

Webinar 5

How to Increase Staff Engagement in Energy Management Activities

SPONSOR: Simon Vickers, Program Manager Commercial Marketing

Introductions



saving you energy

Prism Engineering provides consulting services to address technical, behavioural and organizational aspects of Energy Management

We design and implement cost effective approaches to address comfort, efficiency and reliability.

Our Work By the Numbers

We've had the privilege of serving our clients since 1990:



Introduction to your **Prism** Facilitators



Robert Greenwald has 23 years of energy management experience including developing SEMP's, determining opportunities, designing building upgrades, setting up MTR programs, acting as an Energy Coach and supporting cultural change through training and engagement programs. Robert has a genuine passion for training and has facilitated over 200 energy management workshops.



Sarah Smith leads Prism's Training + Engagement Team and has been working with clients since 2010 to design and deliver sustainability staff engagement programs. With a background in behaviour and organizational change theory, volunteer management, social science research and program development, Sarah works with organizations to design and implement solutions that will enhance their creativity, capacity and stewardship.

Introduction to your **BC Hydro** Facilitators



Craig Hunt has been with BC Hydro in Power Smart Engineering for 6 years supporting the Commercial Energy Manager Program; working with 120 organizations to develop their Strategic Energy Management Plans. He is a Certified Energy Manager (CEM) and a Certified Demand Side Manager (CDSM). Previously, he worked internationally with a nuclear medicine manufacturer for 2 decades.

Guests

- **Energy Manager Program:** Simon, Jenn, Paul
- **KAMs:** Wayne, Jeff, Lindsay, Ron

Webinar Logistics

- We need your focus and attention throughout
- We will engage participants directly in the webinar
- We will have several **Q&A** sessions throughout and will let you know when they are - use the Live Meeting tool for Questions
- Please ensure your phone is *muted* from background noise

We will Learn from Each Other



ABBOTSFORD



BRITISH COLUMBIA



Cowichan Valley School District



Ivanhoe Cambridge



School District 69 - Peace River South



CAPILANO UNIVERSITY



MOUNTAINS OF OPPORTUNITY
CRANBROOK



earls
KITCHEN & BAR



Chilliwack School District



School District 68 Nanaimo Ladysmith



SHAPE PROPERTIES



Surrey Schools
LEADERSHIP IN LEARNING



Coquitlam



fraserhealth



island health



Jawl Properties Ltd.



Retirement Concepts



SCHOOL DISTRICT 43 Coquitlam
Learning for a Lifetime



SUNSHINE COAST REGIONAL DISTRICT



city of north vancouver



BCIT



Interior Health



Saanich



Retirement Concepts



Retirement Concepts



SCHOOL DISTRICT 43 Coquitlam
Learning for a Lifetime



SUNSHINE COAST REGIONAL DISTRICT



Dawson Creek BRITISH COLUMBIA



Grand Villa Casino
Hotel & Convention Centre



Overwatea Food Group



REGIONAL DISTRICT OF NANAIMO



SFU



okanagan college



ICBC



BC Hydro



MUNICIPALITY OF NORTH Cowichan



DISTRICT OF OAK BAY



THRIFTY FOODS



University of Victoria



THOMPSON RIVERS UNIVERSITY



Fisheries and Oceans Canada

Pêches et Océans Canada



WHISTLER BLACKCOMB



MAPLE RIDGE
British Columbia

Six Webinar Topics (3 Hours)

- Sep 19 Evolving Your Strategic Energy Management Plan
- Oct 24 Project List – Lighting & Electrical Technologies
- Nov 21 Project List – Mechanical & Controls Technologies
- Jan 23 Building the Business Case including Financial Analysis
- Feb 20 How to Increase Staff Engagement in Energy Management Activities
- Mar 20 Monitoring, Targeting & Reporting

Desired Webinar Series Outcomes

- increase your **ability** to be an effective Energy Manager by specific training on SEMP, MTR, and Engagement Programs
- provide you **ideas** to incorporate into your work
- provide you **references** to increase your learning
- provide you **tools** to promote your program
- add **structure** for planning, implementation and follow up
- **inspire you** to take on new challenges
- **motivate you** to continue your efforts to reduce energy use
- CEM preparation

How We Plan to Achieve These Outcomes

- **Webinar Series (6)**
 - Content, dialogue, case studies, experience sharing
- **Ongoing Support**
 - Between Sessions we will be providing one-to-one coaching and support for the topic presented

Key points

Evolving your Strategic Energy Management Plan

- **Value of SEMP**
 - SEMP is backbone of program: targets and a plan, showing organization's commitment
- **Developing SEMP**
 - Connect SEMP with Energy Policy to create an energy road map
 - Use to measure and track progress towards targets
 - Helps to get finance onboard - funding requests get tied to SEMP, part of capital planning
 - Understand your situation through consumption history, performance indexes and benchmarking
- **Writing & Communicating SEMP**
 - Craft your message for Multiple stakeholders
 - Make it real through equivalencies, leverage social media tools
 - Update quarterly, ongoing or annual

Key points

Project List - Lighting, Electrical, Mechanical & Controls Technologies

1. Start by identifying opportunities
2. High level estimate of savings
3. Determine level of interest
4. Use audits and analysis to refine numbers
 - Match the need
 - Maximize the efficiency
 - Optimize the supply
5. Build your business case
 - Electrical Opportunities (Lighting, Fans/Pumps, Refrigeration)
 - Thermal Opportunities (DDC/HVAC, Boilers, Envelope)
6. Update list as more info is available
7. Track status (potential, approved, in progress, complete)

Key Points

Building Your Business Case & Financing

- We need to speak the language of the decision makers
- NPV and IRR are preferred methods to evaluate the financial performance of a project
- Build the business case to include operational, financial and strategic aspects of your project
- There are internal and external procurement and financing options to consider
- Green revolving funds can be set up to internally fund projects through past incentives and savings

Your Suggestions

- WCA (Developing a strategic behavior change management team (WCA X₃))
- Using Public Narrative for engagement and behaviour change
- Using video training to help facility managers understand energy
- Change management theory and practice from a high level and detailed perspective
- Social media
- Creating student engagement
- Examples and lessons learned

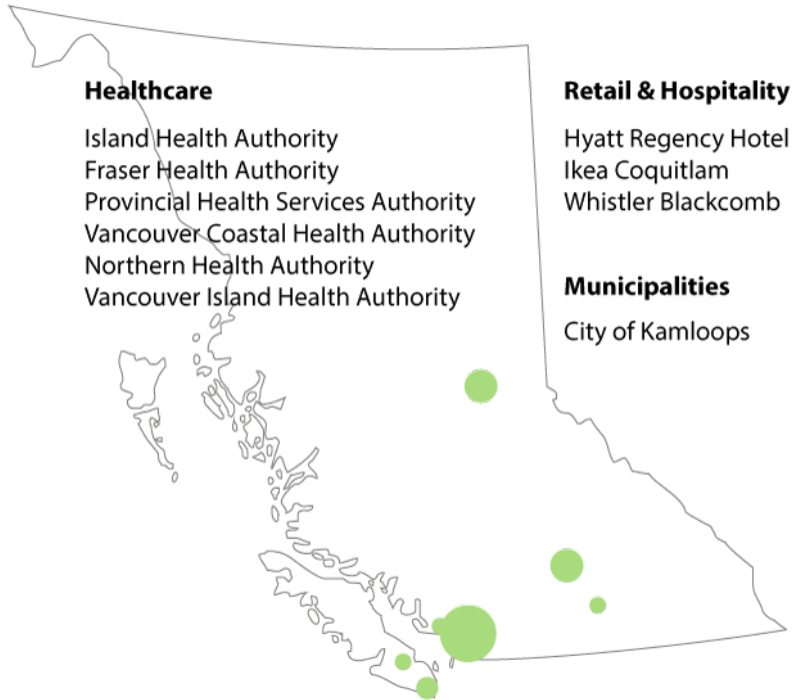
Today: Staff Engagement

- Why Engage?
- The Challenge
- **Build Your Team**
- **Secure Internal Support**
- **Develop and Implement your Plan**
- **Measure Results**

Tools, Strategies and Theories

- Community Based Social Marketing
- Change Management
- Volunteer Management
- Human Centered Design
- Change Management
- Stakeholders and Building Support
- Communications + Social Media + Story Telling
- Influencing without Authority

Case Studies



Healthcare

Island Health Authority
Fraser Health Authority
Provincial Health Services Authority
Vancouver Coastal Health Authority
Northern Health Authority
Vancouver Island Health Authority

Retail & Hospitality

Hyatt Regency Hotel
Ikea Coquitlam
Whistler Blackcomb

Municipalities

City of Kamloops

Education

British Columbia Institute of Technology
Capilano University
Langara College
Simon Fraser University
Thompson Rivers University
University of British Columbia
University of the Fraser Valley
University of Northern BC
University of Victoria
Vancouver Community College
Vancouver Island University

School Districts

North Vancouver School District

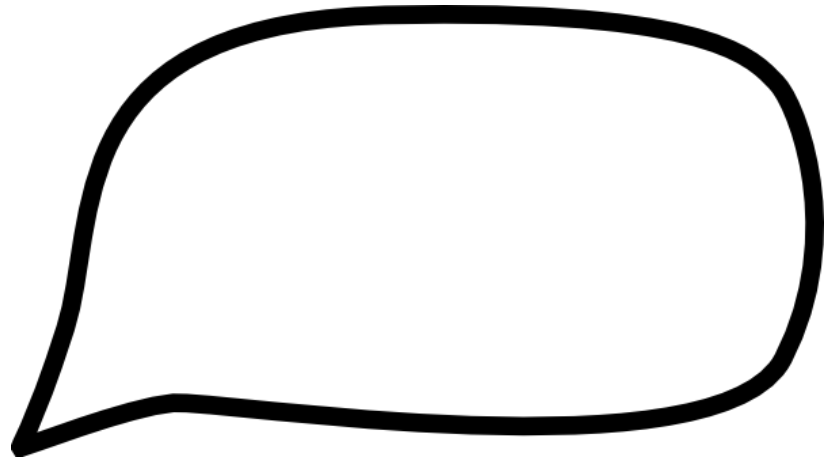
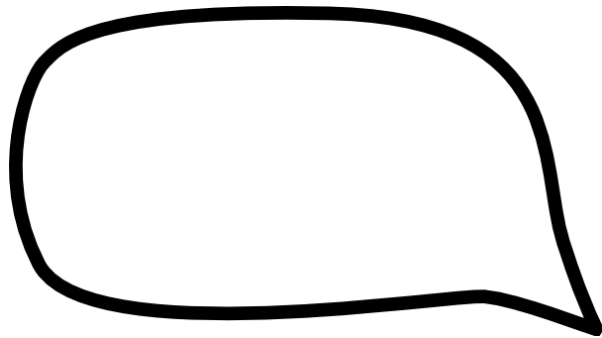
Government

Department of Fisheries & Oceans
ICBC
Royal Canadian Air Force
Shared Services BC

Industrial

Freshwater Fisheries Society of BC
New Gold Afton Mine

Q & A

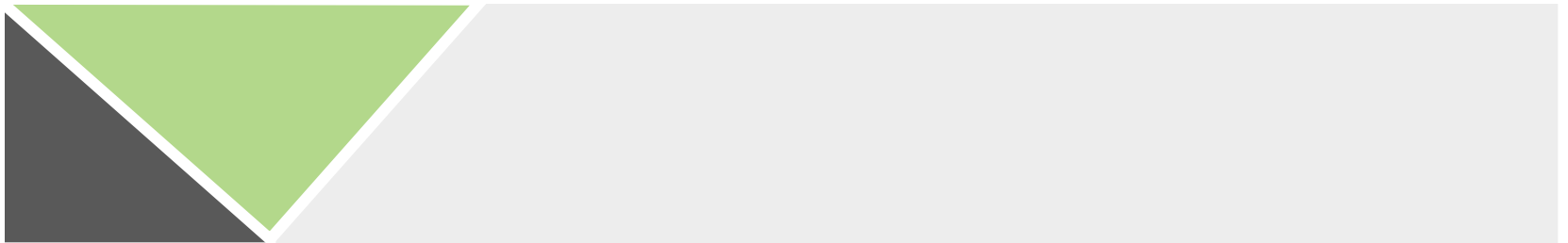


First Some Definitions

- Behavioural Change
- Staff Engagement
- Culture Change



WHY ENGAGE?





“Creating a sustainable future for the planet requires fundamental changes in attitudes and behaviours across society.”



Technology + People

Site	Actual Energy Savings
Site 4 – Technology Only	-4%
Site 3 – Technology Only	3%
Site 2 – People (behavioral changes) only	16%
Site 1 – Technology and People (behavioral changes)	23%

The key to large savings is a combination of people and technology.

Behavioral change alone saves more than technology alone.

Behaviour Change is Possible



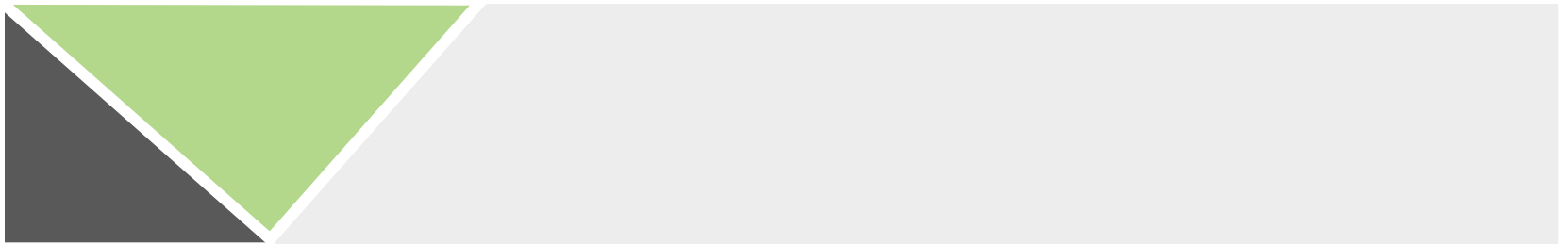
Source: <http://www.youtube.com/watch?v=GrIEQ15mVPM>

Changing Behaviour: Your Experiences

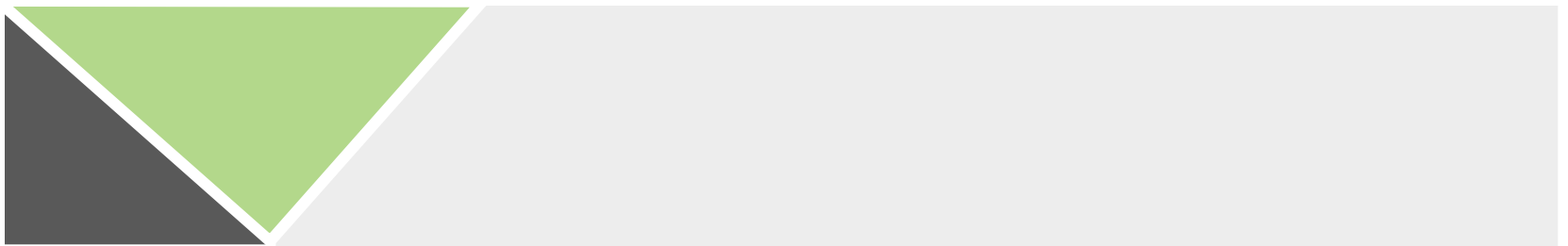
- Identify a situation where you tried to change people's behaviour
- What worked?
- What didn't work?




