


# TEST Step by Step - PLAN

	Step	Purpose
 PLAN	1.1. Initial screening	Initial screening: go/no-go for TEST
	1.2 Scoping and Policy	Top management commitment to RECP and scope of the work
	1.3 TEST team	Plan, organize and train internal company team (as well as external team, if created).
	1.4 Identifying total cost of NPO and priority flows	Starting the diagnosis: Identify the non-product output (NPO) costs and volumes at company system boundary.
	1.5 Setting up focus areas	Continuing the diagnosis: identify focus areas at the level of production steps (e.g. cost centres).
	1.6 Revealing sources and causes of inefficiency	Concluding the diagnosis: identify sources and reveal root causes of inefficiency and pollution within focus areas.
	1.7 Option generation and feasibility analysis	Broadening the scope of possible improvement solutions and techno-economic analysis of a set of optimized feasible measures
	1.8 Action plan	Plan of actions for implementing and monitoring validated measures.



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## 1.3 TEST Team

*How to mobilize the internal skills of a company and plan for implementing TEST?*



UNITED NATIONS  
INDUSTRIAL DEVELOPMENT ORGANIZATION



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# Table of contents

- TEST Team
- Building internal skills
- Communication
- Conclusion



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# Overview of Step 1.3

Company policy and commitment

Different profiles of enterprise staff members

External consultants and service providers

Set up TEST team, assign responsibilities, and appoint a leader

Plan and deliver training to TEST team members

Plan TEST implementation

Awareness raising meetings with all company staff

TEST team formalized

TEST team trained

Work plan

Company staff ready to support TEST team

Inputs

Activities

Outputs



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# TEST team

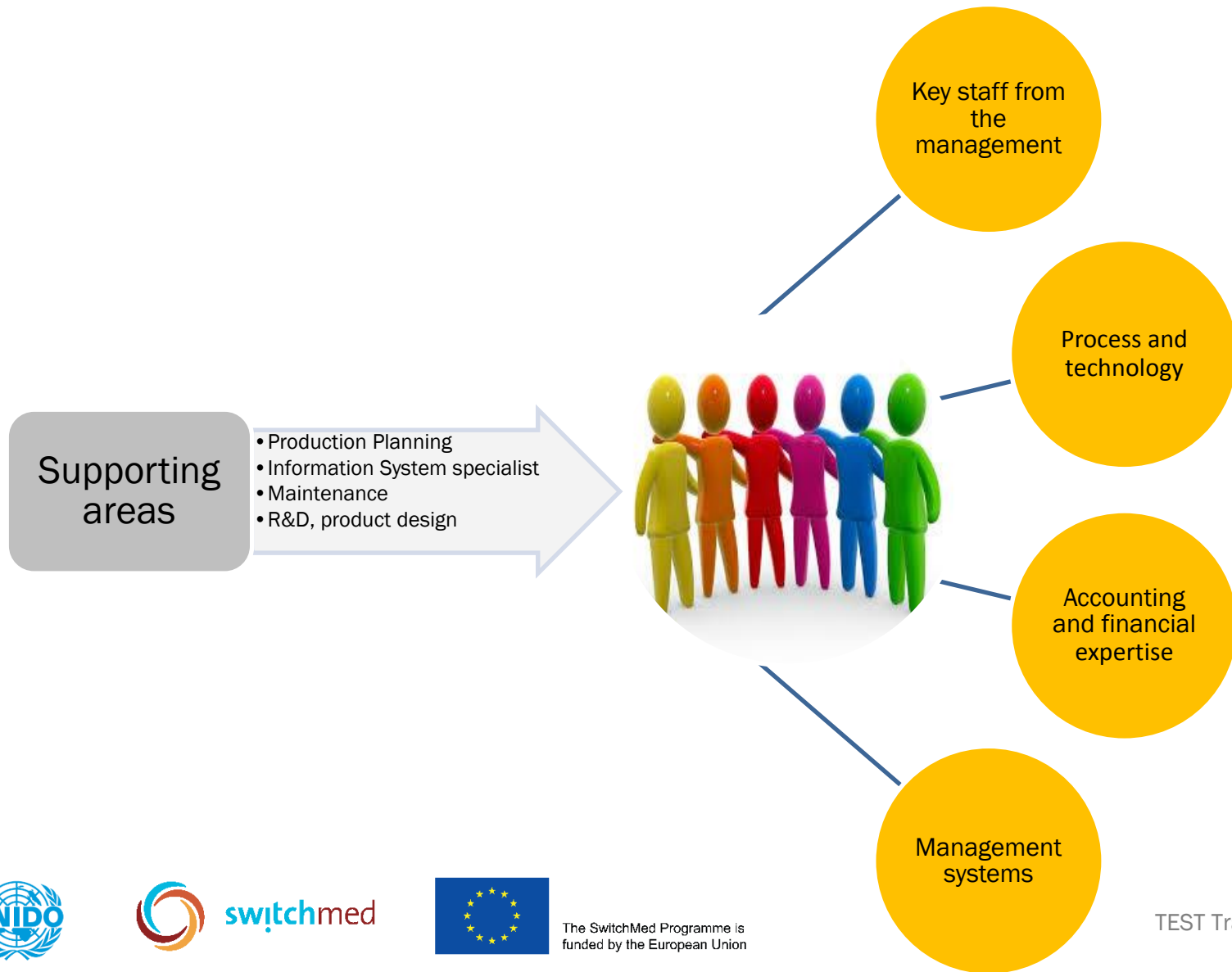
- **Small and action driven**: 3-5 staff of the industry, who could be supported by additional staff for specific activities.
- In small companies < 20 employees, the Team could be formed by one or two persons
- Driven by a **motivated** and **empowered** team leader
- Equipped with clear objectives and shared responsibilities for implementing the work plan.
- Formed by a pool of resources that will interface with the external TEST consultants and **influential** to the company staff.

