

EMPLOYEE

ENERGY AWARENESS

Industrial Program

BChydro 
powersmart

STEPS TO SUCCESS

The following six steps can help you build your own Power Smart Employee Energy Awareness program. These steps are merely a guideline; adjust them to fit the unique needs of your facility.

Step 1	Establish goals and objectives	p 2
Step 2	Create the team	p 3
Step 3	Develop your Energy Awareness program	p 6
Step 4	Assemble your tools	p 15
Step 5	Implement your plan	p 17
Step 6	Recognize and reward	p 20

So let's get started!

STEP 1: ESTABLISH GOALS AND OBJECTIVES

What do you want to achieve with your Energy Awareness program? Be specific! When you have a clear goal or objective, it will be easier to plan your program and measure success.

Sample goals and objectives:

- **Generate energy savings.** For example, you might aim to reduce total energy consumption by X% or save \$X in energy costs during a specified period. Savings of 5% to 10% in one year are realistic.
- **Increase awareness of energy efficiency.** Educate employees about energy efficiency so that they realize that they can make a difference at work and at home. Conduct before and after surveys and measure the increase in awareness.

TIP

Set your targets by using current information on your facility's energy consumption. Gather information from your utilities, conduct an energy audit, or survey employees through questionnaires.



STEP 2: CREATE THE TEAM

To be successful, an Energy Awareness program must have a motivated leader, as well as commitment from management and employees.

A. SECURE SENIOR MANAGEMENT SUPPORT

Goals are attainable when everyone – from the top down – is enthusiastic and committed. When senior managers publicly “sponsor” an effort, it significantly improves the likelihood of success. Senior managers are mindful of the bottom line, so here are tips to support your efforts:

- Quantify the projected energy savings and show their net effect on your facility’s bottom line.
- Express the savings in practical terms. For example, “Savings of X amount will equate to Y new motors, or Z money available for new equipment.”
- Stress that energy savings are sustainable. They continue to deliver benefits month after month, year after year.



- Highlight the labour relations benefits, such as improving employee morale and the working environment. For example, a more efficient compressed air system reduces downtime, and lessens the frustration of frequent system shutdowns.

TIP

- * The most effective teams include participants from across the organization
- * Recruit members who have functional, technical, problem solving and/or interpersonal skills and believe in the effort.

You'll likely have to present a rough budget to get approval in principle to proceed. Later, when you are planning specific activities, you can flush out the details of your budget.

B. IDENTIFY A LEADER

Select a "Champion," someone who will develop the plan, obtain approval to proceed, build and lead your team, and manage the program. Select someone who is enthusiastic, knowledgeable about the potential energy savings in your facility, and dedicated to the success of the program. Make sure the leader is empowered to make decisions.

C. SELECT THE TEAM

The next step is to put together team of representatives to carry out the program. A well-balanced team might include representation from the following groups:

- Management (if yours is a large facility, include a senior executive, department head or a supervisor)
- Union rep(s), or job steward, if your organization is unionized
- Operations, Maintenance
- Accounting or Finance
- Sustainability/Environmental
- Communications
- Human Resources



STEP 3: DEVELOP YOUR ENERGY AWARENESS PROGRAM

With a committed team in place, the next step is to plan your Power Smart Employee Awareness program. Here we take you through the three important elements of an energy awareness program: communications plan, schedule and budget. When you're finished, you'll be all set to take your plan forward for approval.

A. COMMUNICATION PLAN

To build employee energy awareness and achieve energy savings, you need to do three things: inform people why it is important to use energy more efficiently, motivate them to change their behaviour by showing them how this will benefit them and the organization, and tell them what changes to make. A communication plan provides a roadmap to help you accomplish all three goals.

A communications plan defines:

- the audience (who you want to say it to),
- the message (what you say),

- the style (how you say it), and
- the vehicle (how you deliver the messages).

1. Profile your target audiences.

Your primary audience represents the people you most want to target for your awareness campaign. Your most likely primary audience includes the employees of your facility.

