



# SPS – Sustainability Performance Assessment and Benchmarking Framework of The Public Sector

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**FCT** Fundação para a Ciência e a Tecnologia  
MINISTÉRIO DA EDUCAÇÃO E CIÊNCIA

# Contents

**I. Team, Background and Aims**

**II. Methodological Approach**

**III. Sustainability Performance Assessment and Reporting Framework**

**IV. Implementation of the Framework**

**V. Final remarks**

# I. Team, Background and Aim

## Portuguese Participating Institutions/Research Units



**CENSE, FCT/UNL – Center for Environmental and Sustainability Research, Faculdade de Ciências e Tecnologia, Universidade Nova de Lisboa**



**NOVA IMS – Information and Management School, Universidade Nova de Lisboa**

## International collaboration from:

 **University of Tennessee**

 **City University of Hong Kong**

# Research Team

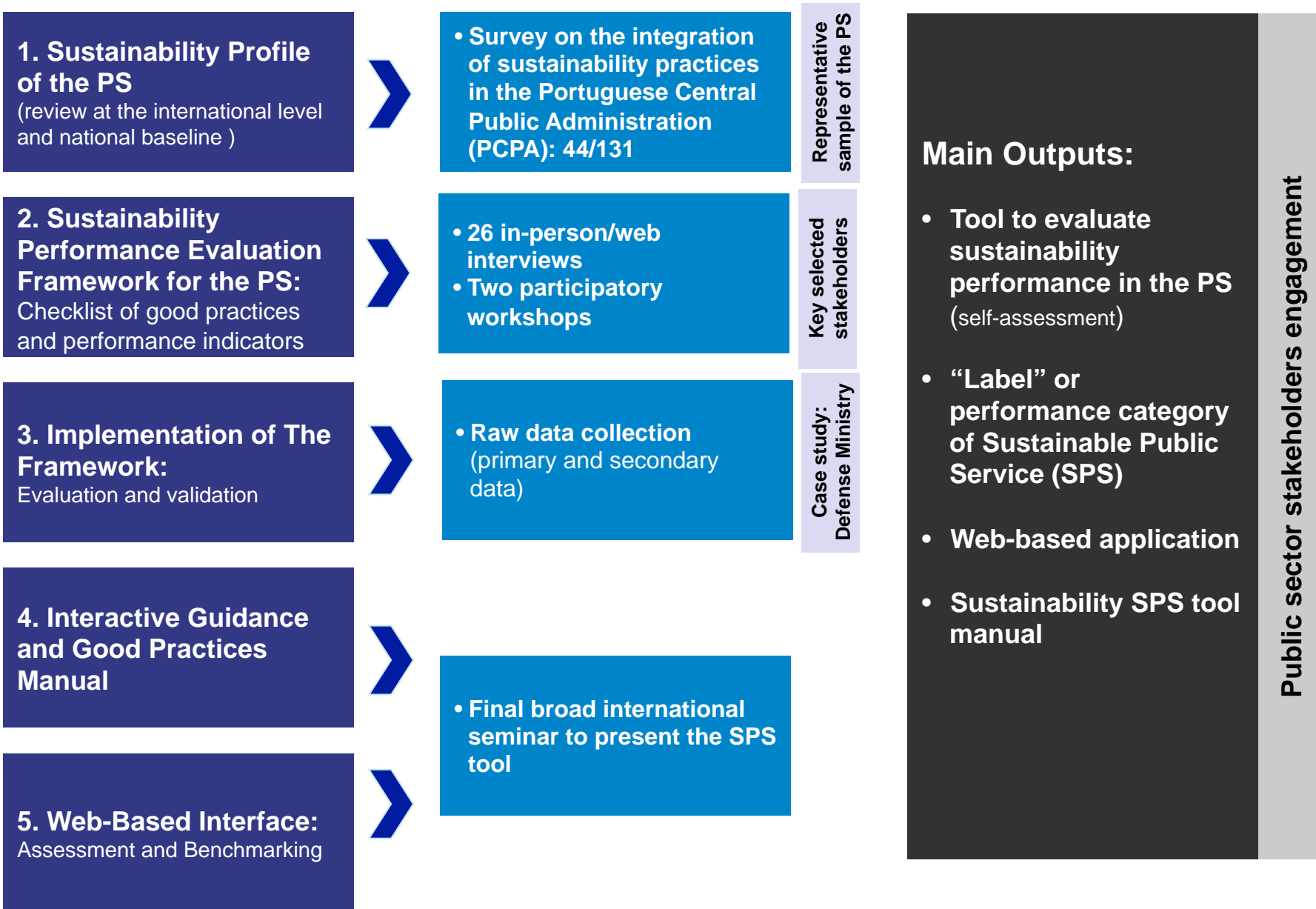
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✓ **The main goal of this research was the development of a Sustainability Performance Evaluation Framework for PS organisations.**

