

STAFF AWARENESS AND MOTIVATION

Saving energy with people power.



THE POWER IS WITH YOUR PEOPLE

Businesses often believe the keys to better energy efficiency are new equipment and the capital to purchase it.

The reality is that people – your staff – are just as important, if not more so.

Staff control equipment and how things get done. They also often hold important knowledge about what actually happens in the front line that can lead to savings.

Staff need to be engaged as members of an energy saving team so you can harness their impact on energy use daily.

CASE STUDY

"Our energy efficiency initiative was part of a wider project called 'Value Creation', which looked for ways to take cash costs out of the mill in seven key areas. We encouraged everyone to get involved... every idea was recognised with a small gift. The success of those ideas, and the degree of participation, both helped us to win an EECA EnergyWise Award in 2004."

- Trevor Gerken, Carter Holt Harvey

Wide-reaching benefits

Educating and motivating staff about energy efficiency has been proven as an effective way of winning worthwhile savings for relatively low cost. It's also been found crucial in creating long-term and sustainable change.

Involving staff in an energy management programme can have other benefits too, such as increased productivity. Staff morale can benefit too. People enjoy being involved in a challenge that has rewards for the whole community.

A step-by-step guide

This Staff Awareness and Motivation booklet has been prepared by the Energy Efficiency and Conservation Authority (EECA) with input from external experts. It is supported with the real-life experiences shared by many leading New Zealand businesses.

This booklet provides a step-by-step guide to help you design an energy awareness and motivation programme to involve your staff in managing their energy consumption. It includes ideas and concepts that you can use to develop a programme that suits the culture of your organisation.

If you already have a programme in place, this booklet might provide ideas that could make it even more effective.

Key components: awareness

A staff awareness and motivation programme is about engaging your staff as members of an energy saving team – harnessing their ability to reduce energy waste on a daily basis.

Awareness is a key step towards lasting change.

Management can impose directives about how things should be done. In practice however, getting people to change is far more successful if they appreciate why change is necessary. Once they understand the 'why', staff are also often able to contribute to the 'how' and suggest far better ways of achieving goals.

Simple awareness can achieve results surprisingly fast – especially now we're all more sensitised through the media, to energy issues, climate change and environmental problems.

Sometimes, the issue is that people just don't know how much energy is used by the processes they run or how easy it could be to use less.

To start raising awareness you'll need to give staff good answers to questions like these:

- What different types of energy do you use and for what?
- What does energy cost?
- What is the potential for saving?
- How can individuals in our business help to save energy?

Key components: motivation

Your programme will need a strong element of motivation as well.

Motivation is a matter of getting people to take responsibility as individuals, to understand that their actions are important and to realise that what they do can make a difference.

To get people motivated, you need to give them good answers to questions like these:

- Why save energy?
- Why should I contribute?
- Why should I bother when others don't?
- What's in it for me?

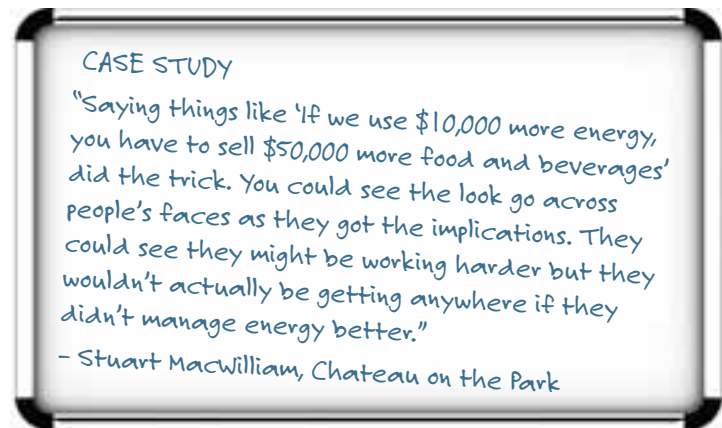
Getting people on board means helping them feel that their actions can make a difference.

Key components: top level engagement

Senior management have a crucial role to play in a successful staff awareness and motivation programme.

Without leadership and commitment from the very top, a project can be seen as 'soft', be starved of capital and shunned by managers who have other, 'harder' performance indicators to meet.

