

Green initiatives within HRM form part of wider Programmers of Environment Sustainability

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Abstract: The topic of environmental sustainability is attracting more attention among management scholars. Despite its importance to managers, employees, clients and other designers, there are few research studies that consider the role of the human resource management system in organizations striving to achieve environmental sustainability. Human HRM - Research Practices - Human resource management (HRM) thus has a growing need for integration of environmental management. Green HR is the use of HRM policies to promote sustainable consumption of resources in business organizations and generally promotes the cause of environmental sustainability. Green initiatives within HRM are part of a larger corporate social responsibility program. Green HR contains two essential elements: environmentally friendly HR practices and the conservation of knowledge capital. The purpose of this paper is to detail the model of HR processes associated with green HRM based on the available literature on green HRM. The literature is classified on the basis of entry-to-exit processes in HRM (from recruitment to exit), showing the role that HR processes play in translating the green HR policy into practice.

This paper also examines the nature and extent of green HR initiatives undertaken by ITC Ltd. as a case study.

Key word: Corporate Social Responsibility, Environmental management, Sustainability.

Introduction:- Sustainable development is related to meeting people's needs today without compromising their ability to meet their own needs. Companies now realize that they have to develop a powerful social conscience and a green sense of responsibility where corporate responsibility is not a philanthropic good, but a business is essential. The HR function will be a driver of environmental sustainability in the organization by aligning its practices and policies with sustainability goals that reflect eco-focus. HR strategy should reflect and inspire the ambitions of HR team and other employees, company strategy,

By combining values and culture, investors should make sustainable returns, address consumer needs, identify and respond to emerging social trends, respond to government, and influence regulatory expectations and public policy agendas. In short, creating a green world where

customers and employees make a difference. In fact the name of the HR function can be "People and Society".

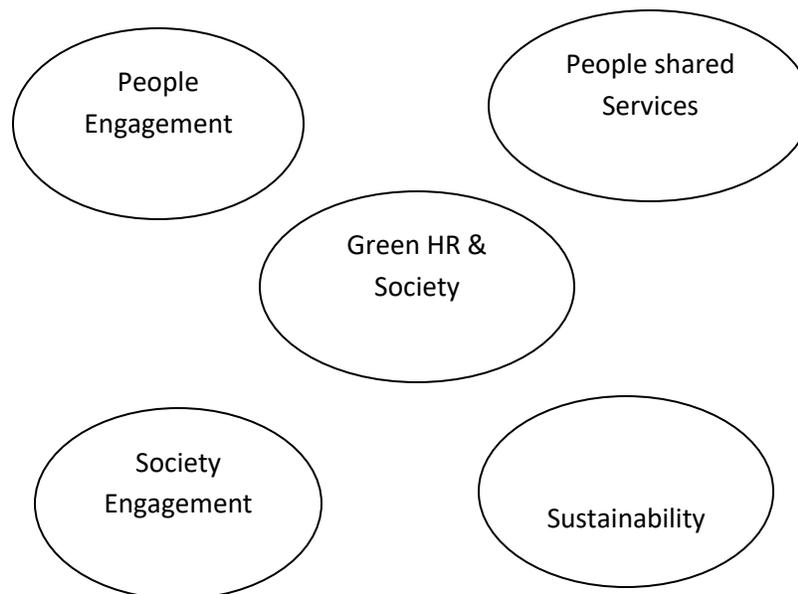
Green Human Resources: Green refers to the use of each employee's touch point / interface to promote human resources, sustainable practices, and increase employee awareness and commitment to sustainability issues. These include environmentally friendly HR initiatives.

Which results in greater efficiency, lower costs and better employee engagement and retention, which in turn helps organizations?

To reduce the carbon footprints of employees such as electronic filing, car-sharing, job-sharing, teleconference and virtual interviews, recycling, telecommuting, training, offline training, energy-efficient office space.

In this green world, the Green HR or People Management function has stability at its core as part of its people management and talent management, and organizations engage with society by aligning its agenda. Communities, customers and contractors all become equal partners with employees and shareholders.

Table no 1



Objective:-

- 1) To detail the model of HR processes associated with Green HRM. To investigate the nature and extent of green HR initiatives undertaken by ITC Limited.

