



8. Campaigns

Goal

Run campaigns that encourage employees to take action to conserve energy.

The Energy Wise Network Tier Assessment Tool is designed as an assessment tool that indicates areas of strength and areas where there are opportunities to improve your engagement program and energy conservation campaigns. Use the following table to help guide your “Campaigns” self-assessment using the Tier Assessment Tool.

TIER 1 – Develop a calendar of conservation campaigns	No	You do not have a calendar of conservation campaigns.
	In Progress	You have a calendar of conservation campaigns that you haven’t shared and/or has not been approved.
	Yes	You have developed an approved calendar of conservation campaigns.
TIER 2 – Develop campaign toolkits, if applicable, and integrate lessons learned	No	You have not created toolkits for your campaigns.
	In Progress	You’ve created a brief set of campaign steps and provided materials to help campaign leaders run ongoing campaigns. Some toolkits are updated after the campaign with lessons learned for next year’s campaigns.
	Yes	You create toolkits for campaign leaders, where applicable, and integrate and regularly update them with lessons learned.
TIER 3 – Translate campaign action into policies, training, and standard operating practices	No	Your campaign actions have not been translated into policies, training, and standard operating practices.
	In Progress	Some of your campaign actions have been translated into policies, training, and/or standard operating practices.
	Yes	All of your campaign actions have been translated into policies, training, and/or standard operating practices.
TIER 4 – Develop new conservation campaign approaches and opportunities	No	Your conservation campaigns are the same from year to year.
	In Progress	You are working towards implementing a new campaign approach or topic for your organization.
	Yes	You develop at least one new campaign approach or topic every year.

Overview

The campaign planning framework (see right) is a step-by-step approach for developing comprehensive and engaging campaigns within your organization. This approach can be applied in all your energy conservation campaigns and is based on Community-Based Social Marketing (CBSM), a theory developed by Douglas Mackenzie-Mohr, that has been proven to be effective in changing staff perceptions and actions.

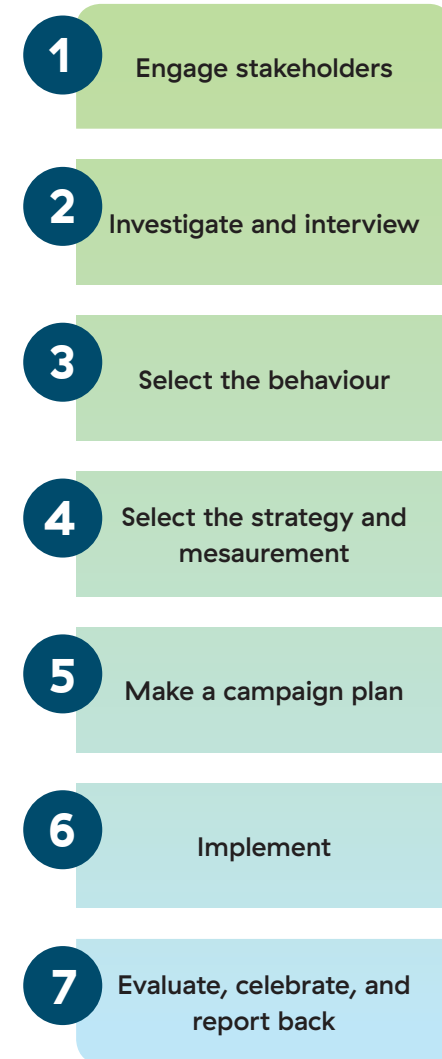
CBSM is a type of social marketing that emphasizes direct contact between people at the community level. It offers a systematic approach to behaviour change where key target behaviours are identified based on an assessment of opportunities. Peer to peer contact provides an opportunity for energy champion staff members to act as leaders and model energy conservation behaviour to their peers. Prompts, incentives, commitments and a variety of communication strategies are used to deliver the message and change social norms in the target group. Refer to the “Fostering Sustainable Behaviour” website (<http://www.cbsm.com>) for more on CBSM.

The campaign planning steps incorporate CBSM best practices into a streamlined approach for developing campaigns within your organization. You, or the campaign leader, will connect with stakeholders and complete an investigative process in order to determine the specific behaviour and strategies for creating change and measuring that change within your target group. In the “Select the Behaviour” step, you will need to consider what barriers exist for staff in doing the behaviour and what benefits staff might see in adopting this behaviour. The idea is to minimize perceived barriers and maximize perceived benefits ultimately making it a low risk, high reward opportunity.

This approach also emphasizes the importance of creating (and putting in writing) a comprehensive campaign plan that will serve as a guide to the campaign leader as they implement their campaign. The final step encourages participation and continuous improvement by celebrating those who participated and reporting back on results, as well as integrating lessons learned through an evaluation process.

The campaign planning framework is a roadmap to developing and implementing an energy conservation campaign within your organization. It is designed to help you plan your campaign and inspire action in your organization. See the Energy Wise Network Toolkits, found on the Energy Wise Network SharePoint site, for more information on the campaign planning framework.

CAMPAIGN PLANNING FRAMEWORK



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Purpose of campaigns

Behaviour change campaigns are one of the most effective ways to engage with staff on energy conservation issues and to increase awareness on how staff actions impact sustainability within the organization. Developing campaigns, using the seven steps of the campaign planning framework, will help contribute to accomplishing your energy conservation goals and can result in increased engagement and awareness among staff within the organization.