"Nothing happens in a business unless there are leaders to drive it." – Gary Romano, Fonterra Group



Overview of the process

These six steps will guide you in setting up an energy awareness and motivation programme for your staff:

1. Set up a team. Changing staff behaviour is a big task. It requires a variety of skills and the input of people from different parts of the organisation.
2. Research current attitudes and behaviours. Before you launch a campaign, you need to know what people think about saving energy, what would motivate them to save energy, and what problems you might come across as you implement the programme.
3. Planning. The stage when you decide what you'll do to change people's behaviours, and specifically when each stage will happen.
4. Implementation.
5. Evaluation and review. The process should be continuous. You need ways to evaluate the programme and make changes to any aspects that aren't working.
6. Maintenance. The aim is to change behaviours for good, and this means putting plans in place to make sure energy efficiency is part of your workplace culture.



STEP 1: SET UP A TEAM

Running a Staff Awareness and Motivation programme is a multi-faceted job that requires a range of skills – more than one person can offer.

So, while it's good to have an 'energy champion' in your business, he or she will usually need the support of a team. It can be as big or small as you like, so long as there are enough people with the skills to get all the jobs done.

There are other strategic benefits using a team. It spreads the net and gets more people understanding the issues and committed to action. And if you choose team members wisely, you will involve natural leaders who are respected by their workmates. Their involvement and endorsement will make getting results much easier.

You'll need a team with a wide range of skills, who have some influence in your workplace, and shared values in energy efficiency.

Seek complementary skills, shared values

The team members you pick should have skills that complement each other. They should have experience in different parts of your business.

They should also share a belief in the importance of energy efficiency and a commitment for positive change.

Otherwise, you'll have passengers who won't pull their weight.

And ideally, your team will include someone who can champion the programme with senior management.

In terms of skills, you need people with experience in these fields:

- Project management. Able to lead the project and manage timelines, team members and implementation.
- Operations or technology. To provide technical advice on energy consumption, energy efficiency, and monitoring results.
- Marketing and communications. To advise on communicating to staff and help with marketing tasks like producing newsletters and web content.
- Human resources. To provide advice on how the programme could impact on staff, and on identifying the risks of changing staff behaviour.
- Relationship management. To help with getting buy-in from all areas of your workplace and making sure the beliefs in energy efficiency are filtered down to all staff.

Keep the momentum up

The team's first job will be to work out roles and responsibilities: the allocations should be recorded in writing. Ensure everyone knows clearly what they're required to do and what the expectations are.

It's most important to schedule regular meetings. This helps maintain the momentum and keep everyone up to date with what's going on and what other people in the team are doing.

You need that information to be able to create a programme that will address what's actually happening in your business and get results.

CASE STUDY

"We began the process of getting staff involved by forming a focus group, which included the engineering and process managers, supervisors and about four staff from the beef processing line. We consciously chose the most influential to participate. We were working on the theory that those who are prepared to stand up and make their comments, whether they're right or wrong, are the natural leaders who get things done."

- John Corcoran, CMP Canterbury



STEP 2: RESEARCH CURRENT ATTITUDES AND BEHAVIOURS

Before you can create a campaign you'll have to find out how your staff think, feel and behave when it comes to energy consumption.

What you need to know

Basically, you need to find out how staff in your business tick when it comes to energy. How much do they know about the energy they use at work? What do they think about energy efficiency? Are they aware of how it could affect the business, and them?

You also need to get some information on the triggers that might get action. For example some people could be motivated by knowing

they are doing their bit for the environment whereas others might respond better to a more localised team competition.

By getting to know your target audience and what they think, you can tailor your campaign for success.

Research options

There are various ways of getting the information you need, including focus groups, informal questioning or workshops. One very effective and cost-efficient option is a questionnaire that people can complete in their own time.

Effective questionnaires

If you use a questionnaire, make sure your questions are clear and easy for people to answer. Multiple choice questions, or questions with a ranking (say 1 for 'Always' and 5 for 'Never') can work well.

And allow room for respondents to give you a few basic details. You don't need names – just knowing where people work can be hugely helpful in finding out if there are any departments that need special attention.