- 2) A review of the literature on HR aspects of environmental management, then examines the role of HR, proposing a model of the processing of HR issues associated with green HRM. Finally ITC's green HR initiative is taken as a case study.

Research Methodology:-

First, the paper adopts a literary review approach with an indicator of integrating green HRM research, environmental management and HRM, and categorizing the literature into HRM's process model format.

Literary review is adopted because it enables the structure of research and the creation of reliable knowledge base in this area. The following HR processes namely recruitment; Performance management and evaluation; Training and development; Employment relations; Compensation and Exit Covered (Exit Access) Second, the paper adopts a case-by-case approach to ITC Limited's Green HR initiative.

Recruit Literature Review:

Inclusion for new recruits is essential to ensure they understand and interact with their corporate environmental culture deeply. Therefore, issues of sustainable development must be integrated into the recruitment process. These include monitoring long-term eligibility requirements for the company, providing new employees with information on sustainable development policies and commitments, using recruitment processes that support the representation of gender, age, ethnic and ethnic groups, sexually explicit applicants, and recruiters.

Approach, people with disabilities and other related groups. For this reason the job description of the company should clearly outline its sustainability agenda and its green efforts to the company's website and other research tools available for candidate. Finally, interview questions should be tailored to potential relevance to the company's green goals. General sections of the job description can be used to refer to environmental aspects. The job title and chain of command should include environmental reporting roles and health and safety functions, with staff exposed to harmful substances / potential emissions (and their extent),

The job objective must refer to sustainability, the job listing tasks highlight the primary duties and specific eco-aspects associated with the situation, and to fit individual characteristics for the required environmental aptitude, such as hiring a specialist or investing in training. It should then be announced to the company that the ads show the company's commitment to sustainable development and ask that all start-up evidence that prospects have contributed to the triple-bottom-line growth in the previous position.

Websites Green Dream Jobs at online Websites, Greenbiz.com provides green jobs. Survey data in the United Kingdom (UK) shows that high-achieving graduates judge a company's environmental performance and reputation as the criteria for decision-making when applying for a job.

A survey by the British Carbon Trust showed that more than 75% of 1,018 employees considered working for the firm, it is important that they have an active policy on reducing carbon emissions. In fact being a green employer can improve employer branding and is a useful way to attract potential employees.

The CIPD / KPMG survey of 1000 respondents reported that 47% of HR professionals believed that employees would prefer to work for companies with a strong green approach, and 46% said they would help attract potential recruits.

Overall, becoming a green employer can help increase employee motivation and engagement (through a shared set of values), increase competitive advantage from opportunities presented by changing markets, along with the desire to learn from customers, customers, suppliers and colleagues.

Through turnover (because the organization is one in which people want to work), and by improving the health of employees (for example, cycling, car sharing, public transportation).

Performance management System (PMS):- The use of Performance Management (PM) in Environmental Management (EM) presents challenges in how to measure environmental performance standards across different units of the field, and to obtain useful data about the environmental impact of managers.

Companies like Tata Group Companies F Companies have established corporate-wide environmental performance standards (which cover on-site use, waste management, environmental audits and waste reduction) to measure environmental performance standards, and to develop (achieve) green information systems and its dots. Useful data on managerial environmental performance.

One way in which PM systems can be successfully launched in the organization is to perform performance evaluations for job descriptions by specifying specific green goals and tasks. For example, performance appraisal (PA) can cover topics such as environmental events, use of environmental obligations, reduction of carbon emissions, and environmental concerns and communications

HR systems like e-HR can be introduced to enable management and employees to help track their own carbon emissions. Environmental PA The issues involved concern the need for managers to be accountable, so that they familiarize themselves with compliance issues.

There is also a need to remove any gaps in corporate rhetoric and action, and to develop HR systems in PA and Rewards so that management of environmental management initiatives only.

The Fed does not appear in the form of. 6. It is suggested that if environmental criteria are integrated into the staff evaluation process (by Writing such responsibilities in all staff action plans), then the culture of learning in EM can be encouraged. Also, managers can ask employees to bring specific green ideas related to their individual jobs to their performance appraisal meetings. These ideas can be considered together to include in the objectives for the coming year. Achieving these objectives will be the basis of performance evaluation.