WHY CHOOSE THIS APPROACH?

- The 7-step approach helps you create your campaign strategies based on an understanding of the situation and experience of your stakeholders and target audience.
- Facts and information alone do not always change behaviour. Campaigns encourage behaviour modeling, and a direct appeal from peers has been proven to result in higher instances of behaviour change across an organization or group.
- It can foster changes to social norms, which are more likely to be sustained for the long term.
- It increases connections within organizations based on a shared objective and/or experience.
- It prompts questions that contribute to a more comprehensive examination and understanding of why we do what we do.
- Campaign experience and outcome can be transformed into policies, training and standard operating procedures (SOPs).

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Tier 1: Campaigns

DEVELOP A CALENDAR OF CONSERVATION CAMPAIGNS

At the beginning of each “new” year of your program, and particularly in your annual program planning session, it’s a great time to create a calendar of campaigns for the year. Having a calendar of activities planned for the year will help you and your team stay on track, connect in on communications activities and map out how your campaigns fit in with your broader energy or sustainability program planning. See the Planning Tier Reference for more details on creating a full engagement program calendar. Creating this calendar of activities with your team will also help with buy-in and support later in the year.

SAMPLE CAMPAIGN CALENDAR

	APRIL	MAY	JUNE	JULY
CAMPAIGNS		Planning for Summer Shutdown campaign	Summer Shutdown campaign	Summer Shutdown campaign
	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER
CAMPAIGNS	Summer Shutdown campaign wrap up & reporting		Planning for Building Operators Ideas campaign	Building Operators Ideas campaign
	DECEMBER	JANUARY	FEBRUARY	MARCH
CAMPAIGNS	Building Operators Ideas campaign wrap up & reporting	Planning for Sweater Day campaign	Sweater Day campaign and measurement	Report back on Sweater Day Results

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Tier 2: Campaigns

DEVELOP CAMPAIGN TOOLKITS, IF APPLICABLE, AND INTEGRATE LESSONS LEARNED

If your organization has champions who are leading campaigns in different departments or areas of the organization, it's helpful to develop campaign toolkits to guide them through the process of leading a campaign. An effective toolkit is an evolving document, incorporating new lessons learned each time the campaign is run. Use feedback from champions and campaign participants to keep your toolkits up to date.

You can reference the set of Energy Wise Network Toolkits, found on the Energy Wise Network SharePoint site, for inspiration on how to create a toolkit or to adapt existing toolkits into a document more specific to your campaign and organization.

Tips for developing conservation campaign toolkits:

- Ensure campaign kits make implementation easy for champions and others, and enables campaign planners to focus on other aspects
- Create step by step instructions, one action for each step
- Ensure consistent messaging and conservation branding integrity by providing templates and communications materials and key speaking points
- Include context, campaign goal, tracking required, timing and key contacts

Tier 3: Campaigns

TRANSLATE CAMPAIGN ACTION INTO POLICIES, TRAINING, AND STANDARD OPERATING PRACTICES

The ultimate goal of developing and implementing a campaign is to have staff adopt a new set of behaviour(s) that persists over the long term. The most successful campaigns often incorporate the adoption of a new policy, standard operating procedures (SOPs) or a set of training standards that clearly outline the expectation for the new behaviour(s).

Procedure-based campaigns (campaigns that encourage a change of daily protocol within an organization), such as turning off ovens earlier in the day, unplugging small kitchen appliances at night, or storing smaller quantities of fresh laundry on carts, are opportunities to incorporate campaign messaging into policies and SOPs. Use your campaign experience as evidence that the change of daily practices resulted in significant savings while not impacting the effectiveness of staff or quality of services. This evidence can be persuasive in getting buy-in to change existing policies and SOPs, or to add content to new employee training.

Considerations for conservation policies and training:

- Work with the managers of relevant departments to integrate conservation action into relevant policies
- Look at a broad range of policy options, such as training for building operators, new employee training, health & safety training, sustainability presentations, office protocols, new office orientations, change management training packages, IT services policies and design guidelines
- Work with Human Resources on integrating with training content and delivery
- Work with Facilities and Building Operators for any policies for building occupants, office protocols, janitorial protocols, occupancy schedules, training for after hour operations (to enable shorter occupancy schedules), turning off lights and equipment in common areas.

Tier 4: Campaigns

DEVELOP NEW CONSERVATION CAMPAIGN APPROACHES AND OPPORTUNITIES

In Tier 4 of Campaigns, you are developing trailblazing campaigns with innovative strategies. You develop at least one new campaign approach or topic every year and are constantly looking for new ideas and suggestions from staff, leadership, and champions.

Consult the Energy Wise Network Toolkits and Campaign Ideas document, found on the Energy Wise Network SharePoint site for new ideas or strategies. In a working document, track potential campaign ideas that you've identified at planning meetings or have been suggested to you by staff, green team members or champions to make sure that you always have fresh ideas for what's next. You can also refer to the "Fostering Sustainable Behaviour" website (<http://www.cbsm.com>) and look for campaign inspiration by browsing through the archive of campaigns that utilize community-based social marketing approaches.

Helpful hint

Best practice advises to pilot new campaigns, start with a small group to learn best approaches and make adjustments to the campaign. Talk directly to target group representatives when developing a new campaign or adapting an existing campaign from another department or organization. Ask for direct and candid feedback from participants.