

WCA TIER ASSESSMENT

TIER 1

TIER 2

TIER 3

TIER 4

Program Management								
1. PLANNING		Conduct WCA planning with WCA Contact and Facilities dept		Get sign off from all stakeholders on WCA Plan (including Communications)		Engage Conservation Governance Committee (senior managers of the stakeholders, including HR) in planning		Present to Executive for feedback on WCA Program
2. PARTNERSHIPS		Develop partnerships to deliver program		Engage at least one Executive Champion who is active and visible		Establish program personnel and budget		Incorporate energy conservation goals into 3 department's business plans
3. REPORTING		Report quarterly on campaign results to Green Champions		Report quarterly on estimated energy savings to Green Champions and Executive Champion		Report quarterly on energy savings to Champions and Conservation Governance Committee		Make energy savings publicly available
4. AWARENESS		Demonstrate that 33% of the target audience is aware of the conservation campaigns (aided recall)		Demonstrate that 50% of the target audience is aware of the conservation brand (aided recall)		Demonstrate that 33% of all people at the organization are aware of the conservation brand (aided recall)		Demonstrate that 50% of all people at the organization are aware of the organization's energy conservation achievements (aided recall)
Engagement								
5. TARGET AUDIENCE		Identify and prioritize target audiences and include at least 25% of organization (by energy-use or people) in WCA		Include at least 50% of organization in WCA Plan		Ensure at least 75% of employees and/or sites are included in energy conservation		Ensure everyone and all departments are involved in energy conservation
6. CHAMPIONS		Establish a Green Champions network that meets 4 times per year		Develop formal guidelines for Green Champions		Develop policies to support employee efforts on energy conservation		Include conservation responsibilities in job descriptions in non-energy related positions
7. RECOGNITION		Communicate Green Champions' work and achievements to the organization		Communicate achievements to Green Champions' managers at least twice per year		Establish formal recognition (awards) for employee conservation efforts		Earn external sustainability award for employee engagement initiatives
Strategies								
8. CAMPAIGNS		Develop a calendar of conservation campaigns		Develop campaign toolkits, if applicable, and integrate lessons learned		Translate campaign actions into policies, training and standard operating practices		Develop/test new conservation campaign approaches and opportunities
9. RESULTS		Establish baselines for campaign targets + establish method for determining energy savings		Track campaign results		Demonstrate measurable energy savings from campaigns		Decrease energy use by at least 2% from behaviour changes
10. COMMUNICATIONS		Create campaign communication materials		Establish program branding for conservation		Develop a communications strategy to make everyone aware of WCA results		Publish article on conservation successes in external publication
11. FRESH IDEAS		Attend WCA workshops & connect with sector conservation groups (if applicable)		Solicit employee conservation ideas & best practice ideas		Establish resources to evaluate, prioritize and implement employee and best practice ideas		Present case studies of energy savings from employee engagement efforts to WCA network

