Environmental Sustainability at Work: Advancing Research, Enhancing Practice

8th Annual SIOP Leading Edge Consortium

Hotel Monteleone
New Orleans, LA
October 19–20, 2012

LEC Committee
Sara P. Weiner
Chair
Stephan Dilchert
Science Co-Chair
Deniz S. Ones
Science Co-Chair
Mark J. Schmit
Practice Chair
While you are in New Orleans...

Art galleries featuring art related to environmental sustainability

**Angela King Gallery**  
523 Royal St.  
New Orleans, LA 70130  
504-524-8211  
www.angelakinggallery.com

**Johnathan Ferrara Gallery**  
400a Julia St  
New Orleans, LA 70130  
504-522-5471  
www.jonathanferraragallery.com

**Artist's Market**  
1228 Decatur Street  
New Orleans, LA 70116  
(504) 561-0046  
www.artistsmarketnola.com

**Kako Gallery**  
536 Royal St  
New Orleans, LA 70116  
504-565-5445  
www.kakogallery.com

**Dutch Alley Artists Co-op**  
912 N Peters St  
New Orleans, LA 70116  
504-412-9220  
dutchalleyartistsco-op.com

**The Shop**  
509 Royal St  
New Orleans, LA 70130  
504 304 6493  
http://www.theshopnola.com/about

Environmentally Sustainable Shopping

New Orleans has a relatively new movement in the “Green Light District” on Magazine Street to support stores featuring environmentally sustainable products.  
http://www.greenlightdistrictneworleans.com/

**Branch Out**  
2022 Magazine St.  
http://www.branchoutshop.com  
Branch Out is a style conscious, eco-retail company, specializing in sustainable clothing and accessories for men and women. Branch Out also carries hand-selected, quality vintage pieces and locally made designer goods.

**Spruce**  
2043 Magazine St.  
http://www.sprucenola.com  
Spruce is an eco-friendly lifestyle concept studio encompassing design services, décor, building products, finishes, and lifestyle.

**Canopy**  
Distribution Warehouse in the Green Light District  
Canopy carries a wide variety of eco-friendly and toxin-free flooring and countertop materials, architectural bamboo and palm plywood, recycled glass tile, paints, stains, sealants, water fixtures, lighting fixtures, LED lights, and dimmable compact fluorescent light bulbs.

**UP/Unique Products**  
2038 Magazine St.  
http://www.shopgreenneworleans.com  
UP is an environmentally friendly retail gallery providing green themed home decor, accessories and lighting to a new and ever renewal New Orleans and beyond. Every item is individually designed and handmade by the artists, Mark Kirk and Heather Macfarlane.

**Green Serene**  
2041 Magazine St.  
http://www.greenserene.biz  
Green Serene is an eco-lifestyle boutique offering the latest eco-friendly, sustainable, innovative and stylish design choices in clothing and accessories.

**ZukaBaby**  
2124 Magazine St.  
http://www.zukababy.com  
ZukaBaby is a Natural Parenting Boutique specializing in cloth diapers, babywearing, breastfeeding, natural toys, organic layette and locally made baby items.
Welcome to New Orleans and the 8th Annual SIOP Leading Edge Consortium. This event promises to continue the consortium’s fine tradition of high-quality and innovative programming in an environment especially suited for interaction. This year we are pleased to present expert advice from top business leaders and scholars on environmental sustainability. I want to thank them for sharing their time and expertise with us. I would also like to thank you, the attendees, for sharing this experience. A special thank you goes to the co-chairs: Stephan Dilchert, Deniz Ones, and Mark Schmit. Their help in planning this event was invaluable. Finally, I would like to thank our sponsors for making this wonderful event a reality. I hope you will find this event to be entertaining and stimulating, as well as educational.

Sara Weiner
LEC General Chair

To access the presentation slides for the consortium, log in to http://siop.org/lecresources/.
To access the free WiFi, please check the signage at the entrance to the session room for log in information.

What Is SIOP?

The Society for Industrial and Organizational Psychology’s mission is to enhance human well-being and performance in organizational and work settings by promoting the science, practice, and teaching of industrial-organizational psychology. SIOP is the premier professional membership association dedicated to those who practice, teach, and study in the field of industrial-organizational (I-O) psychology.

For more information visit www.SIOP.org
SIOP would like to thank and recognize the 2012 Leading Edge Consortium sponsors.

Green Consortium Partners

Johnson Controls is a global diversified technology and industrial leader serving customers in more than 150 countries.

The Society for Human Resource Management (SHRM) is the world's largest association devoted to the profession of human resource management.

Sustaining Consortium Partner

Qualtrics 360™
180° from any other 360 degree feedback software.
(Continuing Education Evaluation Provider)

Special thanks to Sirota Survey Intelligence for providing overall evaluation services.