- **To conduct self-assessments and reporting of sustainability performance, through an integrated approach of SD dimensions, contributing to optimise performance management;**
- **To benchmark sustainability performance and facilitate continuous improvement and exchange of good practice;**
- **To improve sustainability performance through daily activities (operational and strategic levels).**

## II. Methodological approach

# Methodological Approach



## 1. Sustainability Profile of the PS

(review at the international level and national baseline )



- Survey on the integration of sustainability practices in the Portuguese Central Public Administration (PCPA): 44/131

Representative sample of the PS

## 2. Sustainability Performance Evaluation Framework for the PS:

Checklist of good practices and performance indicators



- 26 in-person/web interviews
- Two participatory workshops

Key selected stakeholders

## 3. Implementation of The Framework:

Evaluation and validation



- Raw data collection (primary and secondary data)

Case study: Defense Ministry

## 4. Interactive Guidance and Good Practices Manual



- Final broad international seminar to present the SPS tool

## 5. Web-Based Interface: Assessment and Benchmarking



## Main Outputs:

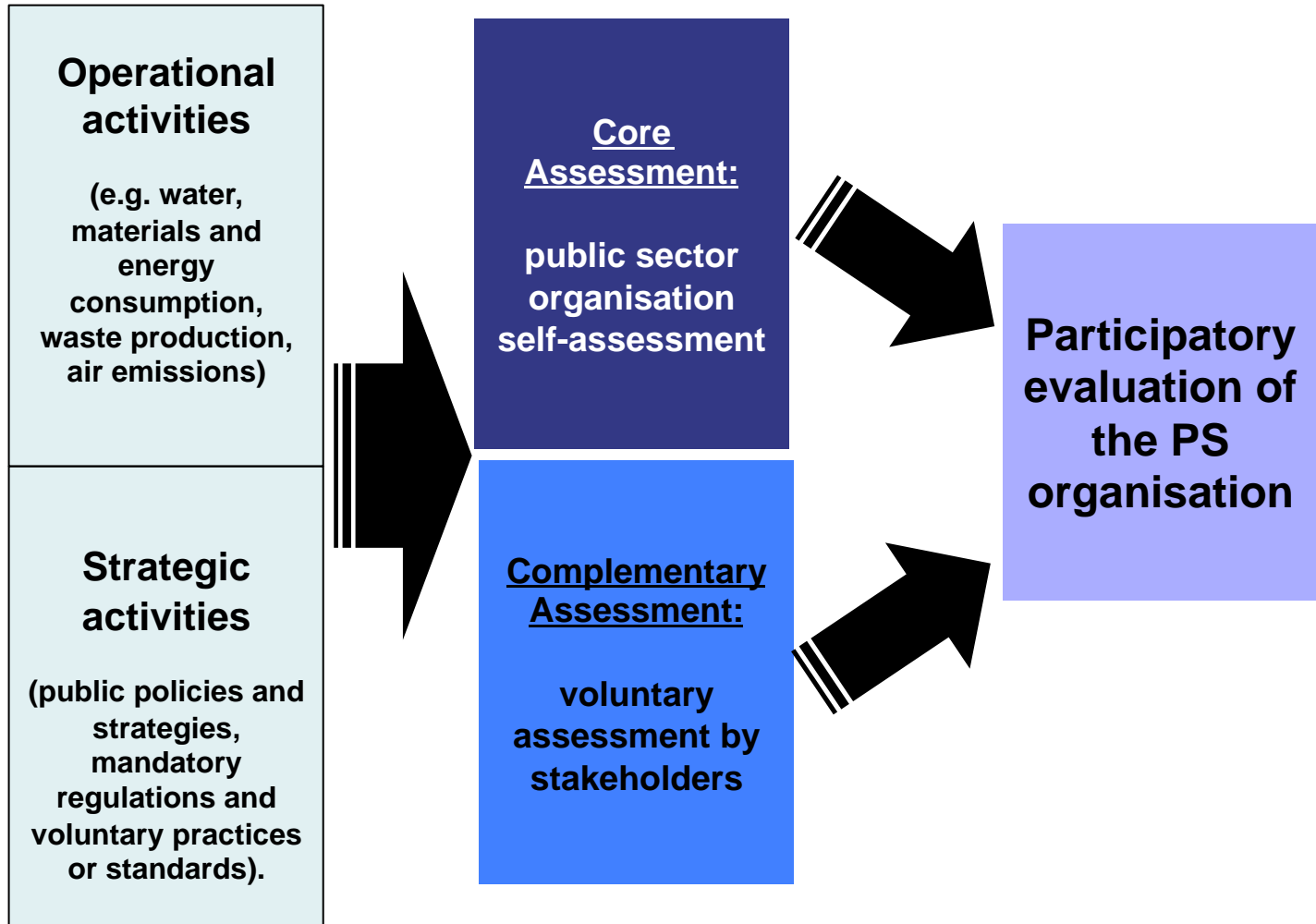
- Tool to evaluate sustainability performance in the PS (self-assessment)
- “Label” or performance category of Sustainable Public Service (SPS)
- Web-based application
- Sustainability SPS tool manual

