Task 2 Local pilot demonstration of the integrated system
Fourth training event
(final confirmation of point 2)

Ferrara, 1-2 febbraio 2007

Point 2 "Organisational criteria and structure "

Proposed requirements

1. Two different types of roles are needed when a new management system is introduced: political roles and technical roles (*Bipartizione delle competenze*)

Field visits and discussion among partners showed that:

the <u>double involvement</u> (political and technical) is fundamental for the success of the "environmental management system": two groups should be defined, with different roles

the <u>technical group</u> should be as wide as possible (every department should be involved), but co-ordinated by a small, "skilled" and well-motivated group >> link to requirement number 4

the <u>political group</u> should be selected on the basis of its concrete responsibility in defining and approving policies, programmes and budgets
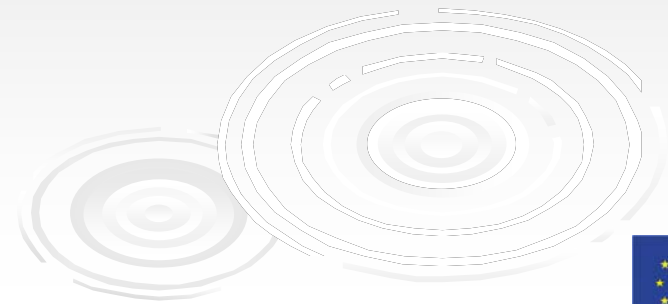
2. The commitment at the political level should then find a strengthening at a technical level (*Input politico ma "consolidamento" tecnico*)

Field visits and discussion among partners showed that:

in order to have a <u>strong political commitment</u>, technical group should be able to show the politicians all the advantages of the system (where and how they will be able to influence the system and to use it as a controlling and steering instrument)

in order to make the environmental <u>system survive to political changes</u>, the political commitment should be subsequently followed by a technical strengthening: procedures, directives, operative praxis, documents (if possible, exploiting already existing procedures, i.e. quality management system)

3. Every new function working on a new system should be formalized

(*Formalizzazione delle competenze*)

Field visits and discussion among partners showed that:

formal acts are the most successful way to define new roles and responsibilities, and in many case the only way to make them recognizable

formal acts shouldn't be made at the earliest stage: selection of adequate staff is possible only when it is clear what kind of expertise is needed by the introduction of a new tool (i.e. a new environmental management system) >> link to requirement number 5

the identification of new functions should be also flexible (e.g. have the opportunity to choose more suitable persons, if necessary)

a training phase should follow every new assignment

4. Placing of responsibilities should be done progressively

(*Responsabilizzazione progressiva*)

Field visits and discussion among partners showed that:

starting with a little but skilled working group and moving progressively to a larger number of persons: the initial working group should involve step-by-step other employees, for example during data collection (i.e. environmental review) or interviews (i.e. environmental budget);

the initial working group should have legitimisation from a "higher" level

even when the entire organisation is involved in the system, a small working group should co-ordinate, control and have main responsibility
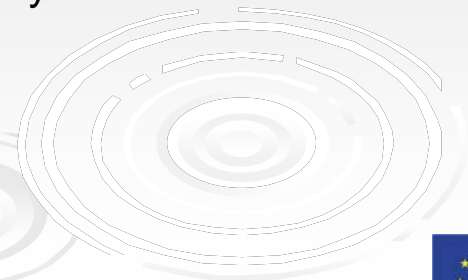
5. Existing expertise of the staff should be evaluated and adequately utilized (*Valorizzazione dell'esistente*)

Field visits and discussion among partners showed that:

staff with skills suiting the project/tool should be included in the technical working group at an early stage (i.e. those who worked on CLEAR should work on IDEMS) >> list of working and training experiences of each employee (skills acknowledgment process)

early involvement of "strategic" departments as "quality management system" and "management control"

involvement of all departments (step by step), even if their synergies with the project/tool seem to be weak (?)