Your Ideas . . .



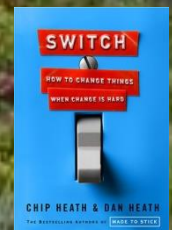
THE CHALLENGE





*"Change is not an event.
It's a process."*

- Chip and Dan Heath



Some of the Challenges

- Psychology + Social Science
- Organizations and Culture



Psychology + Social Science

- Discounting Future
- Positive Illusions
- Single Action Bias
- Status Quo Bias



The Psychology of Climate Change Communication: CRED, Columbia University (2009)

3 Hours a Day



Ruben Anderson, Communications Specialist from Metro Vancouver from the 2011 RCBC Conference: <http://vimeo.com/26943709>

Organizations + Culture

Inner Individual



Outer Individual



Cultural Influences



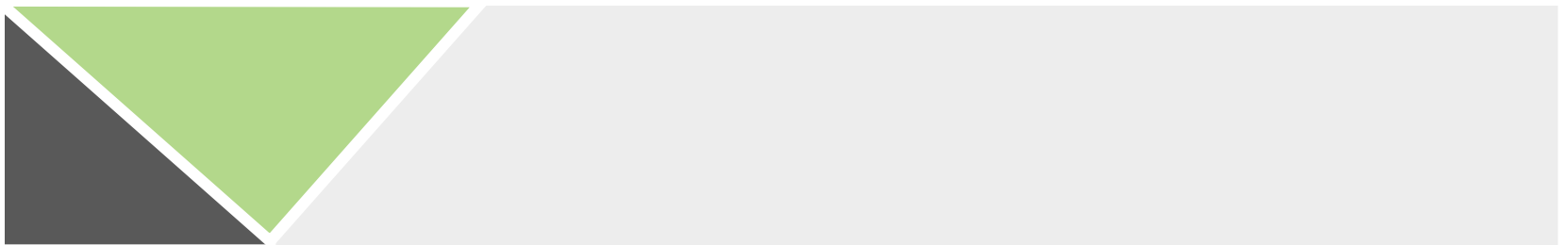
Systems Influences



What are some challenges you face?



BUILD YOUR TEAM



It's "not one size fits all"



Who are your Key Allies?

- Facilities Department
- Human Resources
- Communications
- Major Departments
- Students? Patients?



How do you build Effective Teams?

- Effective teams need:
 - Support, motivation and guidance.
 - Shared purpose
 - Clear roles and responsibilities
 - Create team norms
 - Best practices for group coordination

Create Clear Expectations

- Time commitment
 - Meeting length and frequency
- What with their involvement look like?
 - Input
 - Action
- Group Process
 - Long term project!



FFSBC eFishent Energy Team

Hatchery eFishent Energy Team Members



- Attend regular energy team meetings (prepare, participate, produce)
- Share your worksite energy management strategies and results with other eFishent Energy Team members.
- Oversee action items assigned to you from EM team
- Take responsibility for energy use, measurements and targets for your area
 - o Assist in the preparation of energy reduction targets
 - o Share energy tracking results with staff
- Gather feedback on energy performance improvement opportunities at your site by communicating with workers and observing incidents of energy waste and inefficiency.
- Get feedback from staff on results, problems, issues with equipment retrofits (lighting, motors, speed drives)
- Meet regularly with Hatchery Manager and Facilities Supervisor to develop energy conservation strategies for your site.
- Work with Hatchery Manager and Facility Supervisor to update SOPs to include EM functions and ensure adequate training on these items for appropriate staff
- Encourage EM behaviour with staff
- Promote awareness of the energy mandate and continual energy performance improvement
- Steward the implementation of energy performance improvement measures in respective work areas
- Lead by example (through the actions you take)
- _____
- _____
- _____

- Monthly Hours Expectations: _____ hours

Roles and Responsibilities Document

Effective Meetings

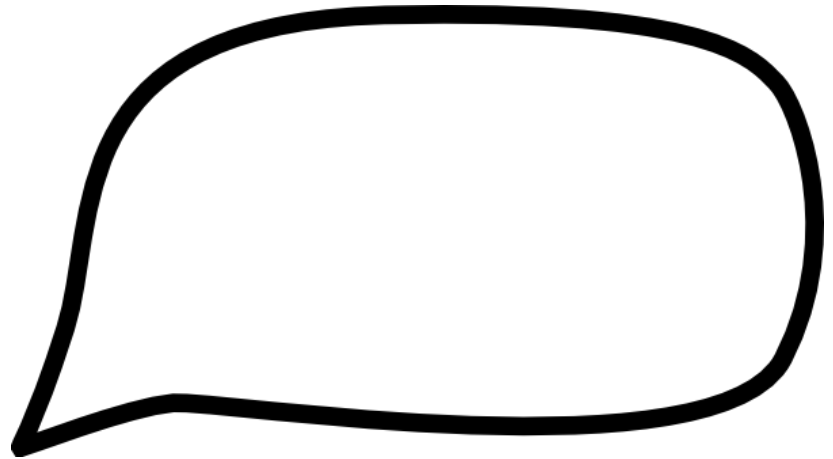
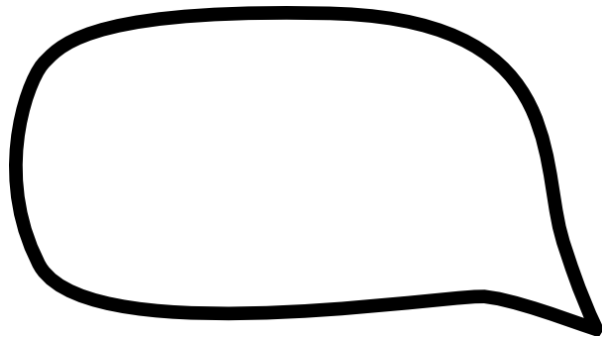


Meet to Solve Problems

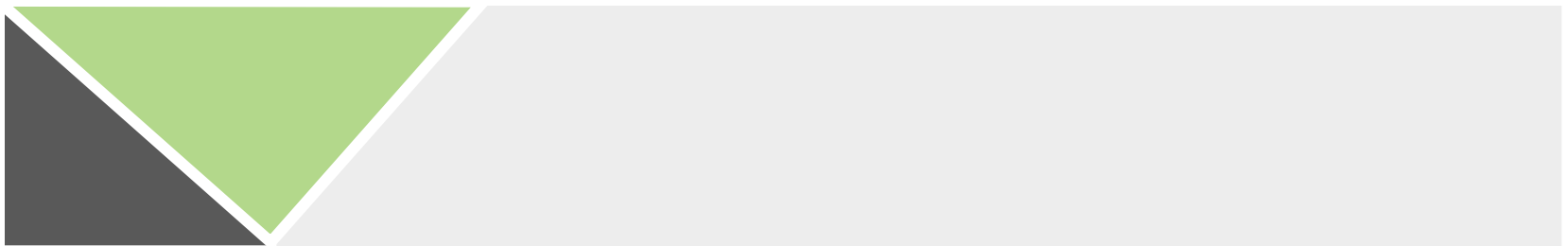
Three Behaviours to Avoid

1. Meet but don't discuss
2. Discuss but don't decide
3. Decide but don't do

Q & A



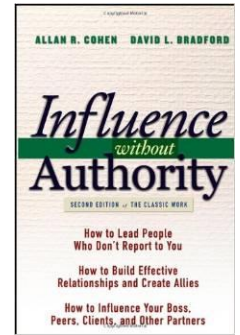
SECURE INTERNAL SUPPORT



Secure Internal Support

1. Stakeholder Analysis
2. Link with other programs

Stakeholder Analysis



Stakeholder Analysis

Who	Motivation	What are you asking?	What is your power source?	Tactics	Strategy
Senior Leadership					
Middle Managers					
Green Team					

What motivated them?

- What are their key interest + issues?
- What drives the individual?
- How can you connect to their goals?

What are you asking?

The Ask

- Be clear and upfront about what you're asking
- Are you looking for:
 - Commitment
 - Compliance
 - Resistance

What is your “power”?

Your Power

- Role
- Expertise
- Relationships



Tactics

- Reasoning
- Inspiring
- Consulting
- Support
- Last resort



Senior Leadership Support



Royal Canadian Air Force Comox Wing

Change Leaders

- Identified key decision makers and influencers in the organization to champion sustainability.



Look for Links to Programs



- Events
- Programs
- Safety
- Contracts
- Training
- Performance and bonuses

Link up with National or International events



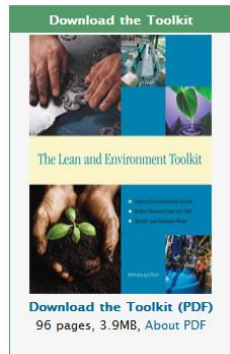
SIMON FRASER UNIVERSITY
THINKING OF THE WORLD



SFU Sweater
Day, 2014

LEAN and Green

- Bright Ideas contest submissions sent to LEAN coordinator to identify LEAN project potential



<http://www.epa.gov/lean/environment/toolkits/environment/>

SO YOU TURN OFF THE LIGHTS...

WHAT'S YOUR next BRIGHT IDEA?

Thanks to everyone who submitted their bright ideas for helping UHNBC lead the way in energy efficiency and environmental stewardship.

TOTAL ENTRIES: 45 | TOTAL IDEAS: 82

WINNING IDEA: INSTALLING MOTION SENSORS

Your Energy Saving Strategies:	CONGRATULATIONS TO OUR WINNERS:
<ul style="list-style-type: none">› Use an energy efficient dishwasher› Unplug equipment when not in use, use timers› Turn off monitors, TVs and lights› Use desk lamps instead of overhead lights in offices› Retrofit lighting, switch to LEDs› Put "Turn it off" stickers on light switches› Install Low-flow shower heads and auto-sensor taps› Install on-demand hot water› Open/close blinds to make use of daylight and conserve temperature› Set computer printing defaults to save paper and ink› Use the whiteboard or projector to avoid printing› Adjust refrigerator temperature› Take the stairs› Install solar panels› Optimize scheduling for heating, ventilation & cooling to reduce waste	<p>\$50 Save-On-Foods Gift Cards</p> <p>Catherine Leask Cathy Donovan Deanne Nickolet Heather Enslaben JoAnn Rebigalia Joanna Garbutt Karen Eldridge Kathy Burwell Kristen Servatius</p> <p>\$25 Save-On-Foods Gift Cards</p> <p>Andra Colman Brandon Quinney Colleen McMillan DaVerne Wood Debbie Nordal Ella Ambrosi Heidi-Ann Johns Kelly-Anne Heinrichs Tracy Kasan Tyler Kirchsclaeger</p>

UHNBC's Electricity Bill for 2013 totalled over \$770,000. Let's put our heads together and find ways we can save energy, money and protect the environment.

eDay at New Gold Mines

- Daily crew huddle to ask:
 - Did we have an "E-Day" yesterday?
 - What can we do to have an "E-Day" today?

"Key here is that people are talking about energy on a daily basis."



Results

Shutting down of conveyors at shift change time saves approx \$12,000 per month in electrical energy costs.

Food Services Contracts

- Students worked with Purchasing on Food Services Committee.
- Identified desirable services and added to RFP



Sustainability Training



Long Live the Home.

- Facilitated by an IKEA Green Team volunteer to **educate IKEA staff** on company's commitment to being **"People & Planet Positive"**.
- **Interactive training** connects employee's personal values to IKEA values.
- Employees gain confidence in incorporating IKEA's sustainability values in their **delivery of customer service**, which strengthens customer engagement, loyalty, and trust in the brand.



Targeted behaviour

Employee environmental stewardship



Result

Mandatory training for all staff after 3 months of employment

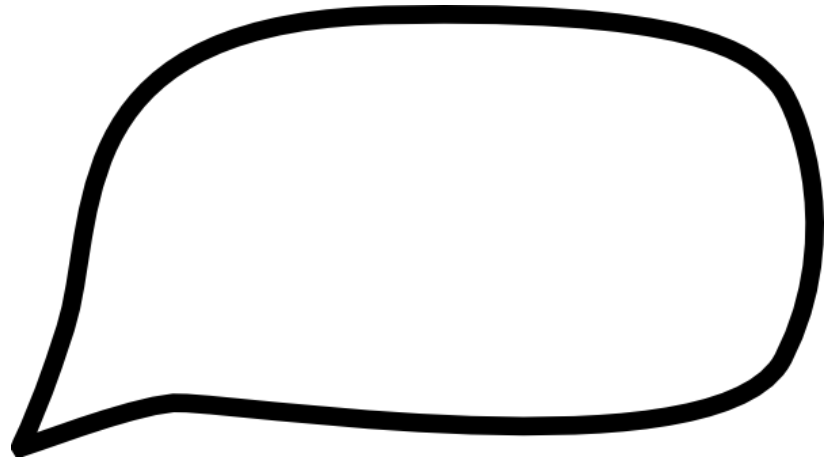
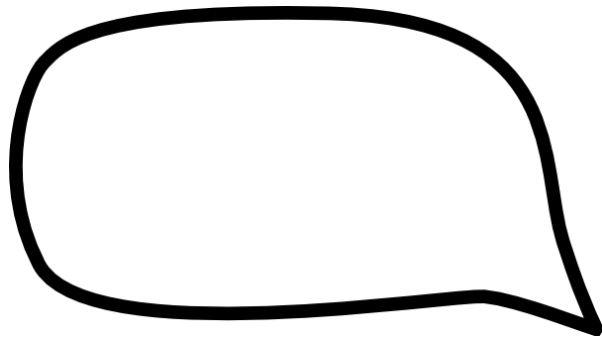
Whistler Blackcomb



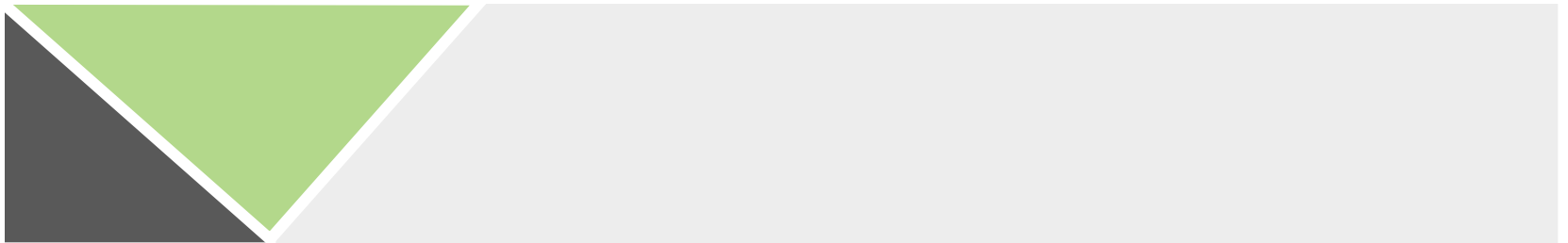
- Salaried staff:
 - 5% reduction target
 - impacts their **bonus \$**
- provides resourcing, prioritizes energy management and gets people's attention.



