



SP0105 Final Report

Please answer the following questions and return the completed form to the [SPF Staff](#) via e-mail.

Project Title: Sustainable Procurement Officer

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Actual Project Start Date: November 1, 2013 **Actual Project End Date:** October 31, 2015

1. Please summarize the project and its key accomplishments in 1-2 sentences.

(400 characters maximum)

The SPF funding was used to employ a full-time Project Manager for Sustainable Procurement at McGill, in order to implement the actions and projects identified under the University's Sustainable Procurement Strategic Plan. The project has led to the institutionalisation of Sustainable Procurement as part of Vision 2020.

2. Did your team achieve your project's goal? In your answer, please describe the impact your project had on McGill's structures, processes, and/or systems. Also, please specify how this positively transformed people's behaviors/perspectives/habits on McGill campus(es).

(Unlimited characters, suggested minimum ½ page or approximately 250 words)

Thanks to the resources provided through the SPF fund, and support from our Sustainable Procurement Core team, we were able to engage the services of a subject matter expert (Stephanie Leclerc) for advancement of our procurement sustainability projects. All Procurement Services staff were trained in Sustainable Procurement and the incorporation of Life-Cycle thinking in their day-to-day activities and decision-making. Many new sustainability criteria (including social and environmental criteria) were included in the procurement calls for tenders. Applied Student Research (ASR) projects were developed and carried out in collaboration with the students and faculty members from many different departments. The Project Manager played a key role in the development of the University's first IT Asset Management Regulation, which strictly aligns with the University's Sustainability Policy and follows McGill's 4R hierarchy (Rethink, Reduce, Reuse, Recycle). She gave multiple guest lectures and participated in seminars pertaining to Sustainability studies; she also reached out to student groups on the main campus, and at McDonald campus where she provided training for Sustainable Procurement to student leaders. The work done throughout this project has led to positive and lasting changes at McGill and in our wider community. We will soon adopt a Supplier Code of Conduct, which will be included in the regular terms and conditions of McGill's contracted suppliers, which helps raise awareness and change behaviours. Some of McGill's sustainability criteria is also being used as part of greater (province-wide) inter-institutional purchases. We are also communicating our intention to work on sustainability initiatives with granting agencies, encouraging them to incorporate sustainability into their processes and governance.

3. Please describe the key successes and challenges of your project. (Minimum of two examples for each)

(Unlimited characters, suggested minimum ½ page or approximately 250 words)

Among our key successes: 1. Maintaining a diverse group of stakeholders (representing faculty, staff and students) on our Sustainable Procurement Core Team and keeping them regularly involved in our projects. Sustainable Procurement is an ambitious endeavour and must be tackled in steps. This diverse group was really helpful to sort out priorities and key actions. They also helped us stay on track. 2. Getting our Sustainable Procurement objectives adopted as part of the key actions identified for McGill's Vision 2020. This was an important recognition for us, and a positive message to the community that Sustainable Procurement is an institutional priority. Challenges: 1. Facing very decentralised decision-making at McGill means that Sustainable Procurement principles and processes still need to be widely communicated and shared. Procurement functions are carried out (for many goods and services)

outside of Procurement Services. Reaching out to everyone is a massive undertaking and a work in progress. 2. Changing behaviours and thought processes is sometimes slower than expected. We have sometimes met some resistance from stakeholders refusing to change their behaviour or their mindset. Persistence and engagement is key.

4. What key points of advice or *lessons learned* would you give to other SPF teams either regarding your experience managing your project or the project itself?

(Unlimited characters, suggested minimum ½ page or approximately 250 words)

Planning, perseverance, team work and building on small success stories are key to progressive growth. As for lessons learned, we need to be more aware of the complexity of our environment and hence impact on the projects timeline. Experience has also shown that one project may have a snow ball effect, leading to many new opportunities - hence highlights the importance of being able to prioritize the projects.

5. What recommendations do you have for the future of this project to be continued and are there any opportunities for complementary projects? Who will take responsibility for the project’s future and how can interested persons be in touch?

