



2. Partnerships

Goal

Develop partnerships with key stakeholders across the organization who can help deliver aspects of your employee engagement program.

Participation of many groups across the organization will be needed to grow employee engagement and ultimately achieve campaign goals. The following document looks at ways to effectively engage key departments to help drive and achieve employee engagement goals by identifying common areas of interest, and leveraging their sphere of influence. Doing so can increase employee awareness, action and achievements on energy savings, as well as ensure on-going personnel and budget are allocated to delivering the program.

We're working together to help B.C. save energy.



Partnerships

Developing partnerships within your organization, engaging an executive champion or hiring a full time engagement coordinator will contribute to the success of your campaigns and overall engagement program. The following document looks at ways to effectively engage key departments to help drive and achieve employee engagement goals by identifying common areas of interest, and leveraging their sphere of influence.

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 “Partnerships” self-assessment using the Tier Assessment Tool.

TIER 1 – Develop partnerships to deliver the program	No	You have not yet reached out to other departments to ask for help in implementing your engagement program or conservation campaigns.
	In Progress	You have made some progress towards establishing partnerships to implement your engagement program or conservation campaigns.
	Yes	You have established partnerships with a variety of departments and stakeholders to help develop conservation campaigns and implement your overall engagement programs.
TIER 2 – Engage at least one Executive Champion who is active and visible	No	You have not engaged an executive champion for your campaigns or overall engagement program.
	In Progress	You have begun initial outreach to at least one executive champion for your campaigns or overall engagement program.
	Yes	You have at least one executive champion who is active and visible in your campaigns and overall engagement program.
TIER 3 – Establish personnel and budget for campaign plan.	No	There is no dedicated staff person or budget for employee engagement work.
	In Progress	Either some budget has been allocated to go to employee engagement work or a staff member has designated time to work on the employee engagement program.
	Yes	There is staff time (or a dedicated staff person) and budget allocated to the employee engagement program.
TIER 4 – Incorporate energy conservation goals into 3 department business plans	No	Your energy conservation campaigns and staff engagement plan are not referenced in any other existing organization plan.
	In Progress	You are working towards including energy conservation campaigns and the staff engagement plan into several other organization plans and documents.
	Yes	Conservation goals are included in at least 3 other organizational plans or documents.

We're working together to help B.C. save energy.



Overview

Developing partnerships increases your opportunities for collaboration. Your ability to collaborate with a variety of groups and build strong partnerships across departments can influence the success of your campaigns or overall engagement program within your organization. Once you have developed your annual engagement plan and identified a set of campaigns, you may need to reach out to different groups of stakeholders.

Effective collaborators often have the ability to:

- Build relationships
- Demonstrate effective listening and communication
- Resolve conflicts in productive and creative ways
- Facilitate active discussions with stakeholders
- Practice strong program management

Purpose of partnerships

Building relationships across departments and securing buy-in and support from a range of stakeholder groups will help you integrate energy conservation into the culture and practices of the organization. Strong partnerships can help you achieve the following:

1. Effective working relationships

An engagement program has a lot of moving parts and requires support from many people. Building effective working relationships will provide you access to more support and resources during the implementation of your program.

2. Changing the culture of your organization

Changing the culture of your organization can be difficult and only achievable if you have cultivated strong relationships and work with champions across your organization to achieve your conservation engagement goals.

Helpful hint

The Tier Assessment Tool is designed to help you identify the best opportunities to shift the culture around energy conservation in your organization.

We're working together to help B.C. save energy.



Tier 1—Partnerships

DEVELOP PARTNERSHIPS TO DELIVER THE PROGRAM

Developing partnerships can help you share some of the workload during the implementation of your program and campaigns.

As a first step, identify potential partners and develop relationships to help implement campaigns, empower employees and advance conservation leadership within the organization. To solidify support, document agreements with at least three partners identifying how they will help with implementing the engagement program plan or campaign plan.

Check the toolkit

In her Windows and Doors campaign, Rebecca's campaign partners, including Communications, managers, and supervisors help Rebecca accomplish campaign tasks.

See the Windows and Doors campaign toolkit, found on the Energy Wise Network SharePoint site.