Your secondary audiences are groups who may have an interest in your initiatives, although they are not directly affected. Some may be willing to adjust their behaviour because they support your vision. Secondary audiences could include:

- Customers
- Suppliers
- Visitors
- Local community
- General public
- Media
- Union



2. Define your key messages

Think about what your audience might be thinking when they see or hear your message. They'll probably want to know, "Why do we need to save energy?" or even "Why should I care?" They'll also ask, "How can I help?" or "How can I make a difference?"

You must educate your audience on the importance and benefits of saving energy. Then you must give them a specific, simple direction on how to do it. e.g. How much energy do we use? Where do we use it? Where can we save?

TIP

Need some ideas? A complete line of Power Smart posters have been developed to assist with this step. Visit www.bchydro.com/worksmart

Remember that when you ask people to change their behaviour, you are asking them to rethink ingrained habits and attitudes towards energy use. Emphasize teamwork – everyone doing one small part for a common goal. On the next page are some common employee reactions and suggested responses.

Employee:	Response:
<p>“This Employee Energy Awareness program only benefits the company, not me.”</p>	<p>Energy efficiency contributes to greater productivity and larger profits for our company, leading to job security and higher wages. Energy efficiency results in a more comfortable working environment.</p> <p>Energy savings will be allocated toward employee reward programs that recognize individual efforts.</p> <p>You can “take home” the energy-saving techniques you learn at work, saving energy and money at home.</p>
<p>“I don’t have enough time and am already too busy with my regular job duties.”</p>	<p>Becoming efficient is easy and doesn’t take any additional time. It’s a matter of small behavioural changes, and once they become habits, they don’t take any more time than energy-wasting habits.</p>
<p>“How can my small contribution really make a difference?”</p>	<p>Individuals play a key role in the success of an energy efficiency program and should be proud of their conservation efforts. Individual actions do make a difference. For example, If every person did X, Y would be saved, enabling Z.</p>

3. Establish your style

The style you use for your communications should be consistent with that used in your organization. We also suggest the following guidelines:

- Be brief and informative, and avoid long philosophical discussions.
- Quickly answer the questions in the reader's mind: "Why should I care?" and "What's in it for me?"
- Avoid sounding negative or assigning blame for inefficiencies or waste.
- If you have a number of different audiences, establish styles to match them. Choose one common theme, photo or headline that runs through all the materials so that employees come to recognize your program.
- Relate the efforts to an external promotion that people might be familiar with, for example ENERGY STAR® or Power Smart. Many people have ENERGY STAR appliances, lights, windows or other household items, or participate in Power Smart programs. This will give your program some extra credibility as well.

4. Identify your communication vehicles

There are many ways to communicate with employees, depending on their role in your organization. Some people prefer letters, memos or emails; some prefer direct communication; still others might like to read posters or flyers posted in employee areas.

Information vehicles

- Letters/memos/emails from the energy awareness team or upper management (samples are available online at www.bchydro.com/worksmart)
- Company newsletter or special energy newsletter
- Press releases
- Pamphlets and brochures
- Posters
- Magnets/stickers
- Shop floor displays
- Messages with employee pay notices or inserts with paper pay cheques
- Crew meetings
- New employee information kits

TIP

Relate behavioural changes to the home and personal savings, so employees see added benefits.

(Visit www.bchydro.com to complete a home energy profile and for Power Smart tips on how to save electricity at home.)

In-person sessions

- Establish an energy awareness day or week, and launch it with a high-profile executive or company spokesperson.
- Hold energy efficiency workshops or presentations at lunchtime or other convenient times.
- Give “Tool Talk” presentations at crew meetings with ideas for improving energy efficiency.
- Invite guest speakers to address employees. (These can come from BC Hydro, your suppliers, local environmental groups, etc.)
- Contests.
- Challenge employees to see which facility or department can save the most energy, or can produce the highest participation in energy-saving activities.
- Hold company-wide energy quizzes. (Sample quiz is available online at **www.bchydro.com/worksmart**)
- Offer incentives, not just as contest prizes but also to encourage employee participation. For example: you could offer give-aways and door prizes at lunchtime talks. Prizes could include gift cards, T-shirts, coffee cups, etc.