Q & A



DEVELOP AND IMPLEMENT YOUR PLAN



Plan + Implement

- **Planning Process**
- Engagement Models
- Campaign and Initiative Design
- Communications

Planning Process

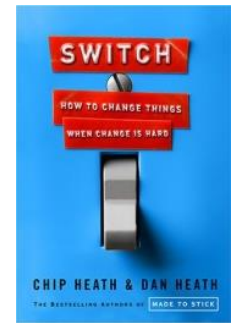


- Pre planning meetings with core group
- Planning meetings with key stakeholders
- Solicit ideas and input from larger group
 - Green Team meetings
 - Townhall meetings
 - Online engagement
- Develop an Action Plan

Gather Ideas



Look for the Bright Spots






Remember to connect with Energy Management Program

- Use behaviour change campaigns and programs to support and augment your other energy management efforts



Nanaimo Regional

Create a Schedule

January 2014	February 2014	March 2014	April 2014
<ul style="list-style-type: none"> · Program Planning 	<ul style="list-style-type: none"> · Workshop · Program Survey 	<ul style="list-style-type: none"> · Finalize Action Plan · Green Team Meeting <p>Lights Campaign</p> 	<ul style="list-style-type: none"> · Green Team Meeting
May 2014	June 2014	July 2014	August 2014
<ul style="list-style-type: none"> · Green Team Meeting 	<p>Bike to Work Week and Alternative Transportation</p> 		
September 2014	October 2014	November 2014	December 2014
<ul style="list-style-type: none"> · Green Team Meeting <p>Campaign #3 (TBD)</p> 	<ul style="list-style-type: none"> · Green Team Meeting 	<ul style="list-style-type: none"> · Green Team Meeting 	
January 2015	February 2015	March 2015	
<ul style="list-style-type: none"> · Green Team Meeting · Program Planning and evaluation 	<ul style="list-style-type: none"> · Green Team Meeting · Program Survey 	<ul style="list-style-type: none"> · Green Team Meeting 	

Add Details

Campaign Details

The following section provides a general overview of the three campaigns planned for 2014/15: water reduction, lights and monitors off and close doors and windows. Each campaign overview includes an outline of the behaviour focus, target audiences, strategies and success metrics. The campaign strategies have been developed into a set of toolkits for use by the site Energy Champions and/or [eFishent](#) Energy Team members.

Water Reduction Campaign

In addition to the Water Strategies and Energy Moment meetings, the [eFishent](#) Energy Team plans to launch the following water reduction campaign in the fall of 2014.

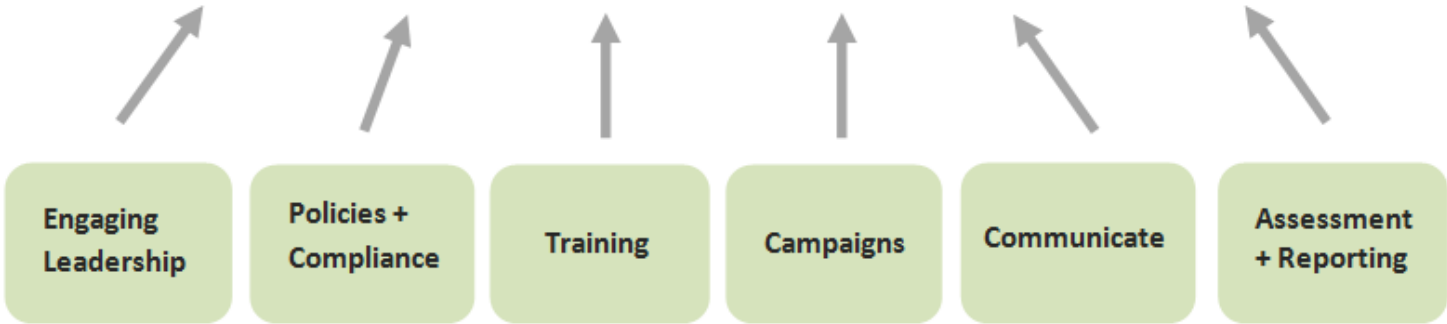
Behaviour Focus	<ul style="list-style-type: none"> - Optimize rearing strategies – minimize unused space - Regularly monitor oxygen levels and adjust flows based upon minimum DO valves (Fish Culturists) - Look for additional ways to reduce water use in every day practice.
Target Audiences	<ul style="list-style-type: none"> - Everyone at Hatchery with an emphasis on Fish Culturists
Strategies	<ul style="list-style-type: none"> - eFishent Team members will be sent a portable water meter to collect water flow data, correlate with energy consumption data and determine what every liter of water costs at their hatchery. - Raise this issue regularly at hatchery meetings - Energy scavenger hunt: staff to seek out wasteful situations and suggest strategies to improve it. - Use Water Reduction case study to share successes and ideas. - Develop and put up posters and/or fact sheets outlining the cost of water and key message: Saving water saves money, reduces maintenance, helps the environment and provides opportunities for FFSBC and benefits for staff - Hold a conference call for fish culturists (4-5 people)?? - Consider reviewing and updating SOPs regarding water use. This would help to address fear of impacts on fish by having clear instructions/ standards/ set perimeter/ range
Success Metric	<ul style="list-style-type: none"> - Benchmarking, setting targets and tracking L/min/kg of fish for each hatchery

Engagement Framework

Goals

1. Continue to grow ICBC's culture of sustainability
2. ICBC staff feel empowered and take action on sustainability initiatives

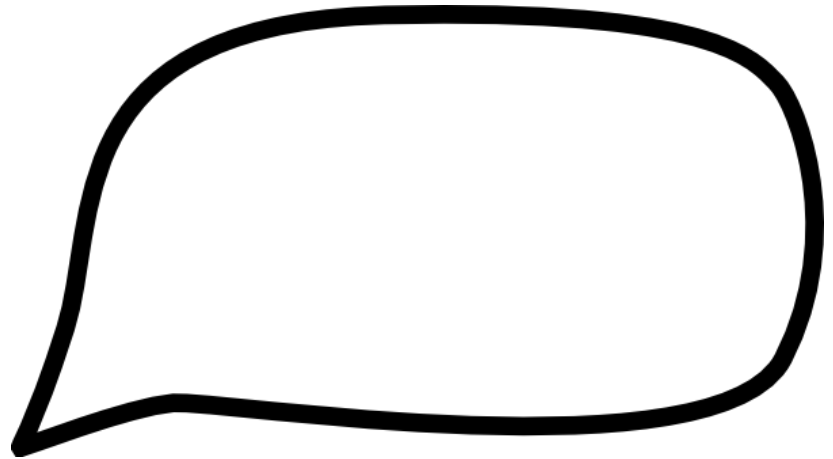
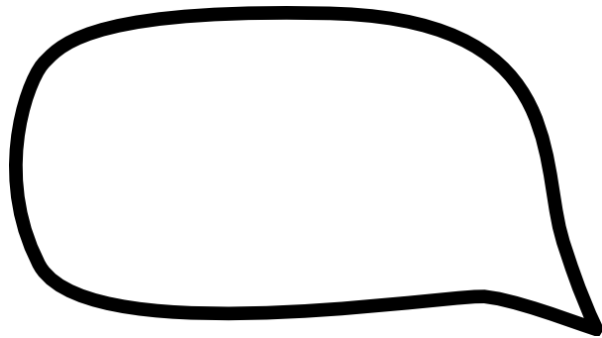
Mechanisms



Tactics

- | | | | | | |
|---|---|--|--|--|---|
| <ul style="list-style-type: none"> - Values + strategy alignment (operational excellence) - Green Team Program Refresh - Senior Leadership - Middle Managers - Thought Leaders | <ul style="list-style-type: none"> - Governance role of key groups - Performance management | <ul style="list-style-type: none"> - Modules for key groups - General tutorial for all staff - New employee training material | <ul style="list-style-type: none"> - Sustainability Stories (examples of actions) - Sweater Day - Summer campaign - Paper + Printing Reduction | <ul style="list-style-type: none"> - News articles + blog posts - Campaign messaging - Infographics | <ul style="list-style-type: none"> - Survey - Sustainability audits |
|---|---|--|--|--|---|

Q & A



Plan + Implement

- Planning Process
- **Engagement Models**
 - **Different Models**
 - **Volunteer Management**
- Campaign and Initiative Design
- Communications

Structures for Getting People Involved

1. You as the Champion
2. Advisory Committees
3. Green or Energy Teams
4. Departmental Champions



1. You as the Champion

- You as the main messenger

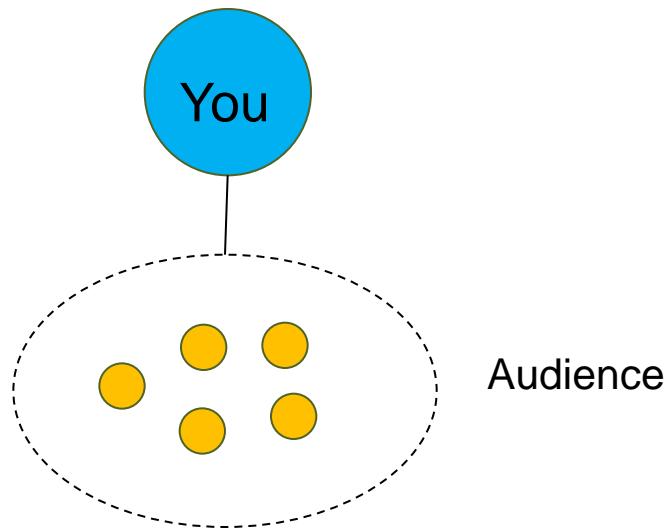
Pros

- Easy to implement
- Relationships with staff
- Flexible

Challenges

- Less behaviour modeling
- Not “part of organization”

You as Champion



Turn it off: Sticky Notes

- Addressed lack of employee awareness of “Turn it Off” policy
- Employees used sticky notes to recognize and reward their colleagues.
- Sticky notes gave recipient an entry into a prize draw.

Targeted behaviours

- Turn off computers at end of day
- Turn off monitors after 15 mins.



Results

- 500 Entries received

2. Advisory Committees

- Feedback and approval on programs 1-4 times/ year, representatives from depts.

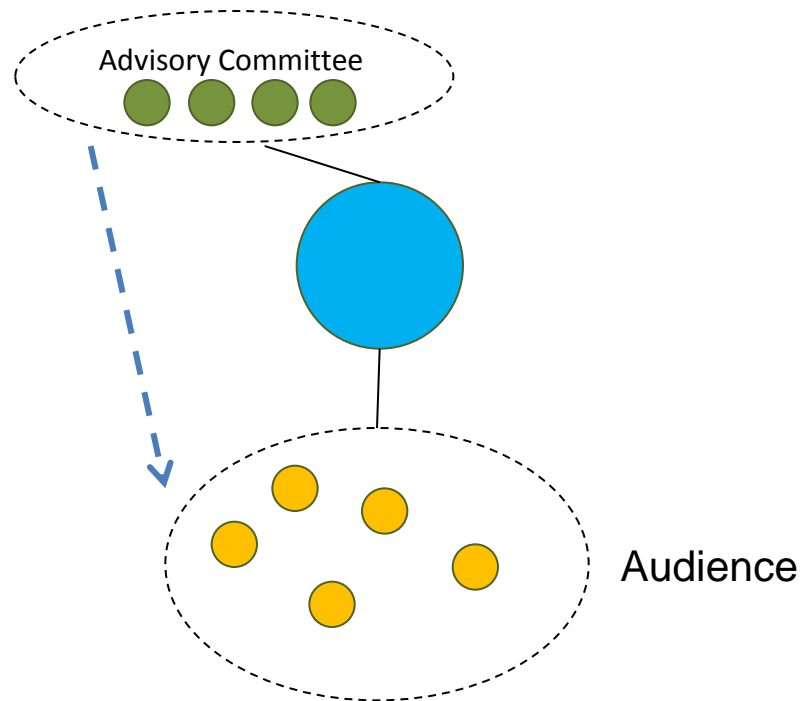
Pros

- Involves decision makers
- Improves reach of campaigns
- Top-down approvals

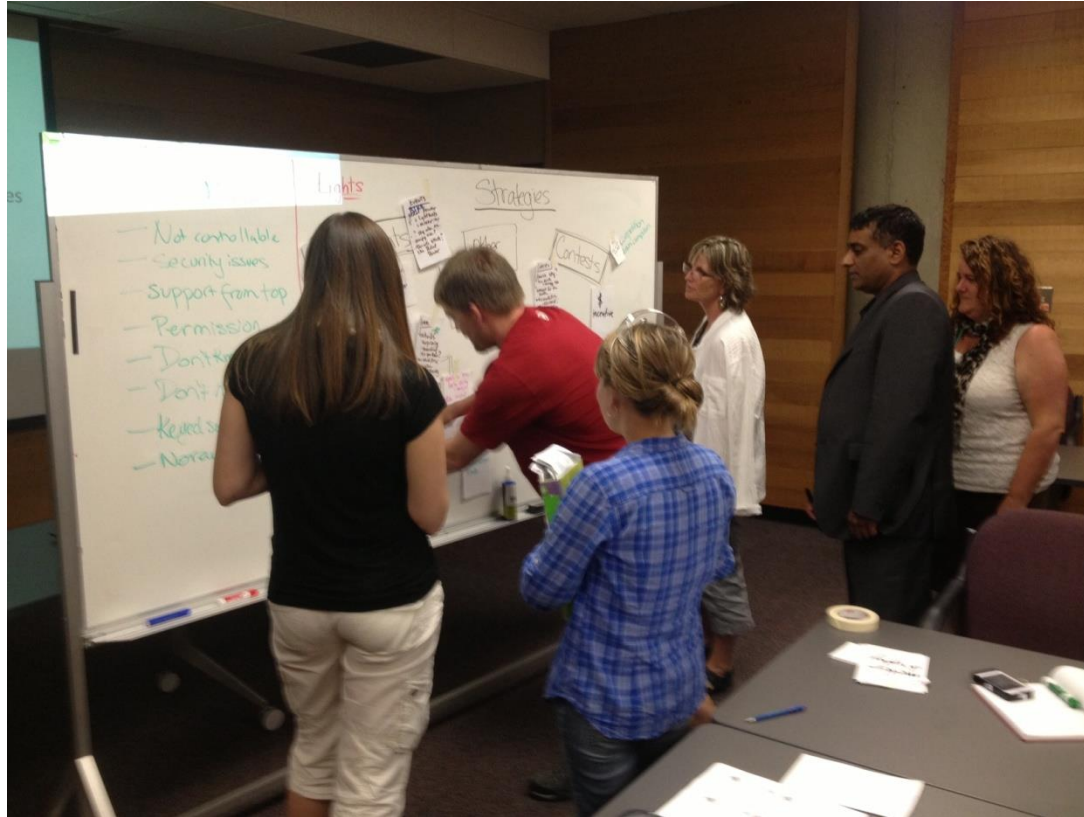
Challenges

- Time to set-up
- Approvers are not volunteers
- Resources to chair meeting

You as Champion & Advisory Committee



Advisory Committee Example: VCC



3. Green Teams

Members from any stakeholder group working together on joint projects.