Public sector stakeholders engagement



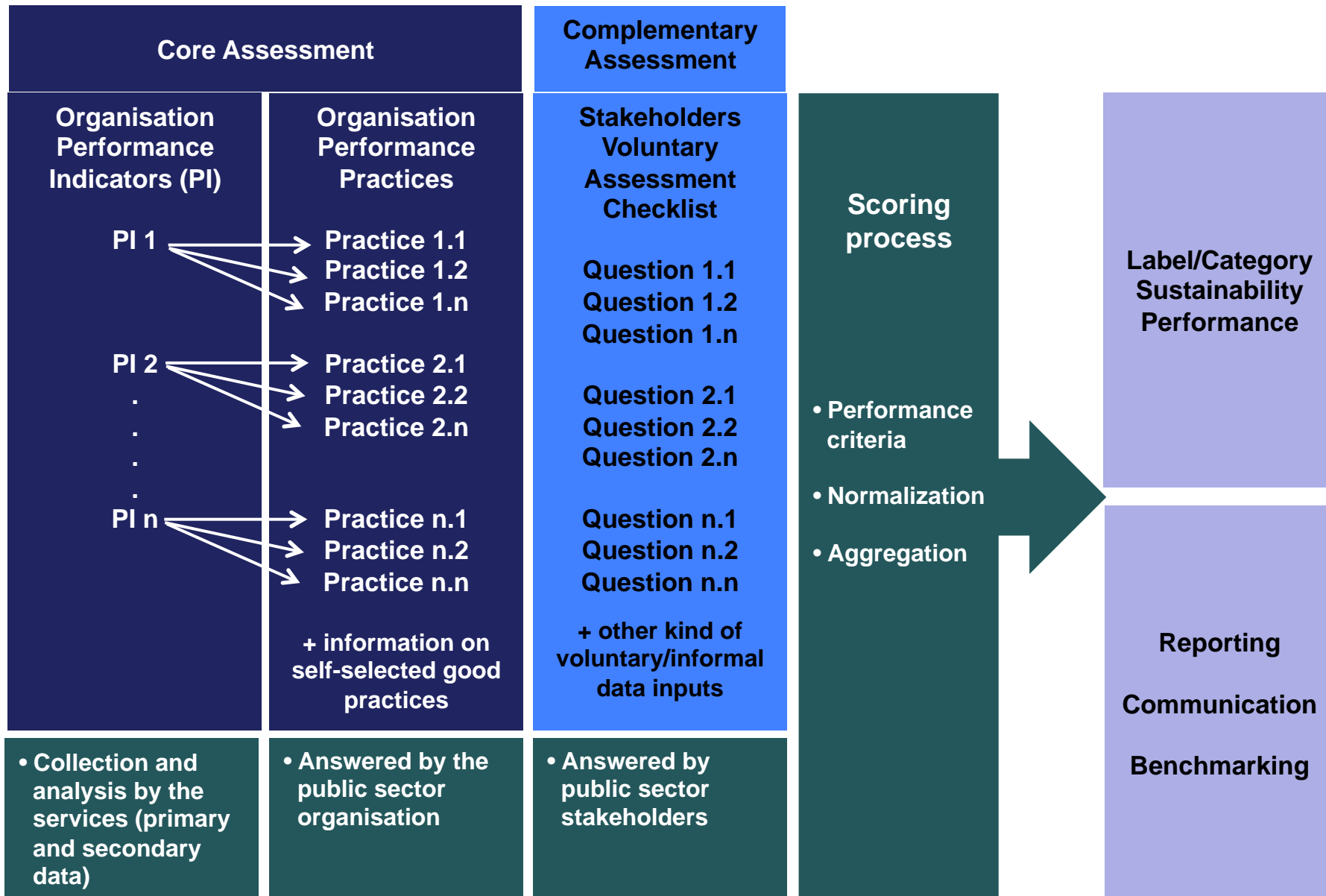
# III. Sustainability Performance Assessment and Reporting Framework