TASK LIST AND TIMELINE

Task	Resource	Deadline
Speak with stakeholders	Rebecca	October 6
Visit sites and speak with supervisors	Rebecca, Arjun, site supervisors	October 14
Develop prompts and signage	Rebecca and Communications	November 1
Email information package to supervisors	Rebecca	November 6
Schedule and lead lunch and learns	Rebecca and Emmanuel	November 7 – December 1
Send and install signage	Rebecca and site supervisors	November 7 – December 1
Thank-you to supervisors and staff	Rebecca	December 7

We're working together to help B.C. save energy.



Tier 2—Partnerships

ENGAGE AT LEAST ONE EXECUTIVE CHAMPION WHO IS ACTIVE AND VISIBLE

Having a sponsor for your program from the executive team can help boost the credibility of your overall engagement program and campaigns. An effective executive champion will:

- Actively and visibly promote your conservation message across the organization
- Build support at the executive level for your program
- Communicate campaign activities and milestones to staff

You may decide to engage more than one executive champion depending on your plans for the year. Your executive champion does not need to be the CEO. Review the organizational chart and ask yourself who will be most influential in getting the stakeholder groups in your plan onboard.

Work with your selected sponsor(s) to see if they can appear in some of your campaign communications or provide a quote to include in some of your materials. This will re-enforce conservation behaviours as “the norm” within your organization. Remember to be clear about your expectations of the executive champion:

- Behaviours that need to be modelled and promoted
- Timelines for drafted messaging/quotes you need them to deliver
- Events that you would like them to attend and what their role would be
- Updating the executive team and the board on progress with your help and support

Helpful hint

In thinking of potential executive champions, consider:

- Alignment with their portfolio based on energy management, facilities management, employee engagement
- Personal interest in sustainability
- Profile in the organization
- Time and ability to take on the role
- Size and potential impact of their group (i.e. the largest tenant in the building for a property management firm)

Tier 3—Partnerships

ESTABLISH PERSONNEL AND BUDGET FOR CAMPAIGN PLAN

Creating change in an organization takes time, resources and a healthy dose of determination. Having dedicated staff, resources and budget to deliver your energy conservation activities will help you achieve your program goals. In some cases this means creating a distinct engagement coordinator role.

To ensure there is role clarity, map out who is responsible for each part of the program (see below) and work towards including engagement program roles, responsibilities and goals in job descriptions or performance plans.

EXAMPLE PROGRAM PERSONNEL AND BUDGET

Time and budget
25% of the Energy Manager’s time is allocated to campaign activities, including measuring and reporting campaign results.
25% of the Energy Specialist’s time is allocated to campaign activities, including developing campaigns.
50% of the Sustainability Office Coordinator’s role is running green teams which are fully funded by the Sustainability Office (training, website resources, campaign materials, green team lunches, annual recognition event). All energy conservation campaigns are delivered through the green teams.
Communications department develops campaign artwork and materials through the organization’s corporate budget. Approximately 2% of their time is spent on campaign materials.

Tier 4—Partnerships

INCORPORATE ENERGY CONSERVATION GOALS INTO 3 DEPARTMENT BUSINESS PLANS

A good indicator of how well energy conservation is integrated into the culture of an organization is if energy conservation goals are included in departmental business or performance plans. Start by working with the departments in your organization that have a significant impact on energy use and are keen to support your energy management goals. Help them identify ways they can contribute to supporting your engagement efforts and include the goals and actions in annual business or performance plans.

See below for examples of how energy conservation goals can be included in department plans.

Department	Energy conservation goals included in department business plans
Facilities	Energy reduction targets by site or individual are included in departmental business plan and are regularly updated.
Procurement	Energy efficiency standards are included in procurement policies.
Food services	Will reduce energy use by 2% per year by engaging staff in energy efficiency training and practices. Food service accounts for 10% of organization's energy usage; the remaining 90% of energy savings will be from other campaigns.
Science/research labs	Will reduce energy use in labs by 5% through training and operating practices.
IT services	Reduce energy use by 5% by encouraging employees turn off computers at night, set power management settings and select the most energy efficient model possible for their computer needs.

We're working together to help B.C. save energy.