Pros

- Builds staff leadership
- Builds community
- Moderately easy to set up

Challenges

- Team process
- Effective meetings
- Time and resources to support

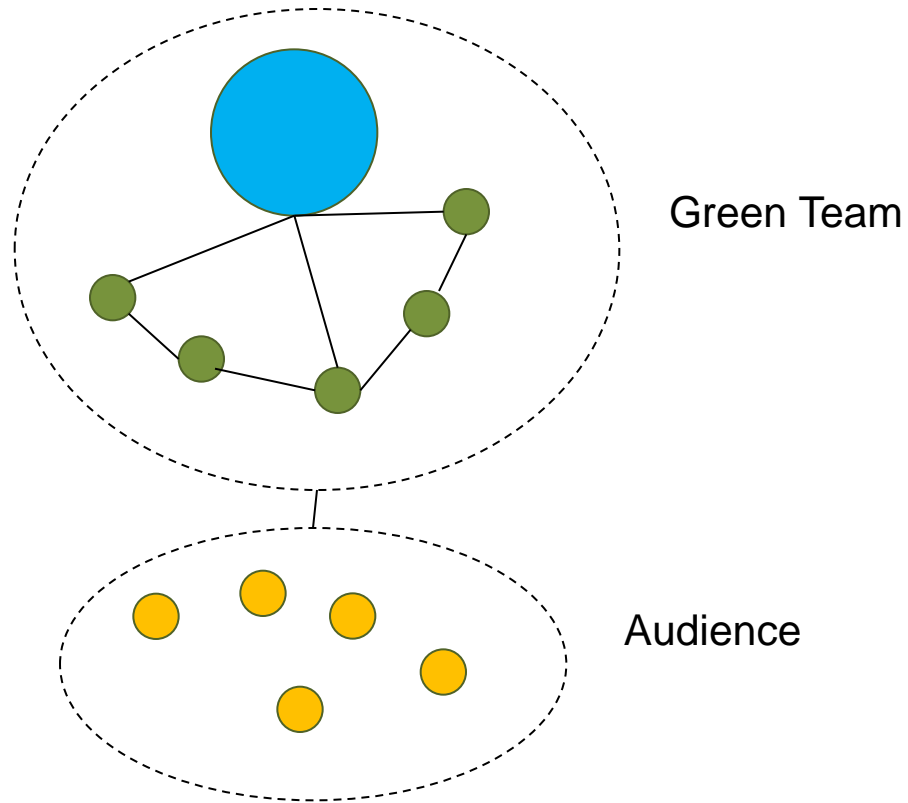
Island Health



Working together as a Team



Green Team



4. Champions

Champions working independently in their departments.

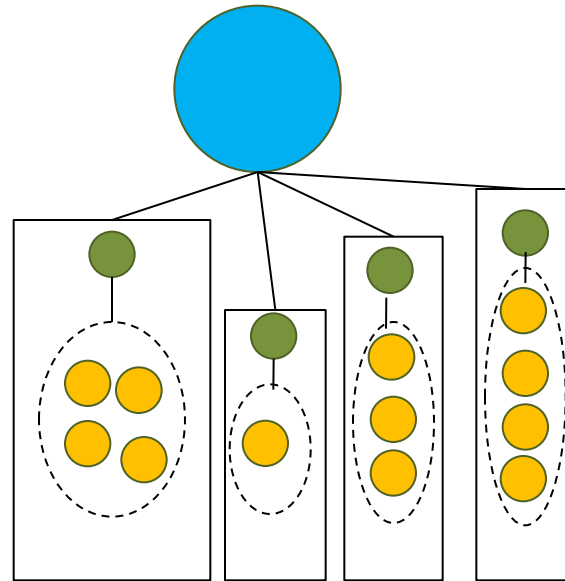
Pros

- Building Staff capacity + leadership
- Behaviour modelling

Challenges

- need support from all levels
- Time and resources to support champions

Green Champions



Green Champions
(in their Dept.)

Champions Example: Green + Leaders Champion Program

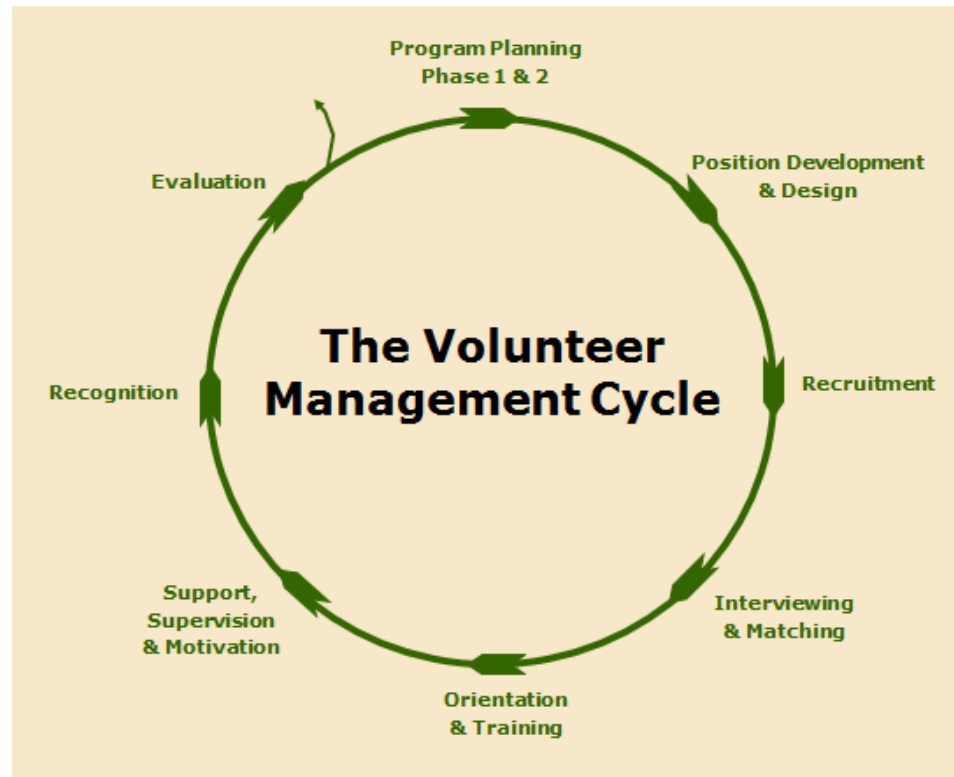
Key Features

- Champion model
- Depart level campaigns
- Self directed toolkits
- Program Training
- Education events
- Annual schedule

GREEN+LEADERS




The Volunteer Management Cycle



Brenda Sawada, Business Community Connections

Job Description + Application Form




Green Champion Position Description


The Green Champions program is aimed at supporting staff in fostering sustainable behaviours at work. As a Green Champion, you can help create a culture of sustainability within Island Health, while supporting provincial legislation to become a carbon neutral.


POSITION TITLE	Green Team Champion
DURATION	January 2015 to December 2015
VOLUNTEER RESPONSIBILITIES	<ul style="list-style-type: none"> Attend and participate in the annual 2-4 hour training session Green Champions as well as attend an additional meeting and celebration event. Complete 2 sustainability campaigns in your department, using the toolkits as guides. Encourage staff members to: <ul style="list-style-type: none"> Reduce energy use/waste Reduce material use Reduce laundry use Act as a liaison between the Program Coordinator and your department With the support from the Program Coordinator, identify unique opportunities to implement green changes within your unit. Orient new office staff to the Island Health's sustainability practices Bring concerns and suggestions to the attention of the Program Coordinator for development of next year's toolkits.
TIME COMMITMENT	A maximum of 20 hour per year commitment
QUALIFICATIONS	<ul style="list-style-type: none"> An interest in, and commitment to, working on sustainability issues Energetic, outgoing, professional and positive Interested in developing or strengthening leadership qualities
BENEFITS	<ul style="list-style-type: none"> Develop knowledge and skills that help you with your career goals. Meet a community of people working on sustainability issues at Island Health. Help Island Health reduce its environmental impact.
REPORTS TO	Green Champion Project Coordinator: Kevin Ramlu

For more information contact: Kevin Ramlu, Green Champion Program Coordinator: kevin.ramlu@viha.ca or 250.331.8505 loc: 68349.



We are all part of the green team!






Green Champions Application Form 2015 – for GSS


Thank you for allowing your employee(s) to participate in this program. Please email the completed form to Kevin Ramlu, Green Champion Program Coordinator: kevin.ramlu@viha.ca and cc Claudette.poirier@viha.ca. For more info call Kevin at 250 331-8505 # 68349 or visit the *Green Island Health* intranet site.

Employee Name	
Best way to contact you (phone or email)	
Unit / Department	
Hospital / Facility	<input type="checkbox"/> Campbell River Hospital <input type="checkbox"/> Cowichan District Hospital <input type="checkbox"/> Nanaimo Regional General Hospital <input type="checkbox"/> Saanich Peninsula Hospital <input type="checkbox"/> Trillium Lodge <input type="checkbox"/> West Coast General Hospital <input type="checkbox"/> Other: _____
Why are you interested in joining the program?	
These are the areas I can help with:	<input type="checkbox"/> Putting up & taking down posters (and/or signage & prompts) <input type="checkbox"/> Speaking to people about sustainability <input type="checkbox"/> Leading by example <input type="checkbox"/> Sustainability walkabouts <input type="checkbox"/> Other: _____
Manager's Name	
Manager's phone & email	
Manager's Signature*	

***Manager: By signing this form, you are giving permission for your employee to participate in a maximum of 20 hours over the 2015 calendar year on Green Champion initiatives.**



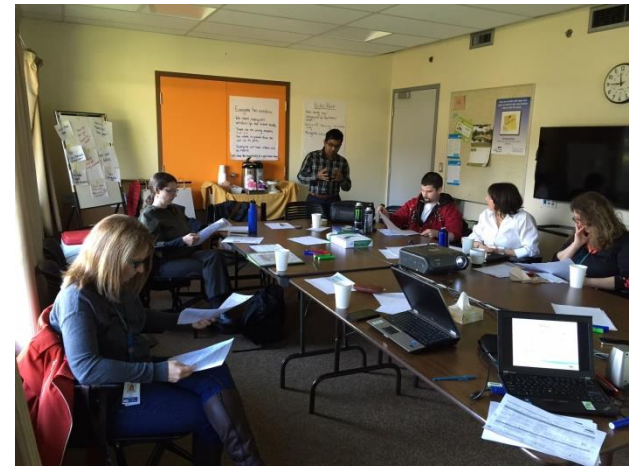
"We are all part of the green team!"



Training

Purpose:

- Build skills and knowledge
- Create community and connections
- Understand program tools
- Provide support
- Create clear expectations



Thank you!

GREEN+LEADERS

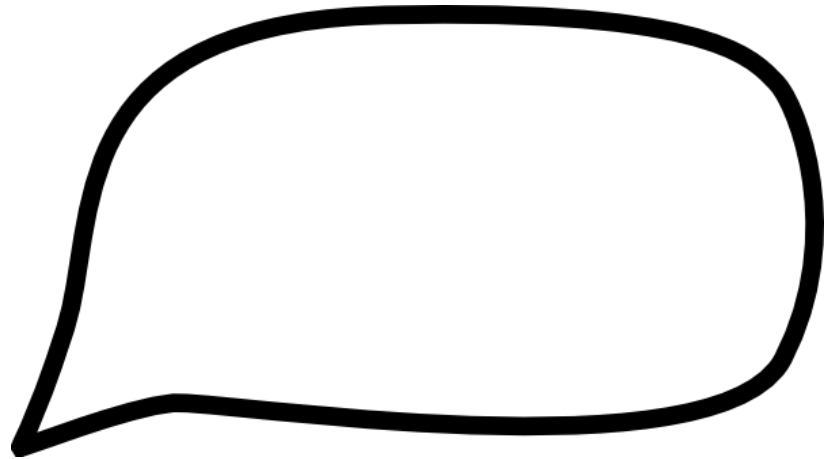
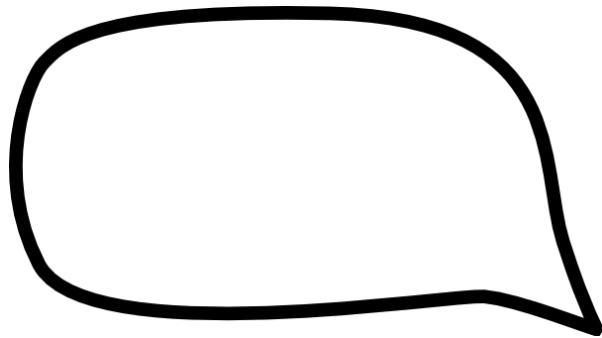


Green + Leaders Celebration Lunches

Creating a Positive Volunteer Experience

- Create clear expectations and roles
- Provide support
- Recognize and thank (as much as possible!)
- Incorporate elements into your program

Q & A



Plan + Implement

- Planning Process
- Engagement Models
- **Campaign and Initiative Design**
 - **Community Based Social Marketing**
 - **Human Centered Design**
 - **Change Management**
 - **Training to Build Capacity**
- Communications

A Framework for Behaviour Change

Community Based Social Marketing

- A “brand” of social marketing that emphasizes direct contact between people at the community level.