The achievement of TEST is highly influenced by the full engagement and delivery of the TEST team



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# Core competencies of the TEST Team



# Setting up the TEST team

- **Appoint a leader:** ideally a key staff from the management, who could inform decision making, with strong communication and knowledge of the different business functional units.
- **Assign responsibilities:** the TEST team will be responsible for the development, implementation, monitoring and evaluation of the TEST Action Plan, which will be elaborated with the support of the external consultant.
- **Motivate the Team:** top management should be advised to put in place an internal incentive scheme to stimulate and reward its staff for playing an active role during TEST implementation.



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# What a TEST consultant should do

- Facilitate a climate of trust and open, honest communication and **consensus** within the Team
- Initiate **regular communication** with the team members, to communicate progress, advocating for collaboration and promote team work
- Transfer **ownership** of the results
- Promotes the exchange of feedback
- Anticipate and **resolve conflicts**
- **Train and coach** TEST team



## Teamwork

Work performed  
**combined effort** to pro  
organized cooperation  
working together or a  
to achieve better res



# Team motivation and Team work

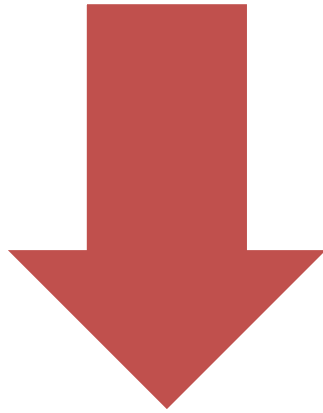
- It is always best to provide constructive group praise and not just individual praise.
- Better not to recognize the project leader alone but the entire team as a whole for a project well done.
- Ask for contributions and ideas, stimulate creative thinking, challenge conventional ways of doing things, solicit tasks completion in a timely and professional manner.



# Dealing with Team conflicts

## DRIVERS

Poor communication  
Seeking power  
Dissatisfaction with management style  
Weak leadership  
Lack of openness  
Change in leadership



## TECHNIQUES

Plan for and communicate frequently  
Be honest about concerns  
Agree to disagree - understand healthy disagreement would build better decisions  
Let your team create - people will support what they help create  
Discuss differences in values openly



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# Building internal skills



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# How to develop the TEST team skills?

- After project's kick off, plan TEST team trainings and awareness raising activities, focusing on resource efficiency and integrated environmental management
- The internal training plan should be customized to the company needs using the **TEST training kit**
- The awareness raising plan targeting wider pool of company staff is essential to sustain TEST project's results



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# Delivering TEST training

Cumulative sessions  
(group of 5-10 companies)