Training and Development:

Employee training and development programs should include social and environmental issues at all levels of the shop floor, from technical health and safety considerations to executive management and strategic sustainability issues at the board level. They should cover the full range of social, environmental and economic risks and business opportunities and the means to identify them. The focus should be on developing competencies for various professional tasks and different levels of seniority. Green orientation programs should be an integral part of the training and development process for newly hired employees.

They should inform employees about green processes and policies including company vision / mission statement, sustainability benefits, company-wide initiatives such as greenhouse gas reduction, green products etc.

Training is a major intervention to manage waste (both in terms of prevention and reduction), and it is done by front line personnel training teams to analyze waste in their work area.

Such employees are seen as the ideal employee to look for and minimize waste, as they are close, but they should be knowledgeable on how to collect relevant data. US In the E.M. Examples of Best Company Practices for Training and Development in Allied Signal Inc. Who have included the Total Waste Minimization (TWM) component in their training?

Training methods, such as job rotation, provide a useful way to train green officers or future board members in EM, and are seen as a crucial part of successful environmental programs¹. At GEC, such training progresses in three phases, with training materials such as Environmental Law, BS 7750 and Environmental Management System (EMS) (for environmental administrators);

Issues such as waste management, transportation and air emissions; And discussions for the treatment of waste and groundwater, communication, awareness raising and risk management. There are several steps that can be used to establish an environmental training system, such as an annotation of existing training system resources and activities, Creating a Corporate Environmental Committee (along with HR representatives, environmental professionals / consultants and other executives), job analysis and job description, especially for new employees as part of induction / orientation training and production of environmental awareness.

Performance management system to monitor and review productivity, quality, deterioration and impact on accidents. This can be followed by on-the-job training, and evaluation of attitudes, knowledge and skills employees need for future roles. Then the time or sequence of training needs to be assessed, as it may be that the system can make it into its current provision (because health and safety training may include an environmental element, or management development programs may include environmental exercises.

The success of the training they provide with organizations needs to be evaluated and reviewed. It is suggested that department green teams each be established in each department, generate general awareness and specialized training in EM that is designed to increase individual ownership and shift staff to take individual action. Some other ideas include bringing in curves of common interest

Such as recycling local contractors, alternative transportation coordinators or specialists working on green buildings, reducing greenhouse gases, building green products and so on. The company may also subscribe to the popular industry-based sustainability journal to update employees.

About the latest stability trends.

Office fees allow a person to be designated to answer daily stability questions such as can be recycled, supply green office fees, use of double sided printing and so on. Also, to evaluate the training required in environmental management, there may be a Training Need Analysis (TNA). Environmental knowledge and skills are assessed in terms of what employees need.

Employee Involvement (EI) and Partnership (EP):

An important way that employee involvement and participation can be fostered in the organization is to seek out entrepreneurs within the company; known as social or environmentally oriented eco-entrepreneurs they have the ability to organize existing financial, human and natural resources in a way that will increase the value of a company's products or services where it was not present. In addition, EM teams for employee involvement (EI) can cut waste (as employees are most aware of work processes and products); can handle such complex work well; And using it helps build employee pride and commitment to their work.

EI teams can not only change the way the work process is performed, but can also improve a worker's health and safety. American Airlines claims that its flight attendants recycle 616,000 pounds of aluminum cans, earning them at least 40,000,000 a year,

And Dow Chemical's Waste Reduction (WRP) program was set up to connect all employees, and Dow claims a 173 percent return on investment (ROI) from the first year of their investment.

Eco initiatives come from the creative ideas of all employees, and so there is a need to create methods Include employees in that - including assigning managers the role of independence (which encourages their environmental management concerns), and making the best use of their skills to create creative solutions to problem solving.

The approach of EI in EM motivates workers, detects problems such as leakage in the production process, and relies on team knowledge of the causes of waste assigned to workers, and how to reduce them as seen in EI in waste reduction. On Kodak, DuPont and Procter & Gambling 11 Launching the Green EI initiative has seen two important benefits in improving environmental and worker health and safety and in developing more knowledgeable employees and supervisors.

The findings suggest that employees need to be involved in formulating environmental strategies, so that they can build and expand the knowledge they need in the market for green products 13. Organizations are encouraging employees to consider ideas to reduce carbon emissions and save lives.