Fostering Sustainable Behaviour, D. McKenzie-Mohr & W. Smith (1999)

Systematic approach to behaviour change

1. Select behaviour



2. Identify barriers and benefits



3. Develop strategies



4. Implement pilot program



5. Evaluate and celebrate

Why this Approach Works

- Facts and information do not change behaviour

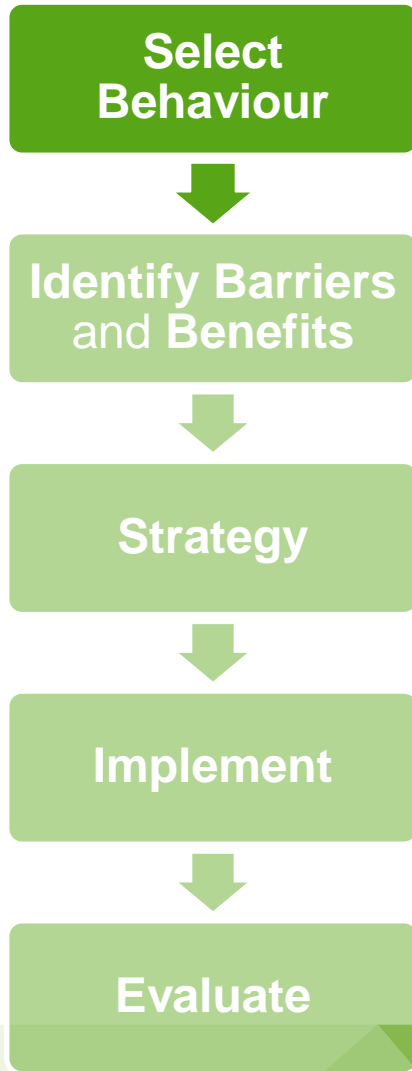


Why this Approach Works

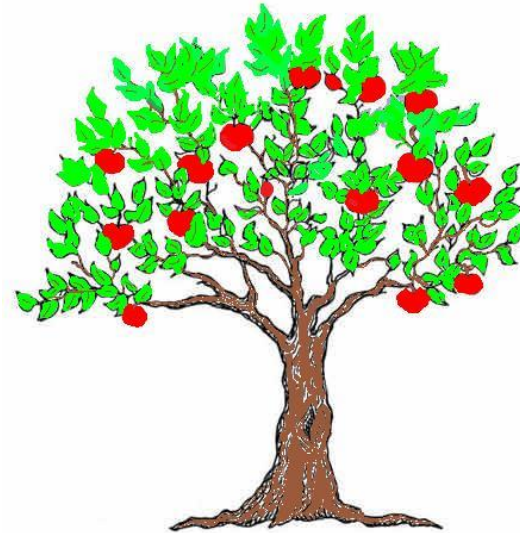
- Behaviour modeling & direct appeal from peers



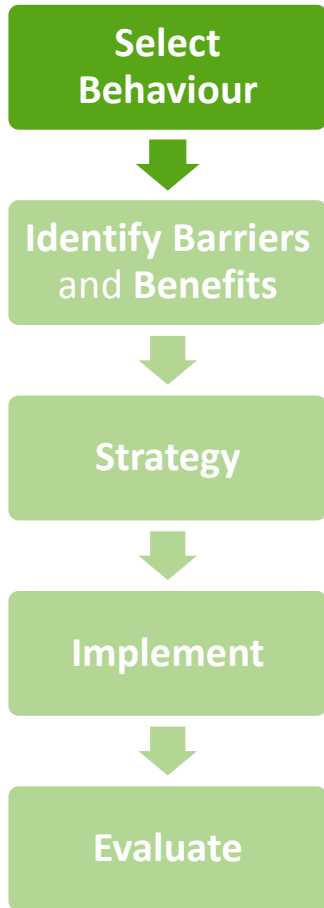
1. Select Behaviour



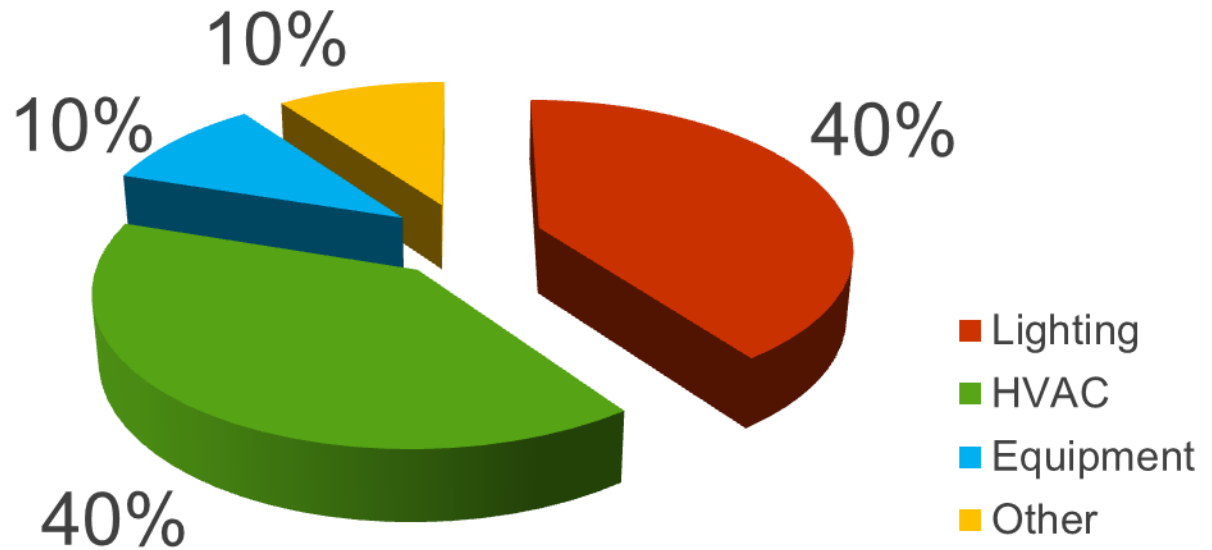
- Select high impact “low hanging fruit” behaviours



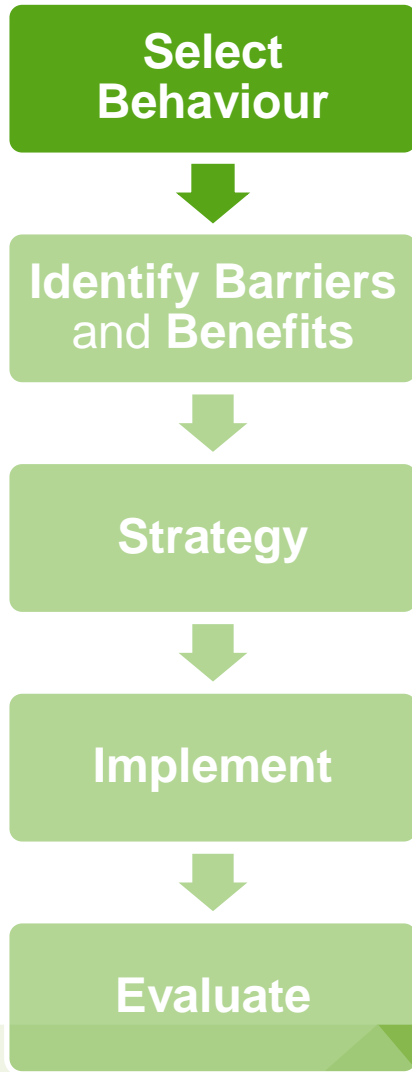
1. Select Behaviour



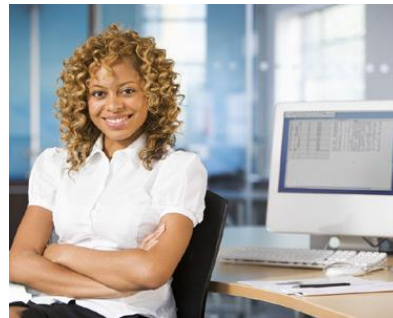
UFV Electrical Energy Use Breakdown



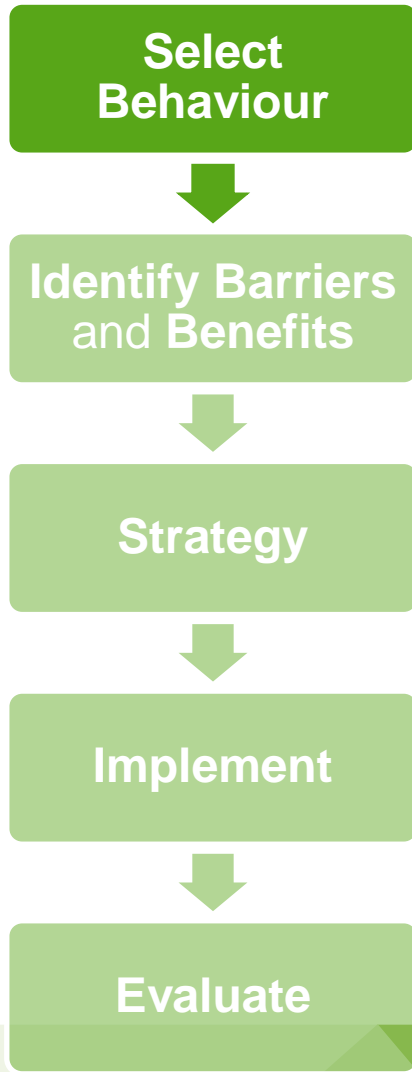
1. Select Behaviour



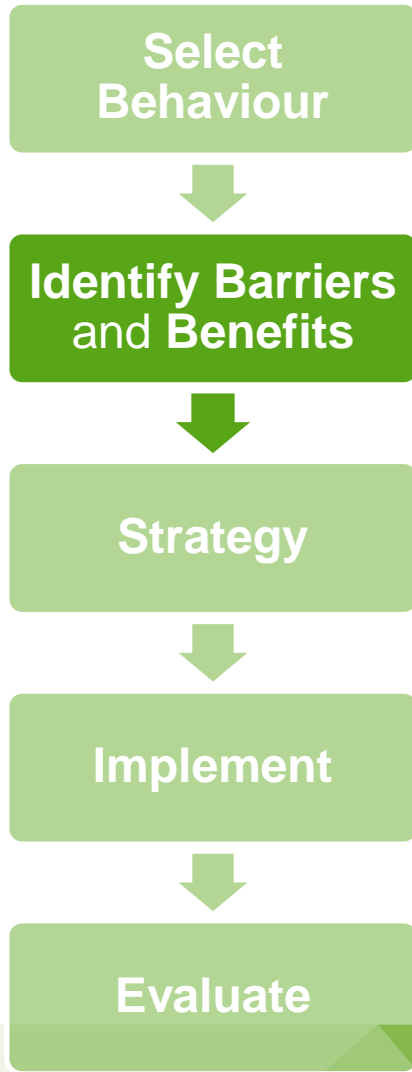
- Identify your target audience



1. Select Behaviour



2. Identify Barriers & Motivators



Less Laundry


- Washing laundry is the 4th largest consumer of natural gas. Costs Island Health Authority \$700,000 per year.
- **Laundry champions** helped to promote campaign by sharing laundry reduction tips and raising awareness of laundering costs with fake money.
- **Engagement with housekeeping staff** was important for counting laundry to assess success of campaign.

Targeted behaviour

- Reduce unnecessary laundry use

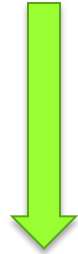
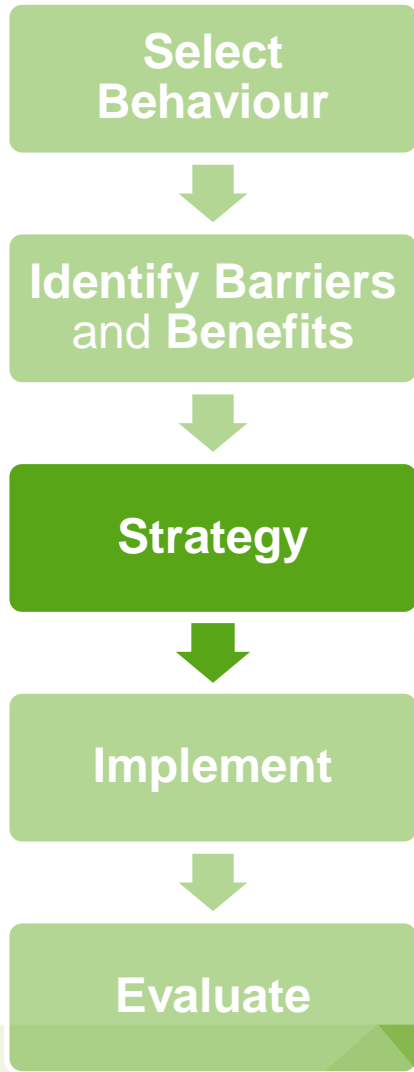


Result

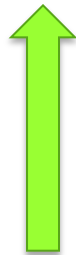
-  6.5% - 9% combined reduction in laundry use at two facilities



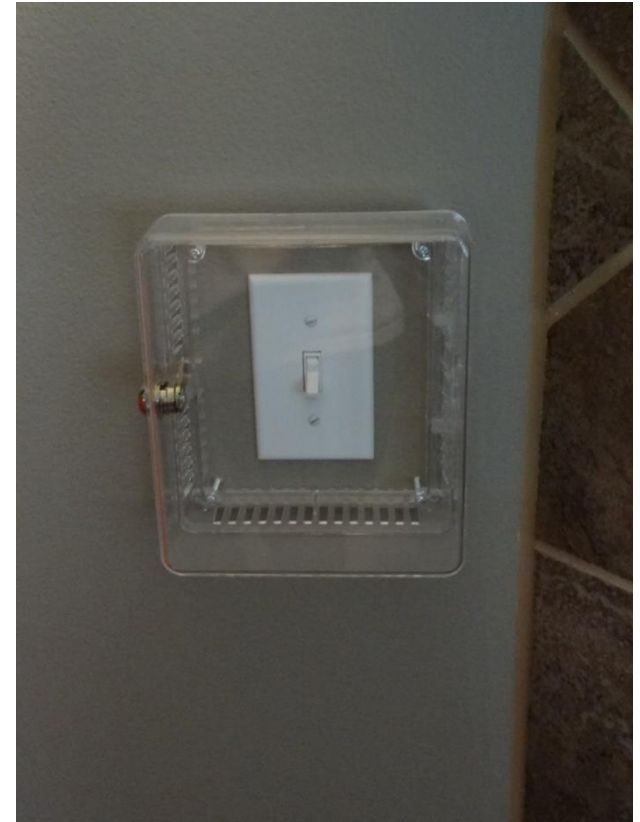
3. Develop Strategies



Barriers



Benefits



Organizations + Culture

Inner Individual



Outer Individual



Cultural Influences



Systems Influences



City of Kamloops



Results:

16% of staff participated in Quiz and Site Tours

Behaviour Change Tools



The Power of Fun

Make it something that people want to do.



Social norms

Behavioral expectations and cues within a society or group



Commitments

Move from awareness to action



Communication

Make your message clear and vivid



Prompts

Visual or auditory aid as a reminder



Incentives

Enhance the motivation to act



Behaviour Modeling

Following the Leader



Source: <http://www.youtube.com/watch?v=fW8amMCVAJQ>



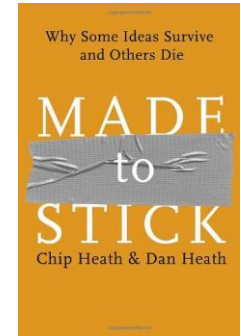
Commitments

Ask for a commitment & make it public





Communication



FEB 6TH: 3RD ANNUAL BUTT UGLY SWEATER DAY



We'll be giving away a **GoPro camera** to the **ugliest individual sweater** and a **\$200 party budget** to the "worst" team effort.

Senior leadership is getting onboard and one winning member will donate \$100 to the charity of their choice.

On February 6th
wear the ugliest
sweater you can find



Send your photos
▶ estepcounts@whistlerblackcomb.com





Prompts

Use prompts as reminders to act.



Post it Notes



Stickers

Monitoring Monitors



- Encouraged energy efficient computer use with **monitor audits**.
- **Rewards** staff that turned off monitors with chocolate and thank-you note.

Targeted behaviours

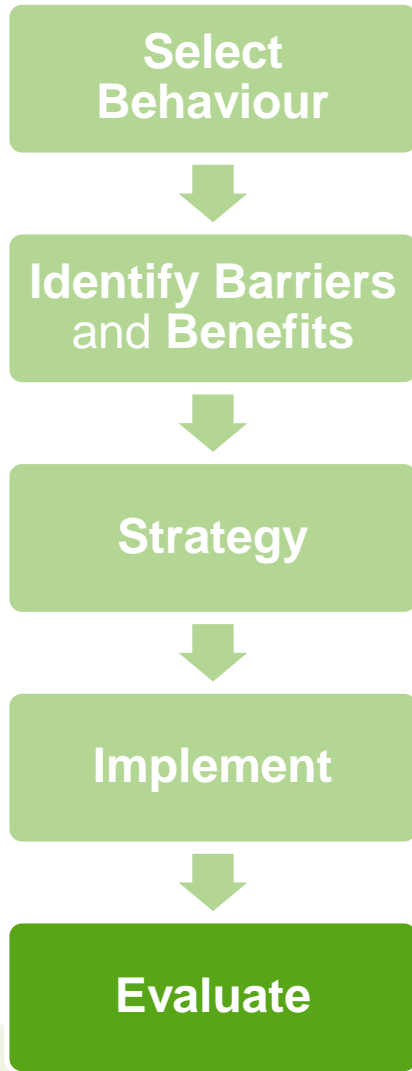
- Turn off computers at end of day
- Turn off monitors after 15 mins.