Network Dining With a Twist of Sustainability

Presented by the Society for Human Resource Management (SHRM) and Johnson Controls, Inc.

Wind down the evening with your colleagues starting with good food and conversation at one of New Orleans’ many top restaurants. We have selected several outstanding restaurants for the Networking Dinners, a popular optional feature of the Leading Edge Consortium. The Networking Dinners are scheduled to begin between 6:30 and 7:30 p.m. on Friday, depending on the restaurant. Please make your selection no later than 10:30 AM on Friday to guarantee your reservation.

All the restaurants presented for your dine-around pride themselves on their practice of purchasing locally grown items from area farmers’ markets and locally caught and sustainable seafood from area fishermen. Our goal is to present restaurants that offer select dishes or cuisine that:

- Is safe, healthy and nutritious for consumers
- Provides a viable livelihood for farmers, processors and retailers, whose employees enjoy a safe and hygienic working environment
- Supports rural economies and the diversity of rural culture, in particular through an emphasis on local products that keep food miles to a minimum
Thursday, October 18

4:00–8:30 PM: Registration
7:30–9:00 PM: Welcome Reception

Friday, October 19

7:00–9:30 AM: Registration
7:30–8:30 AM: Continental Breakfast

8:30–8:45 AM: Opening Session
• Sara P. Weiner, Chair, Principal and Consulting Director, Kenexa.
• Stephan Dilchert, Science Co-Chair, Assistant Professor of Management at the Zicklin School of Business, Baruch College, City University of New York.
• Deniz S. Ones, Science Co-Chair, Hellervik Professor of Industrial Psychology and a Distinguished McKnight Professor at the University of Minnesota.
• Mark J. Schmit, Practice Chair, Vice President of Research, Society for Human Resource Management

8:45–10:00 AM: Keynote Address
Creating Sustainable Effective Organizations: Management Reset Needed
• Edward E. Lawler III, Distinguished Professor of Business at the University of Southern California Marshall School of Business and founder and director of the University’s Center for Effective Organizations.

10:00–10:30 AM: Break
10:30–11:15 AM: The State of HR Practice in Sustainability
• Mark J. Schmit

11:15 AM–12:30 PM: Employee Green Behaviors: Understanding a New Criterion Domain
• Deniz S. Ones

12:30–2:00 PM: Lunch and Speaker
1:00–1:45 PM: Sustainable Cultures: Creating Greener Workplaces for All!
• Marie Puybaraud, Director of Global WorkPlace Innovation, Johnson Controls France

2:00–3:30 PM: Company Insights Module
The presentations in this part of the program will describe practice insights into how industrial and organizational psychologists can play a role in shaping environmentally sustainable organizations. Practices for successfully embedding environmental sustainability throughout organizations will be discussed.
• Global Sustainability, Global Responsibility
  • Trent Burner, Senior Director, Job Design/Analysis & Selection Strategy/Assessments, Global Organizational Effectiveness, Walmart Stores, Inc.
  • Leveraging HR Practices to Drive Environmental Sustainability Efforts at PepsiCo
  • Christopher Rotolo, Senior Director of Organization Measurement & Assessment for PepsiCo.
3:30–4:00 PM: Break

4:00–4:45 PM: Company Insights Module (cont.)
  • Sustaining our Future: Environmental Sustainability and Employee Engagement at 3M
  • Karen B. Paul, Global HR Measurement, 3M

4:45–5:00 PM: Wrap-up and instructions for evening activity

5:00–7:00 PM: Reception

7:00–10:00 PM: Network Dinners With a Twist of Sustainability

Saturday, October 20

7:30–8:30 AM: Registration/Help Desk

7:30–8:30 AM: Continental Breakfast

8:30–8:45 AM: Opening

8:45–9:45 AM: Creating and Growing a Culture of Sustainability
  • Erin Meezan, Vice President of Sustainability for Interface, Inc., USA

9:45–10:15 AM: Break

10:15–10:45 AM: Staffing for Environmental Sustainability
  • Stephan Dilchert, Assistant Professor of Management at the Zicklin School of Business, Baruch College, City University of New York

10:45–11:30 AM: Greening of the World of Work: Are Things Really Changing? The O*NET Program’s View on Green Occupations
  • Jennifer Norton, Research Consultant, North Carolina State University and the National Center for O*NET Development

11:30 AM–12:30 PM: Environmental Sustainability Consulting Session
  • Going After the Green: Why and How to Include Environmental Sustainability in I-O Practice
  • John Muros, Senior HR Consultant, AT&T
  • Embedding Sustainability in Mainstream Companies
  • Anna Clark, President of EarthPeople

12:30–1:45 PM: Lunch and Closing
  • 1:00–1:45 PM: Facilitated Discussion and Q&A
    • All Speakers

1:45–2:00: Wrap-Up and Farewell
LEED® by example.