A guide to useful information

Whether or not you're using the questionnaire approach, check out the Questionnaire Template at <the back of this booklet>. It's a useful guide to the information you need at this stage and how it could be helpful, (and of course, how you could express it in a questionnaire).

Distributing a questionnaire

You need as many responses to your questionnaire as possible. To maximise responses, consider these issues:

- **Timing.** The best time to introduce the questionnaire is usually when people are fresh – in the morning or at the beginning of a shift, for instance. Mondays and Fridays are best avoided.
- **Format.** You may have to send your questionnaire out in different ways depending on the different roles in your workplace, for example, by email to office staff and by paper in 'pigeon holes' to factory staff.
- **The response path.** You'll get more questionnaires back if you make it easy for people to return them to you. Usually the way you send the questionnaire out will dictate how people should respond, for instance, by email or by slotting the response into a box.
- **Response time.** Be realistic about how long it would take to complete your questionnaire and put a due date around this, taking into account people's work responsibilities. Don't let it drag on, however. The due date shouldn't be more than two weeks after the questionnaire is introduced.
- **Following up non-responders.** The best way to follow up is to stick with the way you introduced the questionnaire – by email or pigeon hole, for instance. If you have no luck try the phone, but this could take time.
- **Incentives.** An incentive for prompt response can encourage people to fill in the questionnaire while it's top of mind. For example, you could offer a prize draw from all responses received by a certain date or a small gift for every person who responds by the due date.





STEP 3: PLANNING

With the information from your research at hand, you can start creating your programme.

- Generate ideas amongst the team and staff.
- Put your ideas on paper, evaluate them then incorporate them into a concrete plan of action.
- Work out exactly how you'll launch your programme.
- Finally, think how you'll monitor the results and maintain the programme over time.

This is where the work really begins!

There are several stages. You'll need to

- Define goals
- Set separate long-term and short-term goals
- Define your target audience
- Choose your key messages
- Decide what activities you'll do
- Develop a theme
- Set timelines
- Choose evaluation and review methods.

Define goals that are SMART

You should be very clear about what you want your programme to achieve. Like all goals, yours need to be Specific, Measurable, Achievable, Realistic and

Timely – ie. SMART.

Identifying SMART goals is a matter of thinking about why, what, when and how much. In this situation you should be asking:

- How much energy do we want to reduce, and by when?
- What type of energy is this programme about – electricity, gas, diesel, petrol, steam compressed air or all of them?
- What behavioural changes do we want to make and how will we measure the changes?
- How will we know if our programme is successful and how will we evaluate it?

Set separate long-term and short-term goals

Long-term goals are those you'd want to achieve in say, 10 years' time. Short-term goals are stepping stones to help you achieve your long-term goals.

Long-term goals could be:

- Reduce electricity consumption by 10% by <year>.
- Reduce petrol costs by 10% by <year>.

- Reduce overall energy costs by 15% by <year>.

Short-term goals (to help you achieve your long-term goals) could be:

- At least 80% of lights in our building turned off in the evenings by November.

- All machinery switched off every night by Christmas.

- All computers' active power management features on by April.



Define your 'target audience'

The results of your research should help you identify different areas and groups in your business that are at different stages of awareness, motivation and action than others. For example, factory staff may already be using minimal energy and understand the benefits of energy efficiency, while your IT department may be the biggest user of energy in your workplace.

Identifying different target audiences, and what you need to achieve with them, lets you tailor the activities to specific needs for better chances of success.

Choose your key messages

Key messages are the main messages you want to communicate with your target audience. They have to be consistent right throughout your programme to be effective.

You can have as many key messages as you need, and you can have different key messages for different target audiences. Some messages such as switching off lights in kitchens and toilets may apply across the whole of your organisation. Others may be more specific eg. installing energy control mechanisms on computers. It usually helps however if they can be grouped under one thematic umbrella.

The important thing to remember is that the key messages must enable you to achieve your goal, and they must complement each other.

Along with choosing the key messages you need to achieve your programme, consider:

- What messages your staff would relate well to. Try and talk their language.
- What would motivate them.
- What would make them feel they own the programme.

Choose your activities and channels

Knowing what you want to **achieve** (your goals), **who** you need to talk to (your target audiences), and **what** you want to say to them (your key messages), you now need to decide the 'how': which channels and activities to use to get your message through.