The UK's recent HSBC initiative saw benefits from employee salaries, including one directly where the first direct staff could bring waste from home and recycle it at work. Employee participation (EP) in EM is noted to help prevent pollution from workplaces. EP contributes to improving environmental performance as employees

Has knowledge and skills that managers lack. There are two ways in which workers can participate in environmental projects: a suggestion program and problem solving circles where specialist staff are more involved in project initiation while line level workers are more likely to participate in project implementation. Other ways in which employees can be encouraged are to adapt to green flow habits such as allowing flexible working weeks, establishing a car pool program, offering free of charge or free transportation passes, adding car sharing as employee benefits and transportation savings. Establish an account.

One of the major changes in HR policy is the growth of telecommuting or e-work arrangements, whereby workers work for their employers through a telecommunication link at their home, thereby reducing the cost of both rupees or dollars and emissions.

Complaint and discipline:

Generally speaking, EM has seen some companies, led by British company National Westminster Bank, promoting internal-whistle blowing over complaints and disciplinary environmental violations. The need to raise complaints risk is seen in high risk operations (for their safety record), and in such cases disciplinary processes are linked to environmental regulations and duties where non-compliance occurs. Indeed, the expert legal opinion is that some companies may eventually move on to ensuring environmental obligations by including clauses in staff contracts, that is, in terms of the environment.

Friendly behavior may be a breach of contract and therefore possible causes for dismissal

Green Jobs:

During the last three years, green industries also grew at 5% annually. Two particularly growing sectors are global carbon credit trading, and construction and services are associated with "green buildings" that meet industry standards. Another area is renewable sectors like wind energy and ethanol production.

Green employment can be benefited from the use of biomass as it increases the number of farm jobs, and works in the petrochemical industry for conversion and mixing processes. Recycling is another area where the waste management industry can create many jobs. Up to 35,000 people in Britain by 2020.

Green jobs, especially in the industry (a rise of 8,000), are estimated to work with wind and solar energy, hydrogen, biofuels and coal in liquid technology. , And also from current flow organizations wanting to save energy

Compensation: Payment and reward systems:

The availability of specific stable measures should be incorporated into the compensation system by giving employees a benefit package that rewards employees for changing behavior. The variable pay element can be added to the compensation system by combining compensation with eco-performance. Working organizations can benefit from the waste reduction exercises that teams develop. For example, when implementing a green suggestion, a portion of the savings that can be derived from its outcome can be returned to the team or employee who suggested the suggestion.

Du Pont has an Environmental Respect Awards program that recognizes an employee's environmental accomplishments, and rewards both Nordstrom and 3 for suggestions that the individual staff does to help the environment and increase payback profitability. Reward packages are related to acquiring designated skills and expertise (and not just for performance), Because they are seen as important factors of performance over the long term, examples such as environmental law or chemistry emissions can prevent serious accidents or illegal ones.

Generally, such organizations find the need to develop reward systems in order to produce desirable behaviors in the EM, and in doing so, both incentives and inefficiencies require effective employment.

Disputes include negative enforcement such as suspension, criticism, and warnings, and

employees may need to make environmental improvements, e.g. If employees are engaged in defects in hazardous waste control. Organizations may wish to engage in positive rewards in terms of supervisors' verbal feedback to employees, Such as informal oral and written feedback that can help motivate employees toward environmental improvements.

Performance-Related Pay (PRP):

A financial-based environmental reward system has been developed, where, for example, a significant portion of monthly management bonuses are based on performance results in EM6, and company practices in the US, Europe, and Britain have contributed to the greening performance-related pay (PRP). Have investigated.) In the United States, companies like Du Pont support their executive compensation and bonus system for middle managers and senior executives as part of an environmental management practice where they develop environmentally friendly pesticides for agriculture or even promote the sale of green-plating products. Apart from giving, the commissioning structure of the sales officers can be restructured so that They also get the most commissions for pushing green products.

While some companies have begun to incorporate ER issues into their PRP system, as a measure of additional performance or as a baseline standard for qualifying for PRP, it is important for senior managers to consider successful remuneration and high performance on contingent remuneration. Manufactured in environmental management, and successful use of a public recognition system that includes financial compensation to employees.

Recognition and Awards:

US And the UK For example, recognition awards include senior managers presenting awards at public meetings and news articles. Recognition rewards in EM can be offered at companies at various levels, for example by the CEO to reduce waste on an annual basis.

