



STEPS TO SUCCESS HANDBOOK

Power Smart Employee Awareness

BC hydro
POWER SMART

Keys to Success



The following six steps can help you build your own Power Smart Employee Awareness program. Although these steps are a guideline, you will need to adjust them to put together a plan that will fit the unique requirements of your company.

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

So let's get started!

STEP 1: Establish Goals and Objectives

What do you want to achieve with your energy awareness program? Be specific! The clearer you are in outlining your goals and objectives, the easier it will be to plan your program and measure your 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.
- Educate our employees and building occupants about energy efficiency so that they realize that they can make a difference at work and at home, as measured by an X% increase in awareness in a survey.
- Demonstrate our civic consciousness and concern for the environment, as measured by an X% increase in customer or public awareness of our efforts in a survey or poll.



Tip

When creating goals, make sure they're "SMART" – that is, specific, measurable, attainable, realistic and trackable. This will increase your chances of success.





When setting your targets, use current information on your facility's energy consumption and on your employees' awareness levels. This will help you identify where you're starting from and where opportunities for improvement exist. If the information is incomplete or out of date, you may wish to gather additional data through such techniques as energy audits or employee questionnaires.

STEP 2: Create the Team

To be successful, an Energy Awareness program must have a high level of commitment, both at the top and throughout the company. Start by gaining the support of senior management, and then build from there.

A. Secure senior management support

The executive of your organization must support your vision. Having an enthusiastic and committed senior management “sponsor” will significantly improve the likelihood of success.

To gain the support of senior management:

- Quantify the projected energy savings and show their net effect on the organization’s bottom line.
- Express the savings in practical terms to show their value to the organization. For example, “Savings of X amount will equate to Y new computers, or Z money available for new equipment.”
- Remind management that the savings are sustainable – in other words, once implemented, energy efficiency improvements continue to deliver benefits over time.
- Highlight the labour relations benefits such as improving employee morale and the working environment, and the importance of supporting broader community values that look beyond your company’s immediate interests.

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

Once you have senior management's support, designate someone to manage the Power Smart Employee Awareness program. This person will develop the plan, obtain approval to proceed, build and lead your team, and manage the program. Select someone who is enthusiastic 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 a cross-organizational team to carry out the program.

Suggested team members representing:

- Management (Depending on the size of the organization, it may be appropriate to include a senior executive and someone from middle management.)
- Employees
- Tenants or other building occupants who are in the building but not part of your organization
 - Union(s), if your organization is unionized
 - Students, if yours is an educational organization
 - Building operations
 - Communications or Public Relations
 - Accounting or Finance
 - Personnel



Tip

Tips for building an effective team:

- Assemble as diverse a group of individuals as possible. (See suggested team members at left.)
- Select good communicators and those comfortable speaking with others.



STEP 3: Develop Your Employee 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 audiences include:

- Employees of your organization (or a subgroup of employees), and
- Non-company building occupants.

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



2. Define your key messages

The two keys to awareness are why and how. First, you must educate your audience on the importance and benefits of saving energy. Then you must give them specific direction on how to do it. Power Smart tips have been developed to assist with this step, visit www.bchydro.com/worksmart for a complete list of tips.

Remember that when you ask people to change their behaviour, you are asking them to rethink ingrained habits and attitudes towards energy use. Your communications must express the benefits of energy efficiency in a strong, relevant and clearly articulated way in order to overcome people's natural resistance to change.

Below are some common challenges you could face – and the following page has responses you can cite to overcome them.

Challenges:

- “This Employee Awareness program provides limited tangible or direct personal benefits to me.”
- “I don't have enough time and am already overloaded with information and work.”
- “How can my small contribution really make a difference?”

Responses:

- It's easy to use energy more efficiently. It's a matter of small behavioural changes, and once they become habits, they don't take any more time than energy-wasting habits.
- 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.
- Energy savings will be allocated toward employee reward programs that recognize individual efforts.
- Energy efficiency benefits the environment by reducing harmful greenhouse gas emissions and materials waste.
- Energy efficiency contributes to the economic well-being of our community and our province.
- 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.
- You can "take home" the energy-saving techniques you learn at work, saving energy and money at home.



Tip

A Power Smart Tips web site has been developed for a complete list of tips.

Visit:

www.bchydro.com/worksmart



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.
- Make the communication useful and relevant to the audience. 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 past inefficiencies or wasteful habits.
- If you have a number of different audiences, establish styles to match them.

Whether you choose to use the tools provided by BC Hydro, or customize your own materials, remember to be consistent in your visual images and text.



4. Identify your communication vehicles

Now it's time to plan the activities that will form the crux of your energy awareness program. These are the activities that you will use to build employee awareness and encourage behavioural change – the activities that will produce the benefits that you have promoted to employees and senior management.

There are many communication vehicles to choose from. For ease of organization, we'll group them into three categories:

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
- Lobby displays
- Inserts in employee pay cheque stubs



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
- 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.
- Challenge employees to see which facility or department 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 and attendance at events. For example, you could offer give-aways and door prizes at lunchtime talks.
 - Prizes could include t-shirts, buttons, coffee cups, or a gift basket of Power Smart products.

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
- Other



Tip

Prepare a blocking chart that shows the activities and the dates or duration over which they will be implemented.



Congratulations!

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



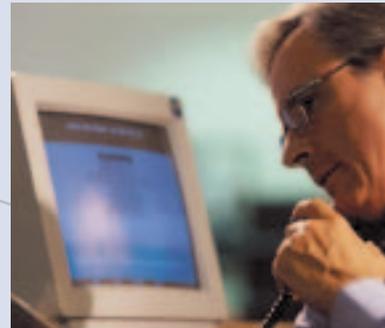
Tip

When determining costs for communication tools such as posters, consider the economies of scale for printing larger volumes to last for the entire campaign.



STEP 4: Assemble Your Tools

We have already created a number of communication and information tools to get you started, such as sample communications from management, Power Smart information and tips and posters. Visit www.bchydro.com/worksmart, and select the best tools for your program. Of course, since your organization is unique, you will need to customize some of these tools to reflect your requirements.



Here are sample tools that can be found at www.bchydro.com/worksmart

Letters/memos/emails:

- Sample wording letter from senior management
- Sample wording of email from senior management

Tips:

- Power Smart Employee Awareness tips for work
- Power Smart tips for home

Quiz:

- Power Smart quiz

Posters:

- Power Smart posters

STEP 5: Implement Your Plan

Before you launch the program, assemble the team, get their input, and make changes and improvements to the plan and budget, based on their feedback.

Now you are ready to implement the plan. Here are some tips for a successful implementation:

Start with a splash.

Launch your program with a high-profile event, and publicize the launch in advance to build excitement. If possible, have a senior executive spokesperson to show high-level endorsement, and make sure that the entire team participates, so that employees see that the awareness campaign has broad-based support. Some launch ideas:

- Have a friendly competition to see which department 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.

Stay on track.

Remember to keep to the pacing you established in your schedule. Maintain the momentum and resist the urge to overload your audience 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.

Monitor the program and its effects regularly.

Go back to your original objectives and see if you are meeting them. In addition to measuring energy consumption to confirm that you are achieving savings, you may want to conduct employee awareness surveys to ascertain that the message is getting through. On a less formal level, you could ask employees what they think of the program and if they have any suggestions for improvement at regular department meetings. 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 computers.

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. You can find information on other Power Smart programs on our website at www.bchydro.com/business.

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, bring in new participants 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. Feature special contributors in the company newsletter. Hold a semi-annual or annual recognition program to remind employees and occupants 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, occupants and management. You may also want to share your achievements with your customers and the public.





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