(Unlimited characters, suggested minimum 1 paragraph)

As per plan that was communicated with the SPF Committee last year, we are pleased to confirm that the role of the Project Manager, Sustainable Procurement is now embedded in the Procurement Services organization; more importantly, Stephanie Leclerc will continue with her responsibilities in the capacity of a full time staff in Procurement Services. This hiring allows Procurement Services to continue with its sustainable procurement initiatives that started two years ago. Indeed, our Sustainable Procurement Strategic Plan has already been translated into additional projects for years 3 and 4 (over and above the continued implementation of ongoing projects launched in years 1 and 2).

6. In your application, you listed the following other sources of funding: None listed

Please confirm if you received this funding in the space below. In your response, please list the actual amount (in dollars) that you received. Note: If you received funding from a McGill Department or Unit, please attach a letter from its Financial/Budget Officer confirming the actual amount of support.

(1,800 characters maximum)

Not Applicable

7. Did you purchase equipment or make an installation on campus? Yes No

If yes, please briefly describe how these items will be maintained and used in the future.

(1,800 characters maximum)

Not Applicable

8. At the beginning of your project, you submitted a work plan or impact metric that included target measurables or indicators of your project’s success (e.g. # of tons of GHG emissions reduced). Please pick 3 indicators that best showcase the success of your project and complete the table below. To share updates on other indicators that you set, please attach an appendix to this report.

Selected Key Success Indicators	Target #	Actual #
Number of people trained in Sustainable Procurement	18	25
Number of Applied Student Research Projects developed and carried-out	5	7
Number of Calls for Tender and Requests for Quotes incorporating Sustainability Criteria	NA	10

If there is a significant difference in the target numbers and the actual numbers achieved, please explain. If you have any additional information to share about these success indicators, please also include it below.

(1,800 characters maximum)

Our Applied Student research Projects took on different forms. One project was completed in collaboration with a student from the School of Environment, as part of her work in completing the ENV501 course. She explored and benchmarked other Universities' first steps in tracking and communicating their GHG emissions. Her term paper was her final report, and she came to a Sustainable Procurement Core Team meeting to present her work. Then, we developed a project with 3 electrical engineering students and asked them to look at different options for the sustainable purchasing and management of University lab fridges and freezers. They measured the actual energy efficiency of appliances and proposed different models for improving the management of these equipment on campus. Another project was run as a special seminar with the associate dean of the Faculty of Education. The students developed and disseminated a survey within their department, in order to assess the community's perceived and actual contribution to sustainability (and sustainable procurement) within their department. Four other projects were developed with students in the Faculty of Management. These 4 groups of 4-5 students were given procurement sustainability issues to investigate (including investigating delivery logistics and packaging waste, exploring other Universities' carbon offsetting schemes, and the management of lab plastics, and so on). Overall, we have found that the quality of Students' outputs (and engagement levels) varied significantly. Setting clear expectations and getting academics' buy-in was key in pushing projects forward.

9. Please complete the table below for the Standard SPF Key Success Indicators, if the data is available.

Standard SPF Key Success Indicators	Actual #
# of volunteers directly or indirectly engaged in the project	15
# of people (student, staff, or other) trained in the context of the project	25
\$ raised for project activities subsequent to SPF funding	NA
# of partnerships or collaborations developed between the project team and other McGill administrative units, student groups, community groups, other universities, and/or other groups/organizations.	20 +

Regarding the last Key Success Indicator, please list the groups and/or organizations that you counted.

(Unlimited characters; point form acceptable.)

MOoS, McGill Sustainable Labs Working Group, McDonald Campus Student Society, Insertech, Université de Montréal, UQAM, Université de Sherbrooke, GACEQ, GACQ, Conseil du Trésors, SAQ, RGAUQ, ECPAR, SSMU, Office of CIO, HWM, SHHS, Libraries, EHS, Facilities, Faculty of Education, Faculty of Management, Recyc-Québec, Faculty of Engineering, Office of VP-RIR, Student Life and Learning and many others.