Platinum certified. That’s what the U.S. Green Building Council® awarded Johnson Controls for being a model of energy efficiency and sustainability at our Wisconsin headquarters campus. This represents the largest concentration of LEED Platinum buildings—four—on one site ever awarded.

Even more impressive is what we did to earn this recognition. Hundreds of wireless controllers and sensors are linked to our Metasys® building management system, which continuously monitors and controls energy use. The result? Energy usage slashed by 21% even as campus space doubled. Onsite solar electricity generation reduces greenhouse gas emissions by 852,000 pounds annually. Low-flow fixtures and rainwater recycling save 1.7 million gallons of water a year. These are just some of the hundreds of improvements we have made to earn LEED Platinum distinction.

Payback? We expect to recoup our investment in energy and operational efficiency within eight years. And our employees are even more engaged with an enhanced work environment that features desktop control of workspace temperature, lighting, airflow and white noise.

We have made our headquarters a campus that works. From educational institutions and hospitals, to government facilities and commercial buildings, Johnson Controls can make your buildings work for you more efficiently, sustainably and profitably. To learn more, visit MakeYourBuildingsWork.com or call 888-402-2864.

LEED® (Leadership in Energy and Environmental Design) is a registered trademark of the U.S. Green Building Council®.
This resource guide is intended to provide a broad survey of the literature on topics related to environmental sustainability at work. Resources are grouped by their most applicable topic, but may also contain valuable information for other topics in this guide. This guide is not intended to be exhaustive, but rather it highlights some of the most influential and recent work relevant for this domain. Each of the consortium speakers and chairs also contributed resources to expand on the topics of their presentations.

Books and Reports Relevant for Psychology and Human Resources for Environmental Sustainability


Special Journal Issues Relevant to Environmental Sustainability at Work


Role of I-O Psychology in Environmental Sustainability


Muros, J. P. (in press). Going after the green: Expanding I-O practice to include environmental sustainability. Industrial and Organizational Psychology: Perspectives on Science and Practice.


Background on Environmental Sustainability


Psychological Contributions for dealing with Climate Change


Environmental Attitudes, Motivation, and Decision Making


Environmental Behaviors


Organizational Environmental Performance and Corporate Social Responsibility


Corporate Social Responsibility and Financial Performance


### Organizational Environmental Policies


### Green Recruitment and Selection


### Demographic Characteristics


### Green Leadership


Green Initiatives and Interventions


Climate, Culture, and Organizational Design


Green Jobs
It's getting easier to be green: Jobs in green science. (2009). Science, 324(5923), 115–118.

Case Studies of Organizational Environmental Sustainability
Online Resources
3M sustainability homepage – www.3M.com/sustainability
Dow Jones Sustainability Index – www.sustainability-index.com
European Academy of Business in Society – www.eabis.org
GreenBiz blogs – www.greenbiz.com
TED talks on environmental sustainability – www.ted.com/talks/tags/environment
United Nation Global Compact – www.unglobalcompact.org
Research Concierge Service
Have a unique or complex research challenge—but lack the time, expertise or
resources? Need an easy-to-understand executive summary, or a PowerPoint
to show to your executive leadership? No problem. We’ll deliver the output in a
format that meets your specific needs and connects with your key constituencies.

Customized Research Services
Does your organization need access to the world’s largest global community
of HR professionals for custom survey research projects? We work with your
organization to get the answers to HR and business policy/practice questions.

People InSight: An Employee Engagement Survey Service, an affordable
service for small and mid-sized organizations focuses on more than 35 different
aspects of job satisfaction and 34 additional factors relating to employee
engagement. Benchmark your organization by organization size and industry
against our database of 10,000 employees.

Customized Benchmarking Reports provide HR-related data that gives you
insight on where your organization stands relative to your competition. These
affordable reports with pertinent metrics focus on six critical areas: Human
Capital, Health Care, Retirement and Welfare, Employee Job Satisfaction and
Engagement, Workplace Flexibility, and Employee Benefits Prevalence.

Leading Indicators of National Employment (LINE®) reports are based on a
monthly survey of HR professionals in the U.S. manufacturing and service sectors
and track changes in employment expectations, recruiting difficulty, new-hire
compensation and job vacancies.

Surveys and Polls provide HR professionals with the information that they need
to make informed decisions about policies, practices and business strategies.
One of our most popular reports is our annual employee
benefits research.

The 2012 Employee Benefits Research Report provides
comprehensive information about the types of benefits U.S.
employers offer to their employees.

Use SHRM’s reliable research to create and defend your HR strategies and policies.
Visit www.shrm.org/research to view our latest reports and services.