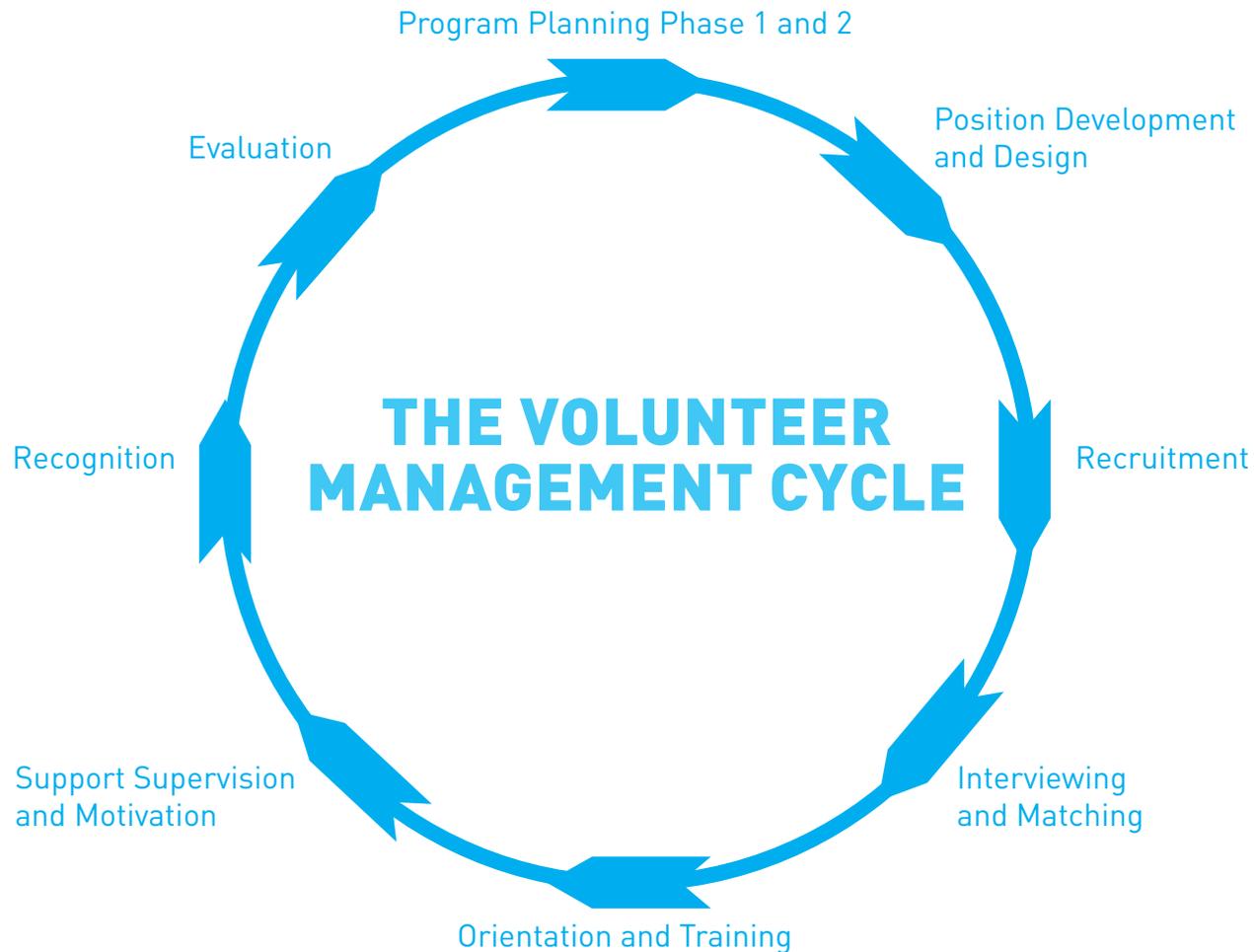


6. CHAMPIONS

GOAL

The Green Champion Network empowers employees across the organization to become conservation advocates and make a valuable contribution to saving energy. By Tier 4, Green Champion contributions are formalized and many aspects are included in job responsibilities across the organization that do not have an explicit energy conservation focus.

Developing a strong Green Champion Network is critical to implementing your community-based social marketing campaigns. Green Champions are volunteers, and the elements of developing the network are based on volunteer management principles. Ultimately, your organization needs policies to support your Green Champions' conservation efforts, with conservation built into formal job descriptions for those in non-conservation related roles. The tiers developed for the Green Champions are based on the Volunteer Management Cycle developed by Brenda Sawada of Business Community Connections.





6. CHAMPIONS

Establish a Green Champion Network

WCA REQUIREMENT

1. Provide the number of Green Champion and the stakeholder groups they represent.
2. Provide the dates of Green Champion network meetings (at least 4 times per year; 3 times per year for K-12 Schools)

MEMBERSHIP

- Green Champion membership is comprised of leaders for each of your offices, sites, tenants, schools, departments, students and contractors involved in employee conservation initiatives.
- Large sites may require many leaders (one for each floor or department).
- These leaders model the conservation behaviours, encourage others to save energy, implement campaigns and cascade messages.
- Based on community-based social marketing principles, these leaders help identify why people are not doing the energy conservation behaviour, contribute to planning how to overcome these barriers, and encourage people in their area to adopt the energy conservation behaviour. Success means broadening participation in the action so that everyone observes that this is the norm and follows suit.
- Energy managers and facility managers may be on the Green Champion Network. However, members from the actual departments, tenants and others from the target groups are essential for the team to have full representation.

TIPS ON BUILDING A GREEN CHAMPION NETWORK

1. **EXPECTATIONS** - Define the Green Champion role
2. **BENEFITS** - Show what's in it for them
3. **CONTEXT** - Demonstrate how the Green Champions' work contributes to the organization's environmental and sustainability goals

4. **ANNUAL PLAN** - Establish a campaigns calendar and solicit input on effective implementation
5. **NETWORK** - Hold quarterly Green Champion meetings to create a conservation community
6. **COMMUNICATIONS** - Provide timely and relevant instructions to all Green Champions on campaign implementation and feedback on results
7. **RECOGNITION** – Can be provided in a number of ways, including publishing an article on Green Champion achievements or thank you communications after a campaign or at the end of the year
8. **TRACKING** - Keep a current Green Champion Network membership list

EXAMPLES

1. **EXPECTATIONS** – It is important that Green Champions know exactly what will be expected of them so that they know exactly what they are committing to. Ideally, a potential Green Champion will have the opportunity to ask questions prior to joining the Network, which will also allow the organizer to assess whether the employee will be able to fulfill their commitment.