# Sustainability Performance Assessment Framework for a public sector organisation



# Sustainability Performance Assessment Tool for a PS organisation

Web based interface – data base



# Indicators list

Name (unit of assessment)	Brief description
Sustainability accounting (€)	Total gross and capital expenditures related to sustainability practices (energy; water; waste reuse, recovery and recycling; indoor air quality; indoor noise; social responsibility)
Labor Productivity (percentage of objectives fulfilled)	Labor productivity according to (i) objectives fulfilled per employee; and (ii) objectives fulfilled by the public organization.
Average payment period (average days)	It is the average period taken by the public organization in making payments to its creditors.
Average collection period (average days)	It is the average period taken by the public organization to receive credit granting.
Strategic initiatives conducted by the public organization with impact assessment (%)	Impact assessment studies to assess positive and/or negative economic and/or environmental and/or social impacts of strategic initiatives (including policies, legislation, plans and programs) managed by the public organization .
Consumption of materials (t)	Non-hazardous substances and hazardous substances used by the public sector organization.
Consumption of electricity (kWh/employee or user)	Consumption of electricity by the organization
Energy produced from renewable energy sources by the public organization (%)	Percentage of energy consumed from renewable energy sources that is produced by the organization
Consumption of water (m <sup>3</sup> )	Water consumption in the public organization.
Production of urban solid waste in the public organization (t)	Production of urban solid waste in the public organization

# Indicators list

Name (unit of assessment)	Brief description
Reuse, recovery and recycling of urban solid waste (t)	Reuse, recovery or recycling of urban solid waste in the public organization, e.g. energy or organic valorization, selective waste collection (paper, plastics, glass). All materials that replace virgin materials that are purchased or obtained from internal or external sources, and that are not by-products and non-products outputs produced by the reporting organization.
Greenhouse gas emissions (CO <sub>2</sub> eq/year)	Emission of greenhouse gases in the public organization, including (i) direct emissions from sources owned or controlled by the organization such as fleet emissions; and (ii) indirect emissions from electricity consumed.
Indoor air quality (% non-compliance with regulation)	Particulate Matter, CO <sub>2</sub> , CO, O <sub>3</sub> , HCOH and Volatile Organic Compounds (VOC) (mg/m <sup>3</sup> ). Microorganisms (UFC/m <sup>3</sup> ), humidity (%) and Temperature (°C).
Indoor noise (% non-compliance with regulation)	Noise levels measured inside the organization.
Dematerialisation of services associated to the public organization	Identify the percentage of public services in the public organization that can be available online; and identify the total of public services available in the organization
Green Public Procurement (%)	Pre-contractual procedures and public procurement that include environmental criteria in accordance with the law in force.
Green Jobs (%)	Employees with daily tasks related to environment or sustainability in the public organization.

