

# People Are Your 'Silver Bullets'

**In an ideal world, we would prefer to buy a piece of equipment that reduced energy without human interaction; however, realistically without the help of all the people in your organisation, savings will either not happen or be quickly negated. Without the engagement, the foundations of energy management are weak and quickly undermined, so having strong support is essential to hitting the targets you seek.**

Success as an energy manager depends to a great extent on the ability to identify, engage and influence staff at every level of an organisation. Energy managers must have an understanding of the needs and concerns throughout the workplace to be successful. Whatever his or her role, with full engagement, any staff member can contribute to improving an organisation's energy efficiency.

The best performing organisations focus on supporting staff engagement through for example, respect of co-workers, empowerment with responsibility, manager's levels of trust and integrity. These things help generate pride in the workplace.

Whether you are implementing an energy awareness campaign or trying to increase your company's share value, staff engagement is directly correlated to work force performance and output. Multiple surveys show there is a direct correlation between staff commitment, doing their job well and how much they feel valued and respected. The more engaged employees are, the better they will perform.

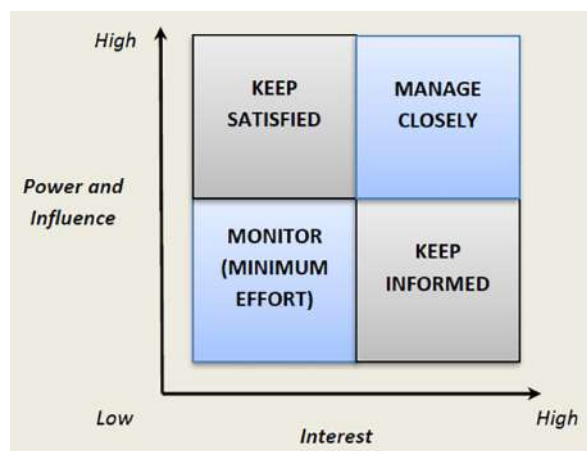
## Obtaining feedback

Obtaining feedback from the various types of staff will help to determine where you are now and give you an understanding of the prevailing culture. A way to do this is to run workshops or send out a questionnaire. Use the information gained to determine the level of information and actions you will need to move the organisation forward.

## Mapping your stakeholders

Influencing the staff of the organisation and driving changes in their behaviour necessarily involves encouraging people to be engaged in making energy saving a common goal. Behaviour change is about embedding the things that are 'new' or 'unique' at the current time into standard practices.

Any individual's or group's position on a "stakeholder's map" can help to determine the amount and quality of the engagement you should have with them.



**High power – interested people:** you must fully engage and make the greatest efforts to satisfy.

**High power – less interested people:** put enough work in with these people to keep them satisfied but not bored by your message.

**Low power – interested people:** keep these informed and talk to them regularly to ensure that no major issues are cropping up.

**Low power – less interested people:** again, monitor these people but do not bore them with excessive communication.

## Running energy awareness campaigns

Energy awareness campaigns can help to communicate educational messages. They can be effective where individuals and teams are currently unaware of just how much energy is being consumed. Increasingly, however, campaigns are having a diminishing effect as people are frequently made aware of energy costs through media coverage and indeed their own household bills. People know that filling a kettle for just one cup of tea is wasteful, the knowledge is there; the challenge is to get people to act on that knowledge. Campaigns need to be fresh and carefully directed. Perhaps draw initial themes/ideas from staff suggestions.

Energy reduction techniques tend to fall into either one of two camps: technical or behavioural. The planning, launching, roll out and wrapping up of initiatives across the organisation are "campaigns" and should be identifiable as such. Each campaign then has its own identity (and name; "Energy Watch", "Energy Week", "Energy Matters" or perhaps a staff engaging competition).

Every campaign will require some common managerial elements; planning, organisation, leadership, funding, reporting, a start and end date and it will need to have a measure of success.

Delivering both a technical and behavioural campaign together as an integrated and co-ordinated package will have great power especially if each element of the campaign supports the other.

Elaborating and explaining energy bills may make a difference but helping people to realise the level of impact that each individual's energy consumption has on the environment could result in significant cost-saving behaviour.

Energy awareness training can become a key element in helping organisations and households reduce their energy cost. The EMA's approach is determined by our belief that people are pivotal to the reduction of energy use and, consequently, its cost. Staff training can significantly contribute to reducing unnecessary energy use within an organisation, and for this reason their energy awareness training should not be considered optional but compulsory, and where possible undertaken during one's induction period.

With this in mind, the EMA produced its own Energy Awareness course (LEC 1) which is designed for individuals, or as an employer led scope for entire organisations, interested in the reduction of energy consumption, management of energy costs, improvement of energy performance and boost of the company's profile.