The **EVERY STEP COUNTS** Team
THANKS YOU for being an
Energy Star & turning OFF
your monitor
each time you
leave your desk.

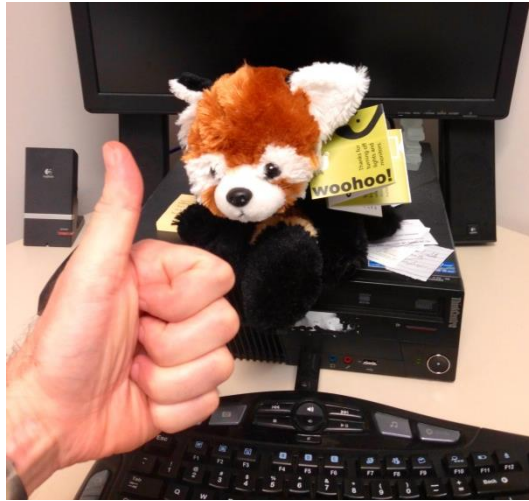


5. Evaluate and Celebrate



West Coast General
Toolkit pizza party

Woohoo Campaign



Results

80% of staff participated
56% more lights off
78% more monitors off



HYATT
thrive

woohoo! Thanks for turning off lights and monitors.

It's your turn to take part in the Woohoo! Contest!

Meet Wally. Wally and his friends need your help to encourage your colleagues to turn off lights and monitors, in 3 simple steps.

1

To enter the contest, find a colleague's workspace where the light and/or monitor has been turned off.

2

Take a photo of the Woohoo! animal at your colleague's workspace. Once you've taken a photo, leave the animal (It's now their turn to pass it on and have a chance to enter the contest!)

3

Email your photo to vancouverthrive@hyatt.com and if possible, indicate the name of your colleague who you want to recognize for turning off lights and/or monitors.

You'll be entered to win a prize and your photo will be featured on Beepers.

Flip to the back for contest details.

HYATT thrive

contest details:


The Woohoo! Contest will run from **Nov 1-30th, 2014**.

Prizes will be drawn at the end of each week.

While we know it will be tempting to hang on to our fuzzy friends, you have **24 hours** to pass on the Woohoo! animals and submit a photo to be entered to win a prize.

The faster you pass on your animal and submit an entry the more likely it will be to come around again.

prizes

Win one of four gift certificates to **Forage Restaurant in Vancouver** 
www.foragevancouver.com.

Each of the Woohoo! animals will also be raffled off at the end of the contest.

energy conservation

As a company, Hyatt strives to ensure the long-term vitality, health and beauty of our planet by diligently managing our resource consumption, our waste and by preserving the natural environment in our local communities.

The Thrive program focuses on three areas:

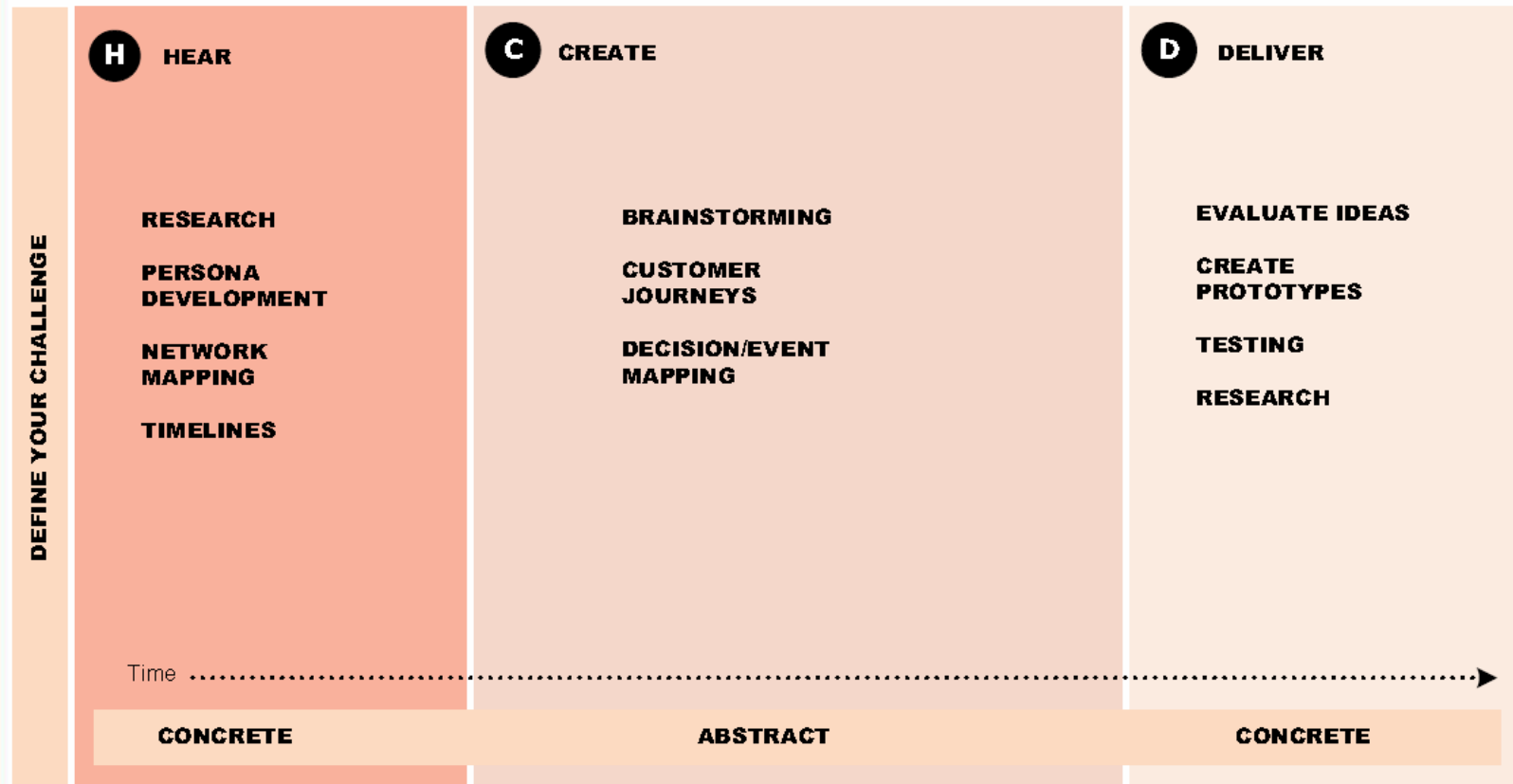
1. Water & Energy Conservation
2. Waste & Pollution Reduction
3. Environmental Education



What is your Campaign Success Story?



Human Centered Design

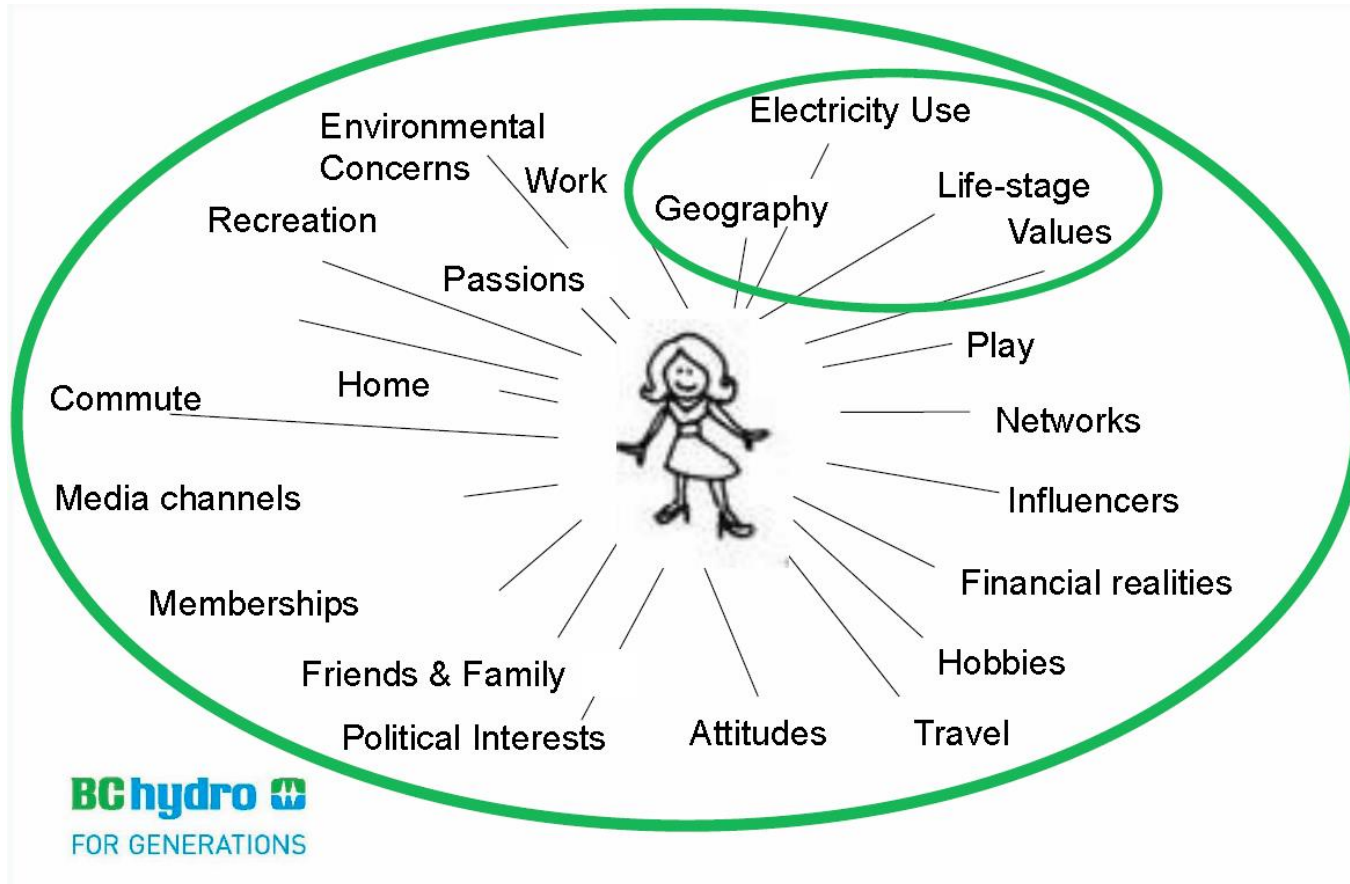


Human Centered Design

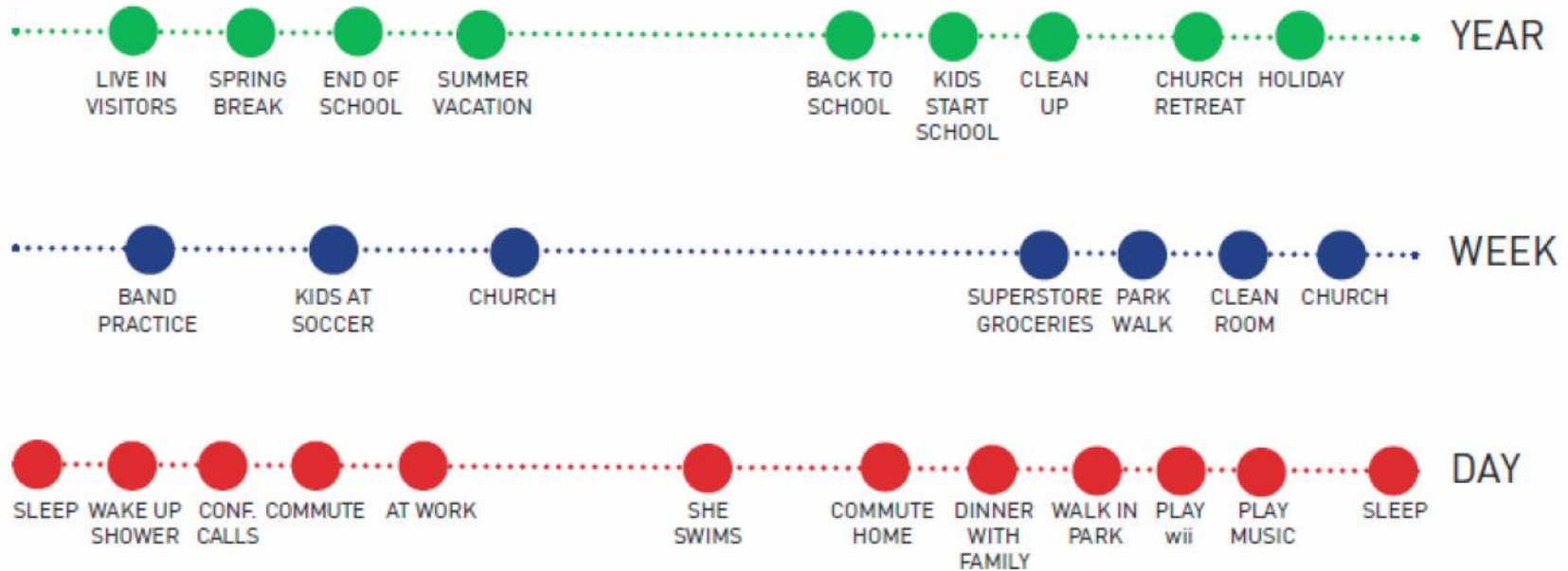
Work to Understand People not
Staff or Stakeholders



Network Map



Event Journey



FOR GENERATIONS

Change Management

Awareness of the need for change

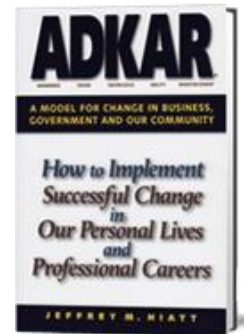
Desire to participate and support the change

Knowledge on how to change

Ability to implement required skills and behaviors

Reinforcement to sustain the change.

from Prosci's ADKAR Model



Training to Build Capacity

- Purpose: Competency Training
- Audience: Operations and Maintenance Staff
- Method: online, face to face, curriculum based
- Length: 1 hour to 1 week per person
- Cost: \$0 to \$1000+ per person

BOMA Energy Training



- Addresses technology, behaviour and organizational
- Online training for building operations staff on energy management
- Self-learning format
 - Participants learn at their own pace and have access from remote locations
- Designed for commercial buildings but transferrable to Health Care Sector.

www.bomalearning.com

The Topics

BOMALearning

BOMA - eEnergy Training >> Course Introduction >> Introduction
How to Approach this Course

Energy Mgt. Overview

Behavioral Opportunities

Energy Basics

Metering & Billing

Heating Systems

HVAC Systems

Electrical Systems

Lighting Systems

Cooling Systems

Building Controls

Selling the Project

Search

Go

Content Menu

- Course Introduction
- Energy Mgt. Overview
- Behavioural Opportunities
- Energy Basics
- Metering and Billing
- Lighting Systems
- Electrical Systems
- HVAC Systems
- Heating Systems
- Cooling Systems
- Building Controls
- Selling the Project
- Final Exam

PRINT-FRIENDLY VERSION

PRINT SCREEN

www.bomalearning.com

Animation and Graphics

BOMALearning

EnergyTraining
FOR BUILDING OPERATORS

Search Go

Content Menu

- Course Introduction
- Energy Mgt. Overview
- Behavioural Opportunities
- Energy Basics
- Introduction
- Electrical Energy
 - Basic Electricity Terms
 - DC Circuits
 - AC Circuits
 - Power and Energy
 - Activity - Run the Numbers
 - Using Power Calculations
 - Demand and PF Charges
 - Voltage and Current in Phase
 - Current logging

BOMA - eEnergy Training >> Building Controls >> Technical Basics

The Control Loop

The control loop receives the data, processes it, and sends a response or action.