GREEN CHAMPION COMMITMENT

As a Green Champion, you are your department's primary point of contact for all things related to conserving energy, reducing waste, and making your workplace more sustainable. We ask that you pledge your commitment for one year. Signing up means that:

- Your name will be added to the Green Champion Network list.
- You will participate in 4 meetings per year (1 hour each), held at head office.
- You will be connected with over 50 conservation enthusiasts throughout the organization. You will be part of the network to draw on their expertise and offer your support.
- You will have direct communication with the Energy Manager, the WCA consultants and access to all of our resources to support your conservation efforts.

There will be approximately 4 conservation campaigns per year that you will lead in your area. As a Green Champion, your role would typically involve:

- Looking for conservation opportunities at your site
- Identifying reasons why people in your group are not performing targeted behaviours and passing this information on to the campaign organizers
- Putting up posters and campaign materials
- Organizing or assisting with Lunch and Learn presentations
- Talking with colleagues about conservation
- Promoting conservation and encouraging your colleagues to be conservation-minded
- Tracking and reporting conservation results within your group

2. **BENEFITS** – Outline why would someone want to join

GREEN CHAMPION BENEFITS

- **Make a difference:** Achieve conservation results by joining others who are passionate about conservation and collectively make a significant difference.
- **Personal connections:** Opportunity to meet colleagues at your own site, other business units, and throughout the organization who bring different skill sets and perspectives to conservation.
- **Professional development:** Professional skills and knowledge gained through Green Champion participation include leadership, strategic planning, marketing and campaign development, team building, and greater knowledge of the organization's environmental goals and initiatives.
- **Green Champion support:** Pre-designed campaigns, supporting collateral, networking events, management recognition and other resources are offered to Green Champions to ensure your efforts are successful and rewarding.

3. **CONTEXT** – Show the value of this work, and how it fits in the big picture

- Describe how employee engagement efforts tie in with your organization's key goals
- Explain how this fits in with the organization's sustainability plan, energy management goals, and environmental targets
- Provide information on the organization's energy usage and identify what employees can do to reduce the impact

Green Champions make valuable contributions to our organization as leaders in conservation and energy management through energy efficient facilities, empowered staff and forward-thinking business practices.

Employees are critical to conservation success because:

1. Nearly everyone (90%) at our organization personally values and practices conservation.
2. Our organization is carbon neutral and employees make a valuable contribution to reducing our environmental footprint and decreasing our carbon tax. This allows more funds to be applied to our core business.
3. To be successful, we need everyone to be involved in making our operations more sustainable.
4. Employee action makes a big difference. In commercial buildings, plug load accounts for 15-20% of electrical consumption. Employees can reduce this by as much as 35% by:
 - Using power bars and turning them off when they're not being used
 - Removing extra personal devices such as clocks, space heaters, lamps
 - Sharing devices such as printers
 - Eliminating extra appliances such as fridges
 - Turning off lights when not needed
 - Using blinds effectively
 - Using revolving door instead of swing doors
 - Identifying other energy savings opportunities

4. **ANNUAL PLAN** – Lay out the annual calendar of meetings, communications, and campaigns

WCA OVERVIEW

	Q1 July - Sept	Q2 Oct - Dec	Q3 Jan - March	Q4 April - June
Year 1	Green Team Recruitment Turn Off Lights	Space Heater Reduction Vacation Prep EM Quarterly	Earth Hour Annual Green Champion Event	Eco Fair
	Q6 July - December		Q8 Jan - June	
Year 2	Employee Awards	Awareness Survey	Earth Hour	Natural Light

5. **NETWORK**

Ensure you create opportunities for the Green Champions to learn and support each other. This conservation community offers new approaches, perspectives and support to everyone trying to inspire change in their areas. Ensure the group connects with each other as needed for motivation, ideas and discussions as campaigns are being implemented. Consider:

- In person meetings as much as possible, live meeting and conference calls in between
- Discussion groups as campaigns unfold
- Conservation cafes to generate new ideas
- Mentoring options

6. **COMMUNICATIONS**

- Ensure timely communications that outline specific asks and timelines
- Prepare messages and sample letters to make it easier for Green Champions
- Provide key points for discussions, presentations and campaigns to ensure consistency and accuracy

7. **RECOGNITION**

Ensure that Green Champions receive appreciation for their efforts, recognition for results and achievements, and celebratory communications across the organization to highlight their success. Recognition can be accomplished by publishing at least one internal article per year on Green Champion achievements, or a “thank you” communication after each campaign and/or at the end of the year. Consider also providing visible markers of participation, which also helps to raise the visibility of your Green Champions. For example, you might provide re-usable beverage mugs or mouse pads with the words “Green Champion” printed on them.

8. **TRACKING**

Keep a Green Champion Network membership list that is verified and updated annually, and includes:

- Name
- Position
- Department
- Location
- Email address
- Specialized skills (marketing, graphic design, building systems, energy management)
- Manager's name (this will be important for recognition requirements in Tier 2)