The EMA Energy Awareness course (LEC 1) can be utilised as an effective off the shelf induction training on energy awareness to all employees in a company. The course is particularly suited as a tool for energy managers



and energy management consultants to embed behavioural change based on simple and effective measures and energy awareness, within an organisation.

Every employee who undertakes the 25-minute e-learning will receive a LEC 1 certificate, and organisations training a substantial amount of their workforce will be eligible for LEC Silver, Bronze and Gold Award.

### Measuring and reporting

At the heart of energy management are the numbers; how much power, at what cost? Supplying your staff with the right numbers in the right format will go a long way to encouraging them to make the savings you require. Most energy reporting will be the consumption data gained from one or more of a number of sources; billing data and especially "half hour" sites, online Automated Meter Reading (AMR) or perhaps for larger sites sub metering may be installed (e.g. at each production stage or each building). For most staff using energy will not be the first concern of their job. The challenge for the energy manager is to make energy information available without producing a deluge of numbers. Routine reporting is a good place to start; monthly to match your billing cycle or for larger sites or processes consider weekly or daily reporting.

- Keep reports simple – Colours highlighting good and poor performance, graphs to highlight trends and comparisons.
- Make targets or key

performance indicators (KPIs) visible alongside the actual power used.

- Encourage competition – Rank sites on their performance against target, units of production, improvement from a benchmark etc.

A supermarket has to sell two full shopping trolleys per second to pay their energy bill.

A hotel has to sell 432,200 hotel rooms per year to pay their energy bill.

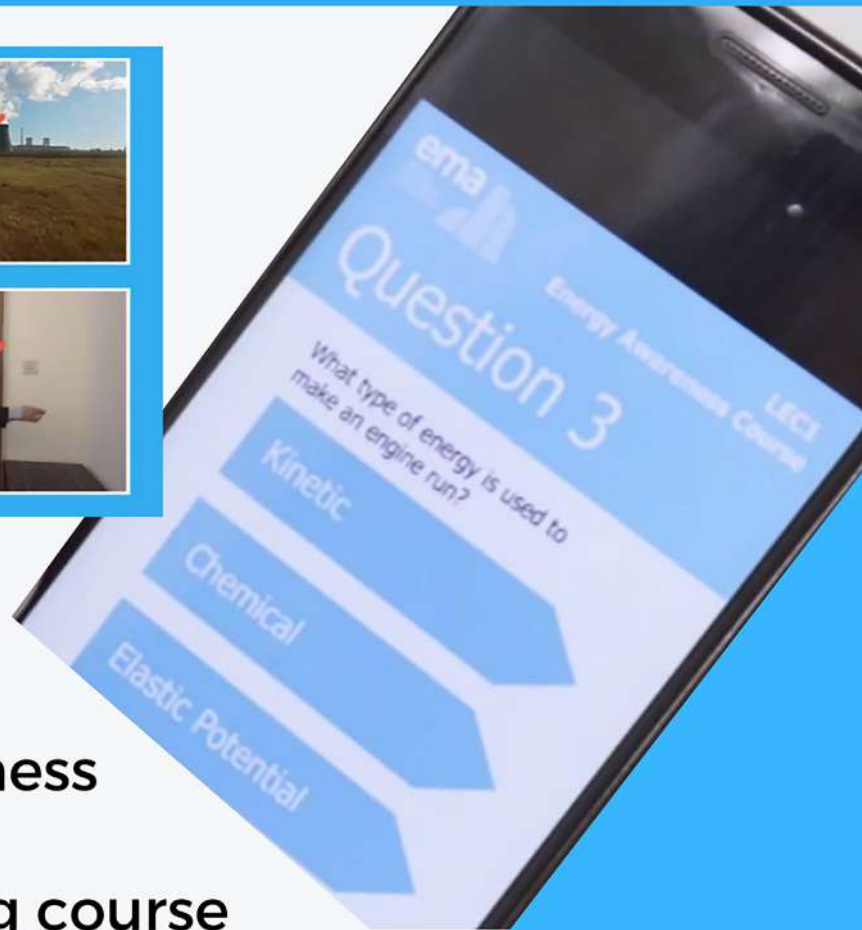
To encourage good energy management by operators, show the half hourly data as a graph for each day or week. Consider whether the information should be given as £ or kW/hr to suit each group of staff. Maybe even convert the cost to another measure that may have greater effect e.g. in a restaurant business convert the cost to the equivalent number of meals that would need to be sold to buy that energy or the number of staff hours that the savings could buy, or simply Another measurement being used is Carbon Equivalent, or Carbon Emissions (CO<sub>2</sub>e or CO<sub>2</sub>), where the carbon footprint associated with energy use is used as a common