Support Links:

PRINT-FRIENDLY VERSION PRINT SCREEN

BOMALearning

EnergyTraining
FOR BUILDING OPERATORS

Search Go

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 - Current logging

BOMA - eEnergy Training >> Energy Basics >> Electrical Energy

Fluid or Air Power

Power = Flow x Pressure Difference

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www.bomalearning.com

Dollars to \$ense

Energy Management Workshops

- Energy Master Plan
- Spot the Energy Savings
- Energy Monitoring
- Energy Efficiency Financing
- Recommissioning
- Energy Management Information Systems

<http://www.nrcan.gc.ca/energy/efficiency/industry/training-awareness/5461>



Build Knowledge



CPLP ENERGY

T12 to T8 lighting upgrade in MCC Rooms



Project Description

Two motor control centers (MCC) in the Prince George Pulp and Paper Mill recently underwent a lighting upgrade. The T12 lamps were replaced by more energy efficient T8 lamps controlled by occupancy sensors. Other than significant energy savings, the upgrade also provides quality improvements like quiet operation and enhanced visibility levels.



Savings

The upgrade saves about 20 Watts of energy per fixture. **Annual energy savings** total to **18,000 kWh per year**. This accounts to total savings of about **\$4250 over a period of five years**.

General Comparison — T8 vs. T12

Type	Average life (hrs)	Lumens* per Watt
T12	20,000	73
T8	35,000	94

* Lumens is the total amount of visible light emitted by a source

Status

This lighting project has been completed. The lamps have been upgraded to T8, supported by occupancy sensors. They were installed by the mill electricians. More lighting projects are being planned for the PG and Intercon Mills.





Tools



RULE OF THUMB ENERGY COSTS

Cost of Steam Leaks/Losses			Cost of Condensate Leaks/Losses			Cost of Warm Water Leaks/Losses *			
Steam (per 1,000 kg):		\$10.00	Condensate (per 1,000 kg):		\$2.00	Pumping Costs (per Million Liters):		\$8.00	
Class	Approx Leak [kg/hr]	Cost per Year	Class	Approx Leak [L/min]	Cost per Year	Approx Leak [L/min]	Water Lost [Million L/yr]	Cost per Year (50°C Water)	Cost per Year (70°C Water)
Wisp	15	\$1,300	Wisp	5	\$4,900	25	13	\$7,500	\$11,300
Mild	150	\$12,800	Mild	30	\$29,100	75	38	\$22,400	\$34,000
Moderate	500	\$42,600	Moderate	150	\$145,700	200	102	\$59,600	\$90,600
Severe	1,000	\$85,200	Severe	500	\$485,600	500	256	\$149,100	\$226,500
Cost of Mill Water Leaks/Losses **			Motor Operating Costs **			Cost of Air Leaks/Losses **			
Cost of Pumping (per mil. L):		\$9.50	Cost of Power (per HP-yr):		\$300.00	Cost of Power (per kWh):		4.35 ¢	
Approx Leak [L/min]	Water Lost [Million L/yr]	Cost per Year	Motor Load [HP]	Power [MWh/yr]	Cost per Year	Hole Dia. [Inches]	Leak @ 90 psi [scfm]	Power [MWh/yr]	Cost per Year
25	13	\$120	25	170	\$7,500	1/8	14	27	\$1,200
50	26	\$240	50	350	\$15,000	1/4	58	108	\$4,700
100	51	\$490	100	700	\$30,000	1/2	231	433	\$18,800
300	153	\$1,500	300	2,100	\$90,000	5/8	361	677	\$29,400
500	256	\$2,400	500	3,490	\$150,000	Air Hose	682	1,278	\$55,600

*Average cold water temperature of 12°C assumed.

**Motor efficiency of 91% assumed.

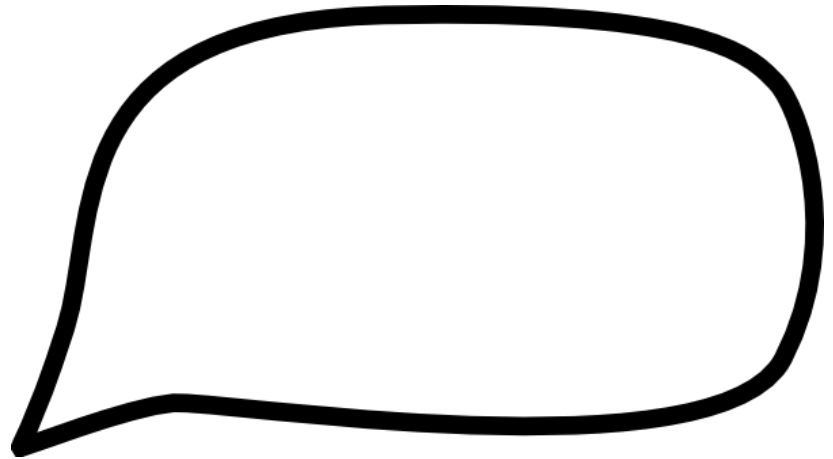
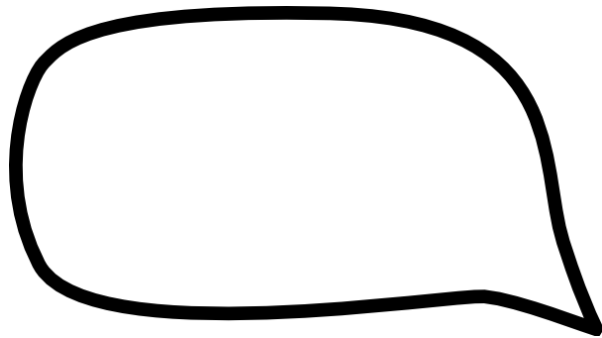
Interior Health



- Site Tour Materials
- Lunch and Learns
- Contests
- Webinars



Q & A



Plan + Implement

- Planning Process
- Engagement Models
- Campaign and Initiative Design
- **Communications**
 - **Develop your Plan**
 - **Public Narrative + Story Telling**
 - **Social Media**

Developing a Communications Plan

Step 1: Start building a relationship with communications

- Understand how media is used in your organization and who makes the decisions

Developing a Communications Plan

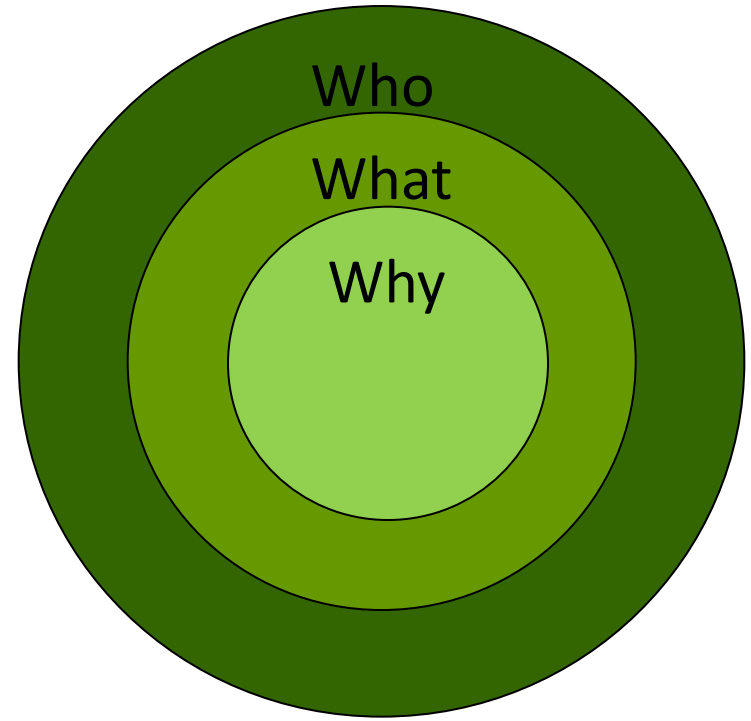
Step 2: Gather Data

- Identify target audiences (internal and external)
- Identify types of communications
- Get input from communications

Developing a Communications Plan

Step 3: Craft your Key Messages

- Who are you communicating to?
- What do you want to say?
- Why should they care/ why do they need to know?



Communications Plan

EES Team Communications & Engagement Strategy



Table of Contents

- Executive Summary**.....1
- Strategy Purpose**.....2
- How to use the Strategy**.....2
- Context & Background**.....3
 - EES Vision, Mission, Values
 - Greencare and EES Explained
 - Current Communication Channels
 - Stakeholders/Allies Priorities & Ranking
- Vision, Lessons & Action**.....9
- Monitoring & Evaluating Progress**.....19
- Tools & Resources**.....22
 - Key Messages
 - Engagement Tips for Change Projects
 - Engagement Tips for Presentations
- Lessons**..... 24
- Recommendations & Next Steps**.....25

Communication Activities and Schedule

Internal webpages

Update environment page on the Pass and the Landing.

External website

Update the external page during next general update.

Green Tips

Provide communications with 52 green tips.

Sustainability Stories

Write short success stories about the people and the projects at Whistler Blackcomb. [Every Step Counts](#). Create 4 – 5 stories a year. Potential Topics: Christina, [Natal](#), [Stu Snowball](#), Cleaners

Videos

Use videos produced for [Cranwork](#) to share message.

Communications Boards

Update communications boards with sustainability stories and tips.

September 2014	October	November
- Weekly Green Tips	- Internal and external webpages updates - Sustainability Stories - Weekly Green Tips	- Weekly Green Tips
December	January 2015	February
- Sustainability Stories - Weekly Green Tips	- Weekly Green Tips	- Sustainability Stories
March	April	May
- Weekly Green Tips	- Sustainability Stories - Weekly Green Tips	- Weekly Green Tips
June	July	August
- Sustainability Stories - Weekly Green Tips	- Weekly Green Tips	- Weekly Green Tips

Public Narrative



Public Narrative

Values



Emotion

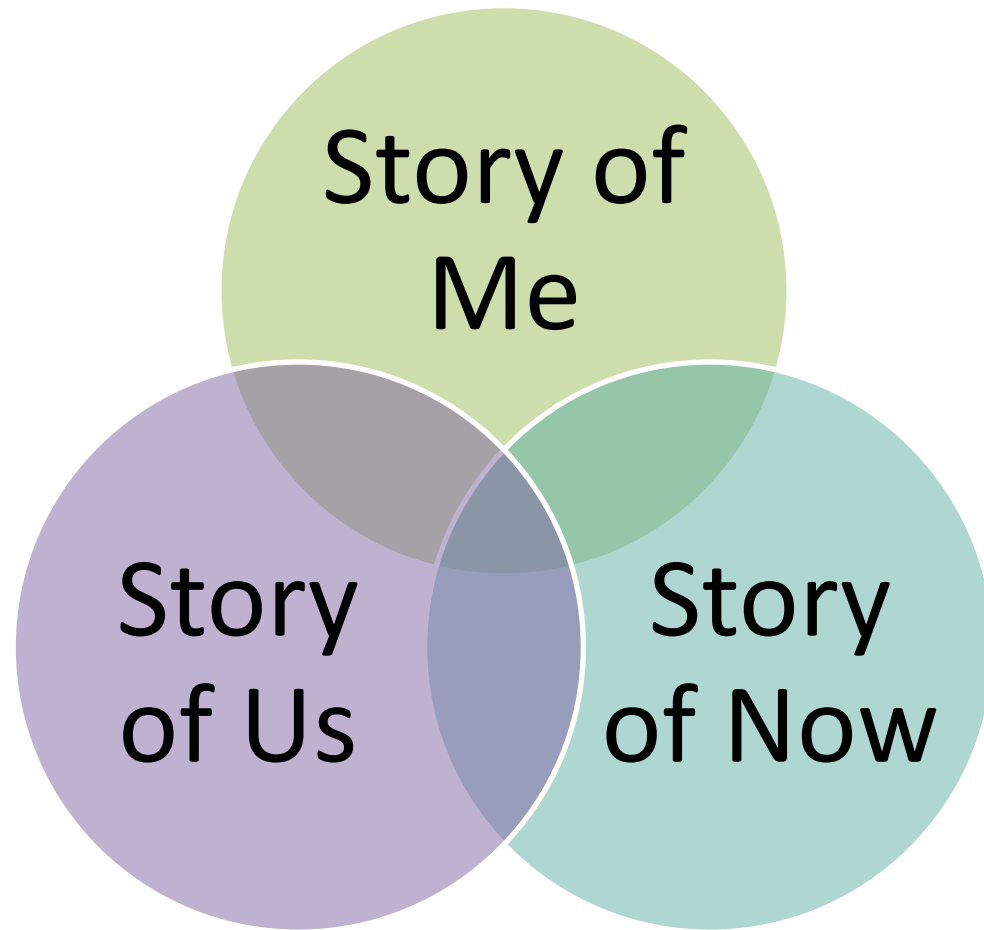
Action

Story Structure

- Challenge
- Choice
- Outcome



Storytelling



Using Social Media

- Use photos
- Way to track participation
- CEO Blog
- Video competitions
- Share successes

SOCIAL MEDIA EXPLAINED (DONUT EDITION)

-  « I'm eating a donut »
-  « I like donuts »
-  « This is where I eat donuts »
-  « Here's a video of me eating a donut »
-  « Here's a vintage photo of my donut »
-  « Here's a pretty donut recipe »
-  « Here's a viral picture of my donut »
-  « My skills include donut eating »
-  « Now listening to "Donuts" »
-  « I'm a Google employee who eats donuts »