There are lots of different ways to communicate with your audience, what you actually end up doing will depend on:

- Who you're communicating with.
- What your budget is.
- Who you have to help you with launching your programme.
- What resources you have to maintain the programme on an ongoing basis.
- The standards your organisation has set regarding communications activities.

When deciding on your activities, consider channels already in place such as regular staff newsletters or emails, CEO updates and monthly meetings.

You should get staff involved. You may want to ask for their ideas as they'll probably have a different perspective on how to do things better.

Simply getting them involved helps to build awareness and motivate people to change – people feel empowered and feel they've made a contribution.

Keep in mind that the activities you choose should give you the best results for your dollar. Always ask yourself why you should do a certain activity and weigh up the pros and cons of each activity.

Here are some activities you could carry out, on top of those you incorporate into your existing channels:

- Posters and leaflets.
- Presentations from the CEO supporting the programme.
- Reminder stickers, above light switches for instance.
- Competitions to get people interested and involved.

You could also hold a launch event – to celebrate the start of something great and get staff excited about the idea.

Get staff involved right from the start. Then it's a win-win for everyone.

Develop a theme

Giving your energy saving programme a theme can give it personality and an identity that people can relate to it. The theme can be anything, from wacky and funny, to serious and simple. Whatever the theme, it should be applied to the whole programme and be consistent throughout for it to work.

'Reduce the Juice' is an example of a strong umbrella theme one NZ organisation has used. If you're involving a design or advertising agency, they can help you create a specially-tailored identity for your programme.

Set timelines

An energy-saving project is like any other project and should have a formalised timeline.

Working backwards from your goal, decide when you need to launch the programme, how long your activities will go for and when your programme needs to be evaluated.

This will be a high-level timeline so make sure you allow enough time for all the programme activities to be developed and carried out, and for the time it takes for behavioural changes to have an impact so that evaluations can be done.

A well thought-out campaign could take two to three months to develop. Monitor your progress over at least twelve months.

A sample timeline:

XYZ corporation energy efficiency programme timeline	
To take programme to launch	
Present plan to management	1 September
Gain backing of plan	10 September
Assign resources	15 September
Develop programme activities	1 October
Launch programme	15 November
Ongoing	
Evaluate impact of programme	Monthly from January
Initial evaluation report to management	1 April
Refresh activities to maintain interest	1 September

Choose evaluation methods

You will need to decide ways to evaluate progress of your programme. Your evaluations should give you information that will help you make changes to your programme if things aren't going to plan.

Evaluation activities could include:

- Regular progress reports from team members.
- Staff surveys.
- Random monitoring of buildings and equipment.
- Regular monitoring of energy costs.
- Encouraging feedback from staff.



STEP 4: IMPLEMENTATION

The first step is to assign tasks to people in your project team. Then you should create a launch calendar and more detailed timelines to ensure the project is carried out according to plan.

Detailed timelines should provide information on every task that needs to be done, including who's responsible for the task, and when the task begins and ends. They will help you ensure all deadlines are met, and are critical to the success of any project.

In setting your timelines, try and avoid involving staff at times when your organisation has lots going on, or when staff morale is low. And make sure your timings are suitable for when management needs to be involved.

Management buy-in

Top-level support is important to the success of your programme. It ensures the values you are trying to instil in staff are filtered down right throughout your organisation.

Your energy efficiency programme should be backed by management before launch. This will ensure your programme gets the resources it need and doesn't conflict with other company policies or activities.

Ideally, management buy-in will include an energy efficiency policy – making energy saving a formal requirement of your workplace. There's more about developing an energy policy on page 13.

**Success = good planning + strong leadership
(+ management backing)**



STEP 5: EVALUATION AND REVIEW

Your planning should have covered off how you'll evaluate and review your programme.

Evaluation

Evaluation should be ongoing. It should measure progress towards both short-term and long-term goals.

As part of the process remember to provide for staff recognition and reward. This can be quite simple, for example morning teas or certificates to successful energy-saving teams. Instant 'chocolate fish' type prizes reinforcing good energy behaviour are also effective.

A little recognition goes a long way – it can give your staff a huge boost and help to maintain their enthusiasm for the programme.