**AVAILABLE ONLINE**

## Energy Awareness Course LEC 1



- Reduce energy bills
- Raise energy awareness
- 25-minute e-learning course with a multiple answer quiz

**FOR MORE INFORMATION ABOUT THE EMA ENERGY AWARENESS E-LEARNING COURSE, CONTACT [JANA.SKODLOVA@THEEMA.ORG.UK](mailto:JANA.SKODLOVA@THEEMA.ORG.UK)**

“currency” combining all the different energy types (gas, electricity etc.) Real time information, perhaps linked to sub meters, can be used to promote immediate changes of behaviour. A wall mounted display of current usage and the week trend or comparing energy consumption to other sites may be effective for this purpose. A real time approach, particularly with sub metering also enables alarms to be used to indicate unusual consumption levels. As part of monitoring note regular “yardstick” times that can be used to benchmark future consumption levels. Also, look out for successful actions that can then be used as examples of “best practice”.

### Reinforcing the message

Once you have implemented the reporting, monitor for change and celebrate improvement with the staff who has made a difference. Behaviours can take time to change. Some studies estimate that half an energy saving programme can come from behaviour change – but only where there is good measurement communicated in the right way.

### Reward and recognition

Always look out for examples of good practice and good results regardless of how big or small. Make sure that those responsible for this success are always genuinely and publicly thanked and perhaps rewarded for their efforts. Make an effort to catch people engaging in good practice and make sure you acknowledge their enterprise.

### Social proof

People are motivated to follow the behaviour of others and are more likely to be mindful of energy usage if others are too. The ‘normalisation’ of actions e.g. turning lights off rather than leaving them on reinforces other people’s behaviours.

### Generation theory

For the first time in social history there are four generations in the workplace at the same time, and, for the first time the younger generations know more (computing)

than the older ones. This has significant implications on how staff are approached and managed since each of those generations tends to have very different value sets and triggers that will appeal to their particular characteristics.

### Gamification

Every week millions of people including staff within your organisation spend hours playing multiplayer online games with a level of engagement they do not bring to work. ‘Gamification’ looks at how to transfer the key ingredients of game design – and the gamer challenges, excitement and focus that comes with it, to the workplace. Elements of game technology implemented into the workplace can solve a number of problems with morale, alignment and communication while honing skills like resource conservation, data analysis, teamwork, recruitment, leadership etc.

The good news is that engagement from all staff need not be as difficult as it may first appear. In fact, successful engagement plans have many common elements.

### Being aware of roadblocks

Several factors can hinder progress in the influencing of staff but often some of these factors can also become enablers. Identifying and removing/dealing with obstacles to a project implementation will very much improve the chances of success greatly.

Some common barriers to success and progress are:

**People don’t like change for change sake** – Staff may not appreciate that their behaviour has an impact on energy and therefore an awareness of business impact is vital. Make it known how important they are by demonstrating how their contribution can affect the organisation’s performance in share price, sales, profitability, staff retention, salary levels etc.

**Integrity and credibility** – Energy managers have to earn the trust of colleagues by always delivering

promises and being honest about issues.

**Relationships with senior staff** – Good relations with those who have significant influence across all or parts of the organisation will hasten the progress of an energy strategy.

**Lack of data** – Measurement is key to any success: “if you’re not keeping score, you’re just practising”.

**‘Old School’ mentality** – Some staff will have ingrained ways of doing things. Challenge the status quo but be sure to do your homework first and understand why the old way has been in use for so long. Give examples of how a different approach will give greater benefits all round.

**Training** – Many behaviours will be process driven and will need an element of retraining. A structured approach is essential to cascade new methods to all staff.

**Communication** – Identify who and how often staff need to be informed (use the stakeholder map above to help with this). Make all communication clear, concise and relevant to the recipient.

**Funding** – Business is in effect a machine to generate money. If it has poor cash flow funding for energy projects, then the energy manager’s task will be made significantly more difficult. It is true though that reduced energy and carbon costs would provide a much-needed boost to the organisation’s finances. Therefore, it is important to align sustainability to business goals.

**Politics** – It is often the case that departments or sections of an organisation can be territorial or have a ‘silo mentality’. Energy managers need to be able to demonstrate the benefits of the energy efficient actions required to convince the board or finance leader in order to override objections from single interest individuals or departments.

For more information on the EMA Energy Awareness course, contact Jana at [jana.skodlova@theema.org.uk](mailto:jana.skodlova@theema.org.uk).