Charles River Printing could meet their stakeholder interests in sourcing paper and selecting inks that would protect the environment through their life cycles.

Susan Davis suggested a couple of programs that would first promote the use of renewable energy by encouraging an existing program known as Massachusetts Interfaith Power and Light and second promote individual knowledge of sustainable development through the use of eco-teams and eco-parties. Both of these programs support the community’s efforts to curb the emission of greenhouse gases – a program described in the Cambridge Climate Action Plan. Having a strong community presence is tantamount to meeting the company’s social responsibilities.

Jill Davis was trying to evaluate the economic impacts of a City of Cambridge Parking and Transportation Demand Management (PTDM) program. There could be issues in attracting new employees as well as retaining the existing employees. Each of these issues would have definitive impacts on the bottom line of the business.

It was apparent to all the people involved in the discussions of these initiatives that each had elements of the other two responsibilities. If the company could implement specific projects in each of these areas, it is important that all the responsibilities be identified in each project and that the benefits of addressing multiple responsibilities instead of focusing on a single responsibility.

Questions to Address

- For each of these three cases, describe how the other two responsibilities are potentially involved. Please provide specific reasons and/or examples based on the readings for each of your suggestions.
• Does knowing this information help the committee provide guidance to the employee teams to scope out more effective projects that can lead the company to move down the path to sustainable development as compared to conducting the project as it was initially described in each of the original cases?

• Can you contribute some ideas on how the committee should specifically guide the integration of responsibilities when their employees bring other opportunities to their attention for consideration in the sustainable development program? What criteria should they consider using to screen the opportunities that should be included in the program to make sure that there is sufficient integration of the considerations of the three responsibilities and the meeting of the stakeholder interests?