

Taken from *Becoming a Sustainable Organization: A Project and Portfolio Management Approach*, by Kristina Kohl, MBA, PMP. © 2016 CRC Press.

Assessment of an Organization's Sustainable Cultural Foundation

1. What is our organizational business mission?
 - a. Is sustainable strategy part of the mission, or is it a separate initiative?
 - b. Is sustainability everyone's job, or is it the job of one person such as the Chief Sustainability Officer (CSO)?
2. What is our sustainability strategy?
 - a. Can it be clearly defined?
 - b. How is this strategy reflected in our decision process and actions?
 - c. Is there alignment between business and sustainability strategies?
 - d. Can employees identify the organization's sustainable strategy?
 - e. Is the organization involved in partnerships to promote sustainability with global agencies, industry members, academia, or NGOs?
3. How is our organization supporting its sustainable strategy?
 - a. Where does sustainability fall in terms of corporate priorities? Is it on the board or C-suite agendas?
 - b. Does the CEO speak frequently about aspects of business sustainability at internal events? At industry, customer, or supplier events?
 - c. Is middle management informed and engaged on the business risks and opportunities of sustainability?
 - d. What type of organizational structure exists to promote cross-functional collaboration?
 - e. Are sustainability goals included as part of senior management performance scorecards? Workforce performance ratings?
 - f. Do employees understand the organization's sustainability mission and how it impacts their function?
 - g. Are all employees given training on ethical, corporate responsibility, and environmental issues? Are controls in place to enforce governance standards?
 - h. What type of budget has been set aside to support sustainability?
 - i. Is sustainability programming part of the annual budget process?
4. Who are the leaders and most active supporters of sustainability?
 - a. What are their roles in the organization?
 - b. What are their skill sets and backgrounds?
 - c. How are they involved?
5. What activities or programs are our employees involved with to support environmental stewardship or community investment?
 - a. Are these activities being performed in the name of the corporation?
 - b. What types of resources does the corporation provide for volunteer activities and programs?
 - c. How are initiatives promoted internally and externally?
6. How are internal and external stakeholders engaged and informed about sustainability activities?
 - a. Who is involved in the engagement process?
 - b. Who is responsible for external and internal communications?
 - c. Are internal and external messages consistent?
 - d. How is the feedback incorporated into the decision-making process?