B. SCHEDULE

Establishing a schedule for carrying out the different activities is important at the planning stage. Once the program begins, the schedule can be fine tuned. When establishing the schedule of activities, be realistic. Don't try to do everything at once – you don't want to overwhelm people, and it's better to do a few things well than many poorly.

C. BUDGET

With the program activities in place, you can now prepare a detailed budget.

Be sure to consider the following expenses:

Labour:

- Program management
- Energy champion
- Support staff
- Guest speakers

Operating expenses:

- Administrative expenses
- Management and reporting systems
- Travel
- Printing
- Reward and recognition costs
- Other



CONGRATULATIONS!

You have now completed your draft plan, and are ready to present it to senior management for approval to proceed.



STEP 5: IMPLEMENT YOUR PLAN

Here are some tips for a successful implementation:

START WITH A SPLASH.

Make sure senior executives and the entire team participate, so that employees see that the awareness campaign has broad-based support. Some launch ideas:

- Have a friendly competition to see which department/area can save the most energy in a day.
- Kick off a contest inviting employees to submit their best energy-saving ideas.
- Set up a facility “tour,” showing where energy efficiency upgrades are going to be or have been carried out.
- Ask suppliers, union, and other third parties to participate and support your kick off.
- Prepare a hand-out that summarizes your goals and educates employees on where energy is used and provides some energy savings tips, along with information on who is on the conservation team and where/how employee ideas can be submitted.

STAY ON TRACK.

Remember to keep to the pacing you established in your schedule. Maintain the momentum and resist the urge to overload employees with too much information.

REPEAT – BUT DON'T BE REPETITIOUS.

Remember that you are asking people to change their habitual behaviours, so expect to have to repeat the message. When repeating it, vary the presentation so people don't get bored and tune out.

Post reminders to prompt behaviour change. Incorporate energy checks into operational and maintenance procedures, and educate staff through crew and department meetings.

MONITOR THE PROGRAM AND ITS EFFECTS REGULARLY.

Go back to your original objectives and see if you are meeting them. Measure energy consumption levels to confirm that you are achieving savings. On a less formal level, you could ask employees what they think of the program and if they have any suggestions. Adjust the plan as needed.

COMMUNICATE REGULARLY.

Report back to your employees to let them know that their efforts have been worthwhile, and to senior management to confirm that the investment has been justified. Express the results in concrete terms, for example:


We've so far saved X kilowatt-hours of electricity = \$Y = Z new motors/shop tools.

Recognize employee ideas - big or small - they all add up. Recognize department changes that have occurred as a result of your campaign.

LEAD BY EXAMPLE.

This is one of the strongest ways to reinforce the Power Smart message. If your organization adopts other energy conservation measures, this will underline the perception that you truly value energy efficiency.

Share with employees investments and changes the company is making towards energy conservation.



STEP 6: RECOGNIZE AND REWARD

REINFORCE THE LEARNING.

You're not done yet! An effective awareness program never stops. After an initial period of time, you must reinforce the learning. Vary the communication vehicles and messages, present new challenges, or bring in new team members with fresh ideas. You might consider surveying employees to find out which activities they found the most useful and engaging, or even solicit communications ideas from them.

REWARD CONTRIBUTORS.

Recognize and reward those who have contributed to achieving your goals. Hold a semi-annual or annual recognition program to remind employees of their accomplishments and encourage them to keep up their energy-saving habits. And don't forget the energy awareness team! They have worked hard and deserve recognition.

CELEBRATE YOUR SUCCESS!

Whether you measure success in terms of saved energy, a successful workshop or a high level of participation, let everybody know about it. Share the results with your team, employees, and management. You may also want to share your achievements with your customers and the public.