If you have any additional information to share about the Standard SPF Key Success Indicators, please include it below. (1,800 characters maximum)

10. Please rate your project team's overall satisfaction with the support provided by the SPF Staff. Choose only one response.

- Very Dissatisfied
 Dissatisfied
 Neither Satisfied Nor Dissatisfied
 Satisfied
 Very Satisfied

11. Please provide any feedback or recommendations regarding your team's experience with the SPF.

(Unlimited characters, suggested minimum 1 paragraph)

12. If there is additional information you would like to share about your project, please use the field below.

(Unlimited characters, suggested minimum 1 paragraph)

Procurement Sustainability Vision states:
 "Procurement plays a central role as a strategic partner, is empowered, and is provided with the resources to promote and lead the way in establishing a culture of sustainable procurement practices at McGill and in its wider community."
 We would like to acknowledge and express our appreciation for the role SPF has played, contributing to realization of this Vision. We also want to recognize the support of the McGill Office of Sustainability without which we may not have been embarked with SPF.

Links to more information on our website:
<https://www.mcgill.ca/procurement/sustainability/plan>
<https://www.mcgill.ca/procurement/sustainability/projects>

13. Has involvement in this SPF project positively impacted your team in the area of professional growth?

Please choose one. If you would like to elaborate, please use the field below. (800 characters maximum)

- Yes No Prefer Not to Share

This has had a positive impact on people's level of awareness regarding Sustainable Procurement and Sustainability Initiatives at McGill. More specifically, the offered training to the buyers in Procurement Services has equipped them to take into account the social, economical and environmental impact as part of their procurement related decisions.

14. Has involvement in this SPF project positively impacted your team in the area of personal growth?

Please choose one. If you would like to elaborate, please use the field below. (800 characters maximum)

- Yes No Prefer Not to Share

Many colleagues and team members have mentioned that the knowledge and understanding they have developed during the course of past two years (i.e. as having been a part of the Sustainable Procurement Core team or as a result of training) has had an impact on their personal lives and their purchasing decisions at home.

15. Which of the following skills or attributes has your team improved through involvement in your SPF project? Choose all that apply.

- | | | |
|--|--|--|
| <input type="checkbox"/> Budgeting | <input checked="" type="checkbox"/> Networking | <input checked="" type="checkbox"/> Systems Thinking |
| <input type="checkbox"/> Communications | <input checked="" type="checkbox"/> Planning | <input checked="" type="checkbox"/> Teamwork |
| <input type="checkbox"/> Conflict Resolution | <input checked="" type="checkbox"/> Problem Solving | <input checked="" type="checkbox"/> Technology |
| <input checked="" type="checkbox"/> Leadership | <input checked="" type="checkbox"/> Project Management | <input checked="" type="checkbox"/> Time Management |
| <input type="checkbox"/> Listening | <input checked="" type="checkbox"/> Public Speaking | <input type="checkbox"/> Writing |
| <input type="checkbox"/> Mentoring | <input checked="" type="checkbox"/> Stakeholder Engagement | <input type="checkbox"/> Other (Please specify in the field below) |
| <input type="checkbox"/> Negotiating | <input checked="" type="checkbox"/> Stakeholder Identification | |

Other: These improvements varied across individual members of the Core Team as well as the Procurement Staff

16. Since starting your SPF project, has your team improved its knowledge of sustainability?

Please choose one. If you would like to elaborate, please use the field below. (800 characters maximum)

Yes No Prefer Not to Share

Everybody gained a clearer understanding of the positive impacts generated through Sustainable Procurement, and how this contributes to McGill's overall Sustainability.

17. (Optional) If applicable, please list the total number of team members voluntarily self-identifying as members of marginalized communities: 0

Please identify the represented communities below. (e.g. women, Indigenous people, people of colour, LGBTQI, student parents, members of ethnic minorities, immigrants, people with disabilities)

(1,800 characters maximum)

Thank you for completing your Final Report!

Please e-mail your report to the [SPF Staff](#) attaching any additional information that you would like to share about your project (e.g. other reports, research, documents, photos, etc.). Please note that this Final Report will be shared publicly on your SPF project's webpage.