Duration: 3 training  
sessions 2+2+1



Effective to share best  
practices across sectors

On the job – In company



5 working days over a  
period of 7-10 months



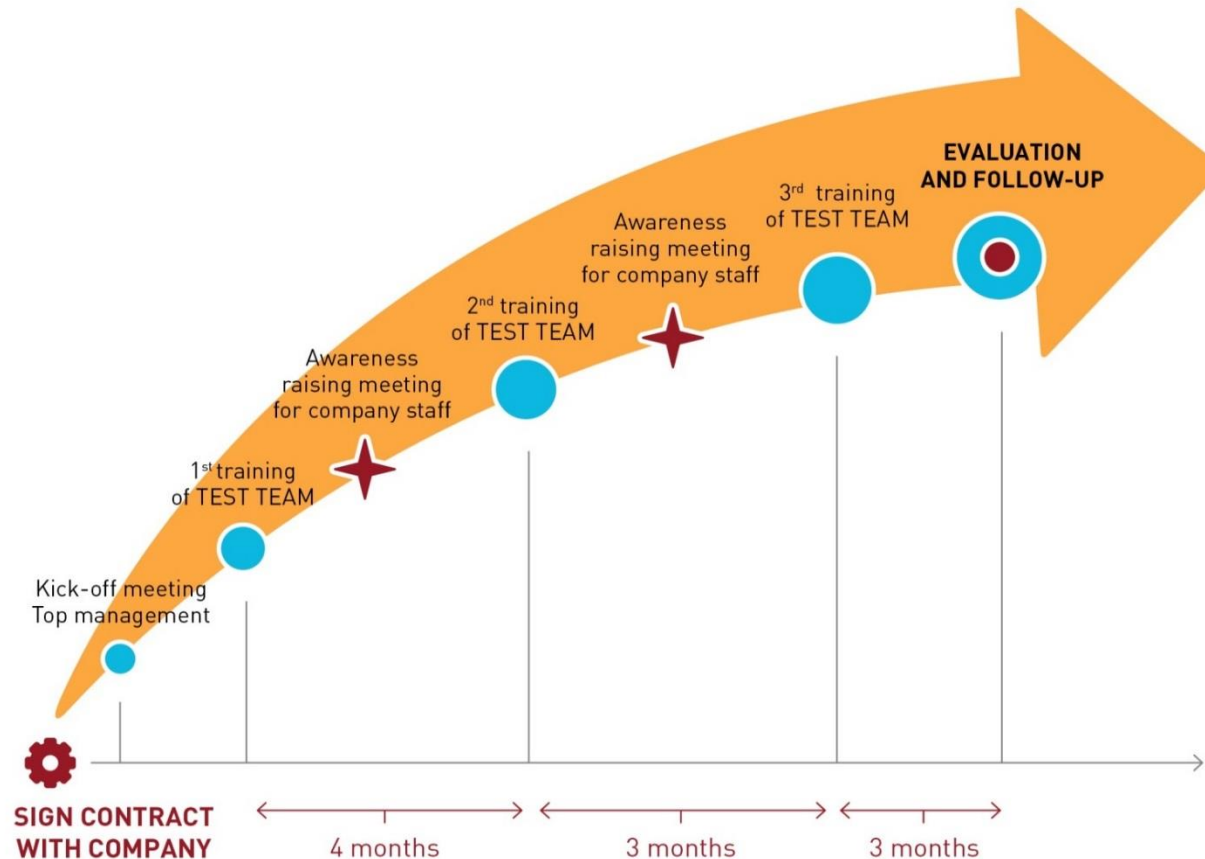
Effective to focus on  
company specific issues



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# Planning training and awareness raising activities



# COMMUNICATION

*You can not, not communicate!*

Paul Watzlawick , communication scientist



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# Internal communication

- **What to communicate**
  - Policy
  - TEST team, roles and responsibilities
  - Progress
  - Achievements
  - Obstacles and barriers

Efficient communication requires:

- **Personal communication skills**  
(55% body language; 38% voice and 7% content)
- **Supported by formal communication channels**
  - Meetings
  - Training and Awareness raising sessions
  - Quality circle
  - Improvement session
  - Intranet
  - Board ....



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# EXAMPLE

- Palestinian Chocolate SME, with high commitment to SD
- TEST team led by owner and general manager approved RECP **new policy**
- the company arranged several **internal awareness trainings** on RECP
- Management introduced a **incentive scheme** for those employees who identified resource efficiency options



This resulted in a set of more than 30 feasible RECP measures corresponding to total annual savings of € 92,370 on the costs of energy, water and raw materials. With an estimated investment of € 73,400, this resulted in an average payback period of less than one year.

# Highlights

- **Properly selected company employees** can grasp the resource efficiency approach very quickly during the initial training activities, becoming the creative engine for identifying improvement solutions – **they know their processes better than any external consultant.**
- The TEST team should be encouraged to establish **internal communication** routines. Regular company internal meetings could serve as an opportunity to share progress and enhance the visibility of TEST activities in the company.
- **Building resource efficiency skills** within the company not only boosts the knowledge but also the **motivation** of the company team to continue beyond the TEST project's lifetime, strengthening **teamwork** and relationships and paving the way for shared responsibility for company performance.



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# Linkages with EMS/EnMS

EMS/EnMS  
Not in place

- The management should formally assign roles and responsibilities to the team members and ensure that training and internal communication plans are defined at this stage.

EMS/EnMS  
In place

- The TEST team should include key staff responsible for the existing EMS/EnMS in addition to resources with in-depth knowledge of production processes and resource efficiency.



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# Thank YOU for your Attention



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