Individual, team and departmental contributions, company-wide team excellence awards at Xerox, and non-traditional forms of pay to give their employees community service and give them opportunities to participate in green events and rallies. Indeed, some Federal Express like US Companies are offering employees sabbaticals that enable them to take 3 months of paid leave every five years to work on projects jointly with Pendi. Other innovative non-financial rewards used by US companies include paid holidays, time offs, favorite parking and gift certificates - all of which are found to encourage employees on environmental operations, while in Europe, the use of environmental rewards and recognition (such as daily Commendation and company awards) Employee willingness to generate environmental initiatives 21 And has a significant impact.

Employee anniversaries can be celebrated with eco-friendly gifts such as gift certificates, free bus passes, etc. to the local natural food store. In Britain, companies can scour employees to the topic of "carbon credit card" emissions reductions for positive behaviors. Additional Benefits There are several ways in which environmentally friendly incentives can be provided.

For example, car mileage for company cars can be increased on bicycle travel and loans, financial allowance can be offered to staff for car allowance, car pooling / sharing provisions may be encouraged, and company cars may be limited to travel only on public transportation. Or Green points can be awarded to employees through the earned point system to use alternative transportation. It can then redeem these points, for example, for a night massage, for company merchandise, gift cards to local shops or public transit passes. Organizations can also put financial incentives in their reward strategy, for tax incentives or to accept efficient cars like Bank of America does, for employees who buy hybrid cars or Google who provides cash to buy a car that gets aggressive mileage. Employees who behave at home green can also be encouraged, eg, using a solar water heater at home, reducing family cars, recycling individually, increasing the energy efficiency of a home. This can happen in terms of outside casework to employees, where dismissal occurs. Any common defrauding should include an environmental dimension, and if staff resigns, why HR managers need to find out, or those whistle-blowing green employees (who highlight bad practices), are seen as a risk, because there is no legal. Security for them, meaning they can be fired for breach of confidentiality

The HR Behavioral Role:

It has generally been found that employees' personal values reflecting EM are not fully exploited towards achieving corporate environmental initiatives, yet they believe in positive effects for managers. Indeed, many organizations are adopting an integrated approach to the implementation of EM programs. But to achieve this integration of HR and EM, some HR staff have to change their approach with green issues as well as change temporary practices that can be learned for decades at all levels. A key role for HR environmental executives may be to guide line managers in the context of achieving full staff support toward implementing environmental policies,

This means that HR needs to nurture patrons and create a problem-solving network that works to change the current situation. This can only happen if the company is working with their employees in the company's newsletter and website e.g. establishes formal and informal communication networks with their employees highlighting green efforts for.

Some other ways may be to work with internal marketing staff to research, model green behavior, circulate informative and inspirational articles, columns, and other content on a regular basis. Environmental improvements can be generated for HR by focusing on knowledge management, EI, EP, job screening, training, redundancy, reducing status differences and integrating management style. In addition, HR can generate an environmental report that includes policy statements, goals, measures of progress, overall impact that will encourage line managers and employees to take pride in sustainability initiatives

Drawing on the study examined in the above literature review, the paper summarizes the recruitment-to-exit HR processes associated with green HRM. Refer to Figure 2. In addition to the potential roles of HR staff and unions, all employees within organizations have scope to engage in green HRM activities at the workplace level.

Case Study: ITC Limited:

ITC is India's leading private sector company with a commitment to the Triple Bottom Line. It has been at the forefront of adopting eco-responsible processes, setting the benchmark for industry to follow - before the law. It has a market capitalization of over \$ 22 billion and turnover of over US \$ 5 billion, with a diversified presence in the full range of cigarettes, hotels, paper boards and specialty papers, packaging, agribusiness, packaged foods and other services. The ITC PSPD, Paperboard and Specialty Papers division has manufacturing units - Bhadrachalam, Kovai, Tribeni and Bollaram - each following exemplary practices in environmental responsibility. All four manufacturing units are ISO 9001, ISO 14001 and OHSAS 18001 certified.