Make it a process of continuous improvement

Review

Once the programme is launched your team should meet regularly to review and share comments on your planning, implementation and results.

In the review you should find out how the project has worked for different team members and different parts of the organisation. Ask what went well, what didn't and why. Seek ideas on how things could be done differently next time. Write an informal report and circulate to encourage more feedback and involvement.



STEP 6: MAINTENANCE

To achieve enduring improvements in energy management you should be thinking beyond a programme and towards a culture change.

"Maintaining an energy efficiency culture is an ongoing process. Keep energy efficiency top of mind, and you'll ensure the positive changes you've created in your workplace continue."

Consider an energy policy

One of the most effective ways of locking in change is by getting your business to adopt an energy policy.

A policy is a statement of your workplace's vision for energy efficiency, with clear guidelines to achieving that vision. It can help ensure the positive changes you've made to your workplace continue.

Like any workplace policy, the energy policy should be a part of every employee's condition for working at your organisation. It will set out your workplace's vision for energy efficiency, why everyone should be energy efficient and how to go about it, and what other things your workplace is doing to help.

A special energy policy section could be included in every new employee's induction pack.

Keep energy efficiency top of mind

To encourage people to continue their energy-saving habits you need to keep reminding them that energy efficiency is important. You could probably use some of the programme materials you've already developed, and develop new ones for more impact.

Keep things fresh by swapping posters around, or by putting reminder stickers on light switches – by the lifts, in the toilets or in the staffroom.

Think about producing mouse mats and coffee mugs or even squeeze toys or caps with key messages printed on them. Keep seeking feedback from staff – try suggestion boxes – and keep them updated on progress with via noticeboards and internal emails.

You could also develop an energy efficiency section on your intranet site to keep staff involved and interested in energy efficiency. Ideally this site would be interactive, and include two-way dialogue such as an open forum section, and perhaps competitions and special offers.

The clearer and more visible messages are, the more effective you will be in continuing the positive energy efficiency behaviours you've already introduced in your workplace.

Aim to build energy efficiency into the culture at your company

CASE STUDY

"People power is our biggest weapon in achieving energy savings. And the key to maintaining staff involvement is keeping things fresh and interesting. So, we revitalise our campaign every year. Our current campaign, for instance, now aims to reduce all types of waste, including energy."

- Steve Fuller, Telecom



QUESTIONNAIRE TEMPLATE:

These are some of the questions you'll want answered in the research stage of your programme. They're expressed as if they could go in a questionnaire. If you're using a different approach eg. a workshop, use these questions to guide your agenda. Whatever research you do, you'll probably want to add extra questions to get information that is relevant to your workplace.

Q. How important is saving energy at work to you?

- a) Not important
- b) Slightly important
- c) Very important.

How staff answer this question will tell you how aware the person is about saving energy at work. It will give you an indication of how receptive they will be to your programme.

Q. How important is saving energy at home to you?

- a) Not important
- b) Quite important
- c) Very important.

If the respondent believes saving energy at home is more important than saving energy at work, then it is likely their understanding of saving energy only relates to the cost of energy to them, and not the wider benefits of saving energy.

Q. What different types of energy do you use at work?

By leaving this question open, you get to know how well a person understands what energy really is. Relate this question back to the person's role at work to see if there's any pattern of awareness according to job type.

Q. Please list five ways of saving energy at work.

Again, by leaving this question open, you find out how much they know about saving energy.

Q. What would motivate you to save energy? (circle as appropriate)

- a) Saving money for your company
- b) Knowing you'll be helping the country conserve energy or helping the environment
- c) Donating the money saved to charity
- d) Using the money saved to go towards staff bonuses
- e) Recognition for your team.

This question helps to decide what incentives you could use (if necessary) to motivate staff to take part in your programme.

Case Study

INVOLVING ACTIVISTS: Canterbury Meat Packers

“We began the process of getting staff involved by getting a working party together. It included the engineering and process managers, supervisors and about four guys from the beef line.

We consciously chose the most vocal and outspoken ones. We were working on the theory that people who aren't scared to stand up and make their comments, whether they're right or wrong, are the natural leaders who get things done.

We got this group together weekly to look at ways we could manage our resource use better.