# Indicators list

Name (unit of assessment)	Brief description
Discrimination complaints in the public organization (number)	Grievances about labor practices and human rights addressed and resolved through formal grievance mechanisms (perception of the service, sexual and religious orientation, race, gender).
Users Satisfaction on the public organization (%)	Evaluation of the satisfaction of the public organization users.
Stakeholder engagement in strategic initiatives related to the public organization (%)	Direct engagement of stakeholders with contributions for the conception, implementation and follow up of strategic instruments, including new policies, legislation, plans and programs, related to the public organization.
Voluntary actions of the public organization to support local communities (number)	Number of voluntary actions to support local community by the public organization employees (often related to activities with an after-work schedule)
Compliance of mandatory and voluntary regulations and codes in the public organization (number of cases of non-compliance/total number of regulations)	Compliance with mandatory and voluntary regulations, namely environmental (indoor air quality, indoor noise, waste), health and safety, work conditions, labor medicine, discrimination, disciplinary practices, quality management.

# Indicators list

Name (unit of assessment)	Brief description
Employee training activities (% of employees)	Employees engaged in training initiatives related to (i) social responsibility, including work conditions, security and health, discrimination, disciplinary practices, stakeholder engagement and negotiation processes, quality management; (ii) environmental management, including environmental education and certification; and (iii) sustainability accounting, including environmental and social accounting.
Satisfaction of employees with daily work (% of employees)	Employees that are satisfied with their daily work.
Satisfaction of employees with organization (% of employees)	Employees that are satisfied with the organization.
Satisfaction of employees with work conditions (% of employees)	Employees that are satisfied with the work conditions.
Work-related health problems in the public organization (number per employee)	Lost days per worker related to work-related fatalities.
Corruption cases in the public organization (number)	Confirmed cases of corruption.
Turnover of employees in the public organization (%)	Identification of new employees and transference of employees from other public organizations.

# Good practices list

Practice (examples)	Type of response
<p><b>23. There are objectives associated with a policy or strategy in the public organisation to reduce the consumption of electricity?</b> <i>If yes, there is an associated target? Which?</i></p>	<p>Yes/No</p>
<p><i>If not, is there any related practice?</i></p>	<p>Open-ended: descriptive text</p>
<p><b>24. Is there a system that includes periodic monitoring of electricity consumption in the public organisation?</b></p>	<p>Yes, implemented; Yes, developed but not implemented; Yes, in development; No, but it is planned; No, and it is not planned.</p>
<p><b>25. Are there measures to increase energy efficiency in the public organisation?</b></p>	<p>Yes/No. If yes, which options: implementation of energy saving lamps, automatic off-switch for the lights, use of air conditioning instead of heating boilers, sealing doors and windows, energy saving mode settings on for all electronic equipment, other</p>
<p><b>26. There are objectives associated with a policy or strategy in the public organisation to increase the production of energy from renewable sources by the public organisation?</b></p>	<p>Yes/No</p>
<p><i>If yes, there is an associated target? Which?</i></p>	<p>Open-ended: descriptive text</p>
<p><i>If not, is there any related practice?</i></p>	<p>Yes/No</p>
<p><b>27. Is there a system that includes periodic monitoring of energy produced from renewable sources by the public organisation?</b></p>	<p>Yes, implemented; Yes, developed but not implemented; Yes, in development; No, but it is planned; No, and it is not planned.</p>



# IV. Implementation of the Framework

# Case Study

- ✓ **The framework was evaluated and tested in a Portuguese public organisation, the General Directorate of Arming and Defence Infrastructures (DGAIED), integrated in the Portuguese Ministry of Defence (MDN).**
- ✓ **Qualitative and quantitative raw data was collected by three young project researchers during five months at the DGAIED facilities.**
- ✓ **All the process was actively supported by the internal staff.**
- ✓ **The data was used to calculate the performance indicators and fill the checklist of good practices.**
- ✓ **Overall, the organisational sustainability performance was successfully assessed, following the framework selected topics, despite the lack of data for certain cases.**

# V. Final Remarks

# Final Remarks

- ✓ **It is expected that the research outputs can contribute to the promotion of sustainability oriented strategies and practices/ behaviors, in Government activities and in the overall PS;**
- ✓ **The results showed the importance of stakeholder's engagement process during the development and use of sustainability performance evaluation tools for organizations;**
- ✓ **Contributing to provide public agencies with sustainability instruments and approaches that will improve their mission;**
- ✓ **Project final seminar aim to promote the engagement and empowerment of the different Public Administration actors.**

# For further information on SPS project:

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Rethinking Sustainability  
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