Carbon Footprint Reduction:

Carbon emissions in ITC PSPD are the lowest in the country on 2 ton / T board but its commitment towards maximum utilization of energy produced from renewable sources has led to the establishment of "green" boilers. Use internally generated biomass such as bark, chip dust, etc. Using bi-fuel instead of coal, carbon dioxide emissions are reduced by about 2.0 million tonnes per year and coal consumption by about 1.0 lakh tones / year. To accomplish this, a manufacturer gas plant has also been established that produces productive gases from solid waste and helps reduce the demand for existing boilers on fossil fuels, and encourages process waste reuse

Water conservation:

Recycling back water is an essential requirement to reduce the consumption of fresh water. To achieve this purpose, a filter was installed in the unit Kovai using advanced technology enclosed with filter cloth. These units will be able to recycle 2000 m³ / day of excess water and reduce the consumption of fresh water

Biodegradable Paper and Paper Board Laminates:

As a first, ITC PSPD has introduced a new range of paper and paperboard laminates with applications in flexible packaging, folding cartons and disposable. The new range of products has been launched as 'Omega Wrap' for flexible packaging, 'Omega Bar' for folding cartons and 'Omega Wave' for disposable. Some other products are Eco Natural[™] and Eco Blanca. (Recycle board).

Technological improvement initiatives are undertaken by their units:

Pulping Process: The pulping process in any paper mill is highly thermal energy. PSPD

By replacing traditional batch digesters with the latest Super batch technology, which has significantly reduced the specific consumption of steam, improved the quality of the pulp and reduced the production and release of non-condensable gases, which are the main source of odor in the production process.

ITC Green Products - Sustainable Initiative on Premium Business Paper:

ITC has launched the first ever eco-friendly multipurpose paper, "Paper craft Premium Business Paper" in India, in which using the new technology, Ozone Traded Elemental Chlorine Free Technology has been replaced by Elemental Chlorine, which was traditionally used during the bleach process. General Chat Lounge Paper production.

This process produces a large number of toxic chemical compounds called dioxins and furans that adversely affect the environment. The Bhaderchalam unit for the first time in India launched the Elemental Chlorine Free Technology (ECF) in 2002, which incorporates elemental chlorine with chlorine dioxide, a technology that significantly reduces the flow of AOX, COD and BOD, which is actually good for aquatic life.

In 2008, ITC PSPD once again introduced the best ozone bleaching technology in India, improving ECF bleaching in the ozone bleaching process. The adoption of this new technology has made the pulping process more environmentally friendly, with AOX downstream to 0.0064 kg / t.

Energy protection:

The following are some of the technologies used by all RJA protection units: Use of VFD (variable frequency drive) for flow control, replace old equipment like pumps, AC drives, and more, instead of valves, instead of DV motors. Simplify the efficient ones, coating the inside surface of the pump casings, upgrade the steam and condensate system, installation of solar water heating and lighting system, replacement of fire-lit lamps with high efficiency lamps / CFLs.

Color removal from the flow: The Bhadrachalam unit adopted the moving bed biofilm reactor technology for liquid treatment, resulting in a significant reduction in the color of the treated stream

Conclusion:

Focusing on improving operational efficiency in conjunction with Technology's up-gradation, ITC became the only company in the world, in its size and variety, recycling to achieve carbon-positive, water-positive and nearly 100% solid waste targets. The "Three Leaves" rating given by the Center for Science and Environment, the Green Tech Environment Excellence Award, the "Golden Peacock" Award and the "Solid Waste Recycling Positive", The future of Green HRM looks promising for all HRM stakeholders. Employers and practitioners can establish the utility of engaging employee involvement and Participation in environmental management programs improved organizational environmental impact, such as creating green products with a particular focus on waste management recycling. Unions and employees can help adopt green HRM policies and practices that help protect and enhance workers' health and well-being. Educators can contribute by doing more research in this area, by exposing additional data that can generally form the basis of knowledge on green management.