We actually started looking at our water use first. It requires a lot of energy. Between taking it out of the ground and putting it back in, we pump water seven times and heat and cool it in various stages. It's also a precious resource that we use a lot of.

In fact, the amount we were using each day would fill five Olympic swimming pools.

Putting things in layman's terms like that was important.

For instance, one of the more vocal guys in the group was called 'Pop' and he happened to enjoy his beer. So, we developed the 'Pop' scale. We'd say on that scale, it's taking us 1.5 kegs to do a carcass – how much can we cut that back? Then we'd track it, and put up graphs and progress reports where staff could see how we were doing.

To put total electricity usage into context, we'd also tell staff that if we closed the plant for a year, the power saved could run the whole of Ashburton for 3.25 years.

Simply raising awareness was important for us.

For instance, I'd provide quite detailed reports to our weekly senior managers meetings. While the other guys were reporting on meat yields, I'd cover our energy usage, spot prices

and what was happening to affect them, and our hedge position.

I'd also provide actual usage against budget by department – lamb, beef, cool stores, fellmongery etc. and pass that on to the plant managers.

Once we got the awareness up, the next step was talking to the guys on the floor and getting their input. Rather than just go out and say “here's a way to save, do this”, we would try and plant seeds and wait for them to come back and tell us. Once they told us, it was their initiative and they'd take ownership.

To get discussion going, we got them to mentally 'walk through' their own day and identify anywhere there might be savings. That very quickly got results. For instance, a crew comes in an hour before we start to get the plant ready.

They would arrive, walk past the control panel and hit all the controls. So we'd have peak loads coming up all at once, and the whole plant running for the next hour without being needed. They pretty quickly saw there was a much smarter way of doing things.

Getting awareness up took time – about 12 months. But having planted and watered the seed it's now a normal part of business. We even get the lamb guys coming in at weekends to identify water leaks, simply because they appreciate being involved.”

John Corcoran, engineering manager,
Canterbury Meat Packers

Case Study

PROMOTING NEW IDEAS: Carter Holt Harvey

“Our energy efficiency initiative was part of a wider project called ‘Value Creation’ which looked for ways to take cash costs out of the mill in seven key areas.

Up till then, we’d had groups of white collar staff sitting down and coming up with ideas, and we’d done all the easy projects. We wanted to spread the net further, so we went out and actively pursued ideas.

We encouraged everyone to get involved – we bombarded people with emails, and pushed it in our weekly newsletter and team meetings. Every idea was recognised with a small gift – a drink bottle, carry bag or something of that order.

Each idea was ‘scored’ and the people whose idea made it through to the next round were given a Lotto ‘scratchy’. Their idea was then listed on the intranet where people could keep track of how it was progressing.

We pushed to get a total of 300 ideas to this level by promoting the ‘Indy 300’. Everyone who got an idea to this stage was in with a chance to win a trip for two to the Indy motor races on the Gold Coast.

About 15% of the Value Creation ideas we received related to energy efficiency which gave us plenty to be working on for a couple of years. We’re now re-visiting some of the ideas that didn’t originally make the cut, as changes to technology and cost structures make more and more of them viable.

We got many excellent ideas out of this process. In fact, the success of those ideas, and the degree of participation, both helped us win an EnergyWise Award in 2004.

One thing we found important was to have a good, simple way of assessing and ‘scoring’ ideas so we could give people feedback on their suggestion quickly. It reassured people we were taking the process, and their contribution, seriously.”

Trevor Gerken, Kinleith Energy Co-ordinator,
Carter Holt Harvey

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SWITCH OFF BETTER OFF



Whatever business you're in you can save energy and the environment.

Switch off! This is probably the simplest action you and your staff can take. For example, rather than leaving a light on when you exit a room, simply switch it off. It's that easy. You can also encourage staff to switch off electronic equipment and machinery when not in use.

To help, EECA has developed a series of posters and stickers for you to put up around your work place. These are available to order directly from EECA or you can download them at www.eecabusiness.govt.nz/empove/implementation/motivate-staff.htm

Remember, the quickest and easiest way to save energy is to apply the simple rule 'if it doesn't need to be on, switch it off'. By making small changes like this your business will soon be better off – saving energy, money and the environment.

Save energy and the environment!