Table no 2
Hr process involved in Green HRM

Recruiting	Performance Management System	Training and Development	Employment Relations	Pay, perks, Incentives	Step out
<p>Green job Description for Employees (and Green goals Included in Managerial Job descriptions)</p> <p>- Graduation Perceptions of Green transaction (Applicants Use green Criteria)</p> <p>- Green job Candidates</p> <p>- Recruitment of Employees</p> <p>Who is 1 green? Wake up</p> <p>Become part of This</p> <p>Interview Schedule</p> <p>- Green Employer Branding (Green employer) Choice)</p> <p>- Green aspect Introduced</p> <p>For induction The process (Introduction)</p> <p>- To be Green</p> <p>The employer may Product</p> <p>Other HR Benefits, such as Increase staff Inspiration</p> <p>And / or Engagement, Decrease in Labor</p>	<p>Green Performance Indicator in Performance Management System, and Evaluation (PMA)</p> <p>Communication Green Plans for all Level Staff by PMA scheme, Establishment Wide Dialogue on green Matters</p> <p>There are managers</p> <p>Set green Goals, goals and Responsibilities</p> <p>The role of Managers in Green received Results</p> <p>Included in Evaluation</p> <p>- Writing and Integrate Green criteria in the Evaluation</p> <p>- Evaluation Assess the number Green</p> <p>Events, use Environment Responsibly, and Success</p> <p>Conversation Environmental Policy</p> <p>- Penalties for Non-compliance</p> <p>On goals in the Environmental Management</p>	<p>Introduce training on EM, And processes / materials To use</p> <p>- Requires EM training Analysis</p> <p>- Integrated training On Instruction and Generation Of eco-values - Development of The employee Skills and aptitude</p> <p>Building in EM - Green color Applications (Socialization) in green Values / Management</p> <p>Managing employees</p> <p>About climate change And others</p> <p>Environmental issues - Use of Green Teams In EM</p> <p>Train the staff for production</p> <p>Green analysis of Workplace</p> <p>- Job rotation for training</p> <p>Green Future managers</p> <p>- Integrated training</p> <p>Increase staff Knowledge</p> <p>- Training in EM</p> <p>Aspects of Safety, .Energy Efficiency, Waste</p>	<p>Eco Promotion Entrepreneurs by Showcasing their works In the high profile Institutional programs - Employee Involvement and Participate in (EI&P) Green suggestion Plans, & Troubleshooting Circles - Freedom for staff Form and experiment With Think green - Integrated Staff EI&P In Maintenance</p> <p>Employee helpline For Guide in green Matters</p> <p>- Tailored green EI Plan</p> <p>Industry / Company Standards</p> <p>- Increase Line / Supervisory Support behaviors in the EM</p> <p>- Union negotiations</p> <p>Green Workplace Agreement</p> <p>- Union training Representatives in EM</p>	<p>Green pay / reward System</p> <p>- For tailor packages Award</p> <p>Green skills acquisition</p> <p>- Financial use Based EM rewards (bonuses, Cash, Premium)</p> <p>- Financial use Based EM rewards (Sabbaticals, holidays, Gifts)</p> <p>Use of Validation - Based EM Awards (Awards, Dinner, publicity, Exterior Role, daily praise) - Resonating positive Green behavior e.g., PC lights, turning off the lights When leaving 100% renewable etc. - Negative development Reinforcements in EM (Criticisms, warnings, Suspension for damages) - Positive</p>	<p>Staff D-Briefing in EM</p> <p>In the cases of Fired</p> <p>- Managers Ask Green</p> <p>There are issues Reasons for Resignation (Moving on to one More green Employer?)</p> <p>- Role of Exit Interview for Gauge Concept Pay Perm Green</p> <p>- CT-Blower Accounts</p> <p>On the state Permian green-Ness</p> <p>- Legal Protection</p> <p>For the green CT-Blower</p>

Turnover, and Increase Workforce Health	(EM)	management, And Recycling - Security representatives For Give info on green Courses - Install Development of Lily's personal skills	-Command and combined Work with the union Environmental Representatives - In the green elements This Health and Safety The process - Implementation Wellness programs Foster employees. Proper nutrition, Healthy and healthy Living - to encourage Employees Use the green forms of no Transportation - Using the web or Teleconference Reduce travel - Encouragement Reduce paper use - Set low-carbon Heads (Including the CEO and Boarded up) To increase the action in EM - Introduce greens Whistle-blower Lines - Discipline and / or Fired for the EM BreachEmployee Volunteering to support Environmental Charity And projects e.g. Hours of	development RewardsIn EM (response) - Install PRP for all For Get the green stewardess / Citizenship (esp. Senior) Link suggestion Plan Rewards system Link to join Green initiative for Promotion / Career Advantage (Managers Adv By Support staff in EM) Use the green tax breaks - Line managers have Prize for Encourage employees in EM	
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			payment per month -Promoting Durability Inside contests Sections with gifts Certificates		
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