Not a magic bullet

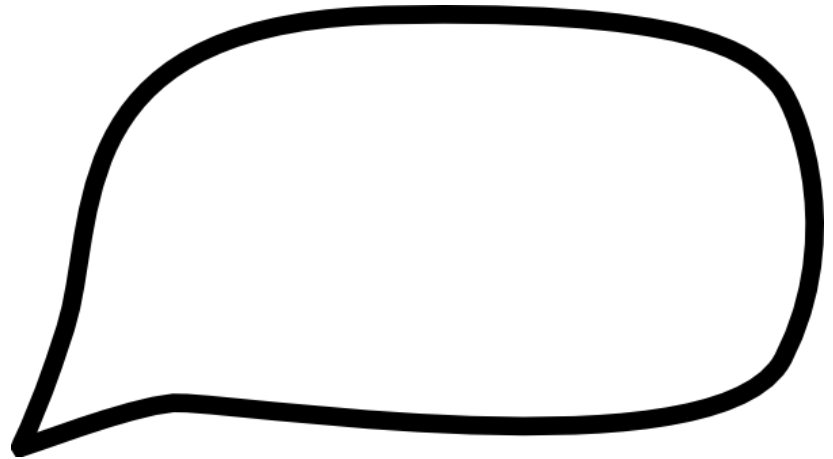
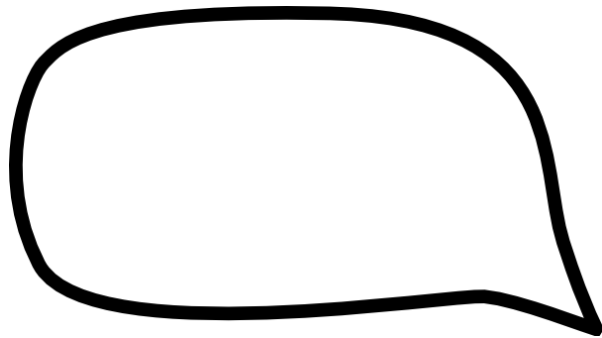


Social Media

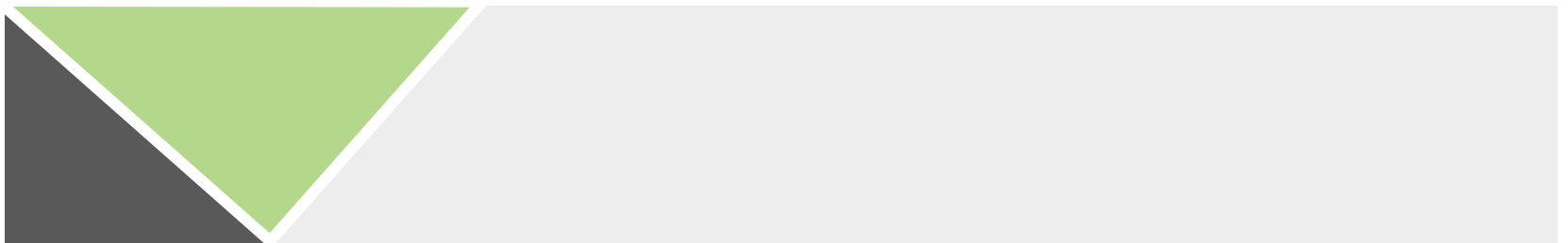
Social is about being social

1. Are your stakeholders on social media?
2. What platforms are they using?
3. Does your organization already use certain platforms?

Q & A



MEASURING RESULTS



Ways to Measure Results

- Overall Consumption Data
- Participation Rates
- Social Media as an Assessment Tool
- Smaller Studies
- Program Surveys



But First...

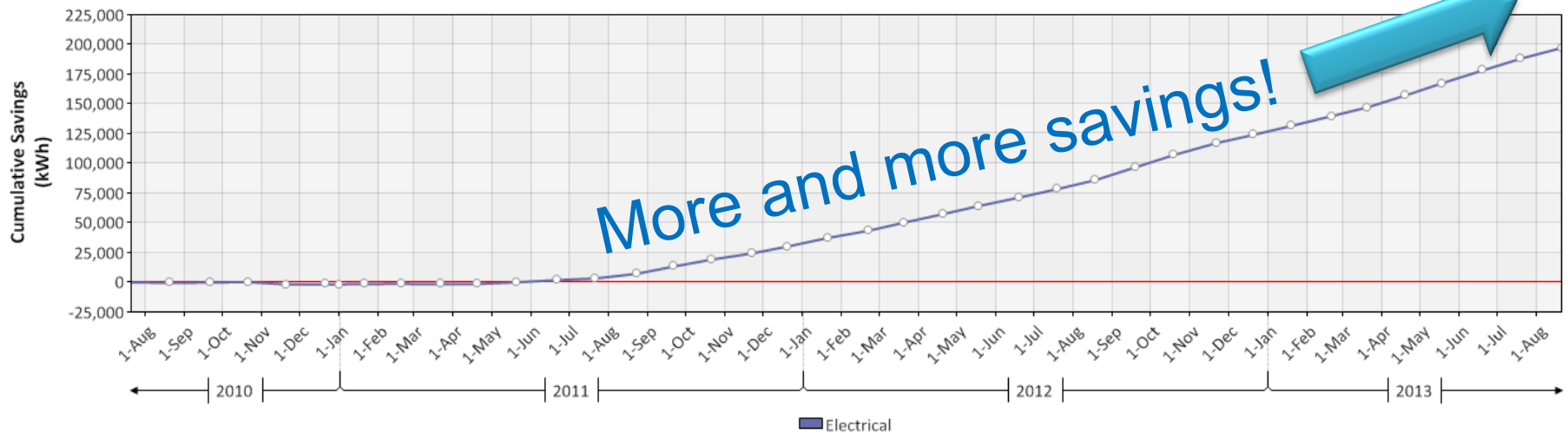
- Define what success looks like at the end of the initiative.
- How will you know you've been successful?

Overall Consumption Data



TLLTC Trillium Lodge

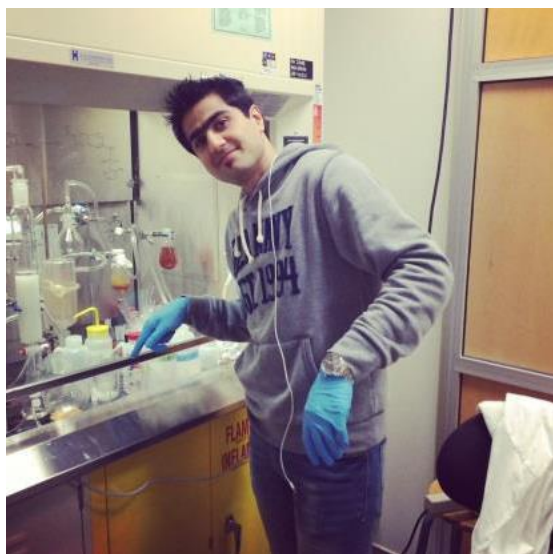
Elec-TLLTC-01: (6145288)



Participation Rates



UBC Shut the Sash Campaign



Conserve (Tune of "Timber" by Pitbull feat. Ke\$ha)

It's going down	Spread awareness round and round
I'm yelling conserve	Make sure the sash is going down
You better shut	Turn off the light, starting now
Your fume hood sash	Make sure the sash is going down
Let's keep the Earth	Spread awareness round and round
This green forever	Make sure the sash is going down
Make the sash one	Turn off the light, starting now
You won't forget	Make sure the sash is going down
Woooooah, woooooah, woooooohoooooah,	It's going down
Woooooah, woooooah, woooooohoooooah	I'm yelling conserve
The bigger the bills, the more they fall	You better shut
Saving energy benefits us all	Your fume hood sash
I respect the earth, so lights off	Let's keep the Earth
And recycling doesn't take too long – conserve	This green forever
Sash down, computers off – conserve	Make the sash one
That's the way we like to –what?- conserve	You won't forget
Don't waste and raise that bill	
It'll lower, yeah I know it will	

Labs competing for spirit points

Shut the Sash



- Laboratories consume 10 times as much energy as other types of space on campus.
- Lab groups formed **teams** and **competed** to keeping their sash shut over 6 weeks for prizes.
- **Spirit challenge** component increased engagement, encouraging teams to promote the habit to their peers and online using social media.

Targeted behaviour

- Shut the sash when not in use



2014 Results

- Overall 81% improvement in sash height
- 80% participation rate
- Successful spirit challenge: 79 entries submitted by 16 teams

Social Media as an Assessment Tool



VIU Environment & Sustainability
February 5

It was all about the woolie socks today--and the gladiator hat was pretty special.

Thanks to all who came by!

Tomorrow is THE day--National #SweaterDay!
... See More

Like · Comment

Jsyrene Alysha likes this.

View 1 more comment

Kassandra Kirkham Yes they will be!!
February 6 at 8:42am · 1

VIU Environment & Sustainability Can barely wait--know they will be fabulous! 😊
February 6 at 9:12am · 1



Smaller Studies

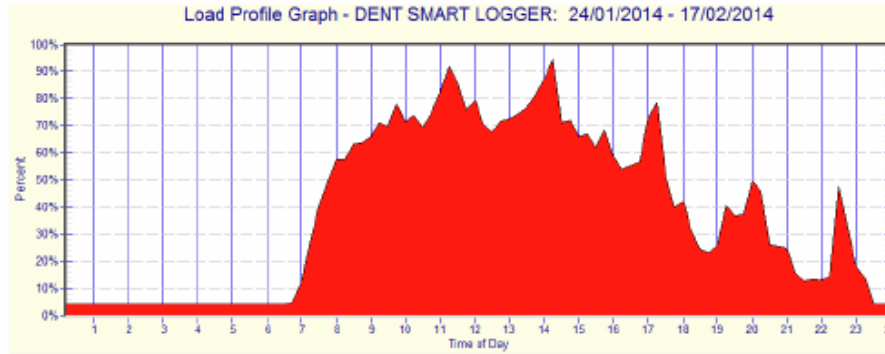


Case studies on campaigns

Pre-Campaign

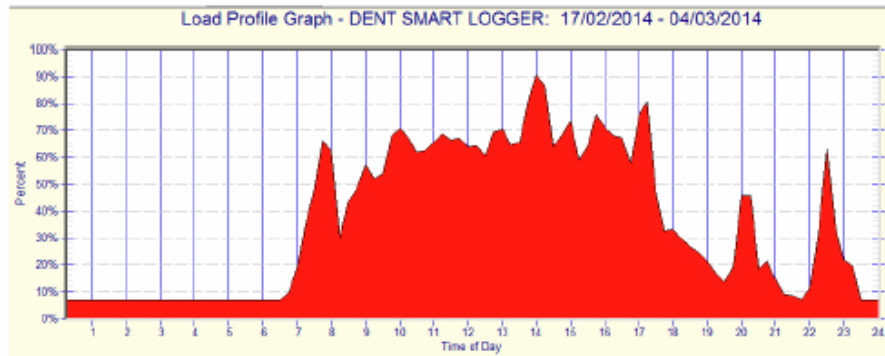


38%



During the Campaign

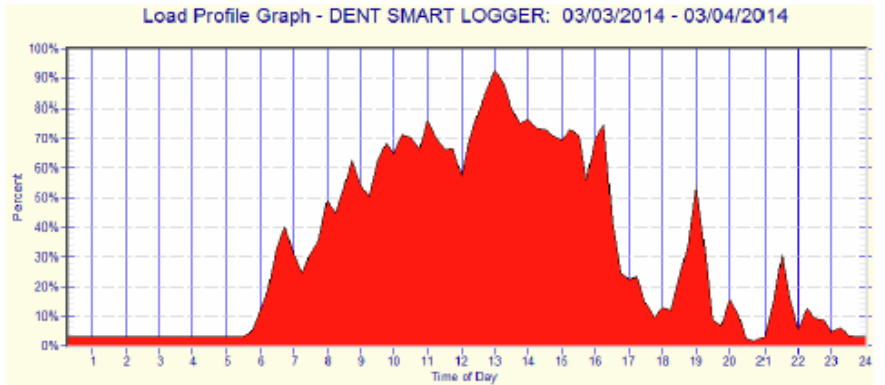
36%



6% reduction in lights left on

Post Campaign

32%



Program Surveys

Your opinion counts.

Fill out the **GreenCare** survey for a chance to win:

One of Five **\$300 Gift Cards** to Save-On-Foods!

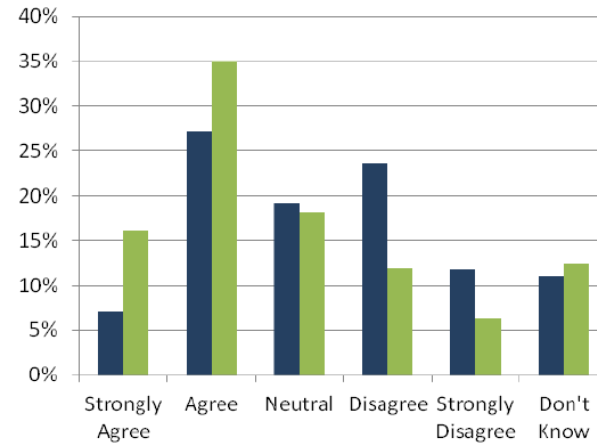


The survey only takes a few minutes, is confidential and provides important feedback on employee's attitudes and behaviours around green initiatives.

Survey ends November 22, 2013

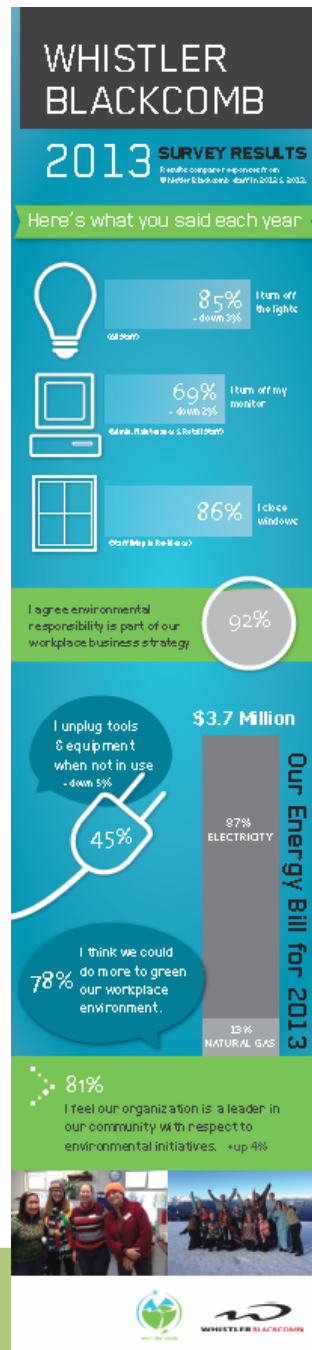


Energy conservation is a part of our Health Authority's mandate



Northern Health WCA Program Surveys

Infographics

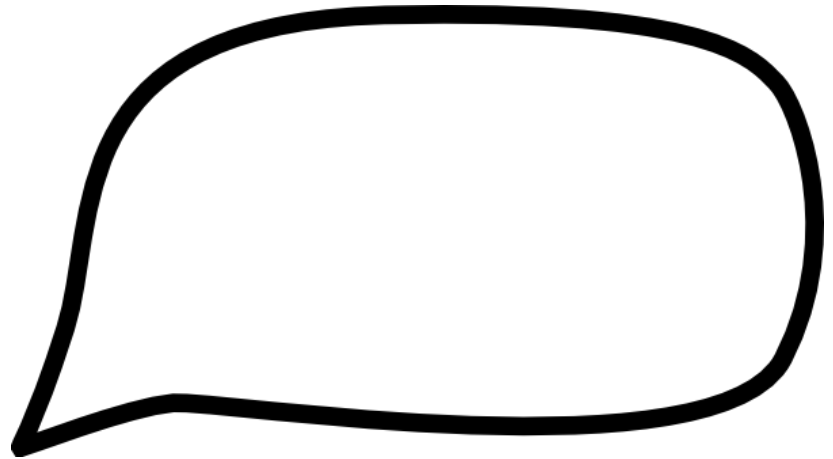
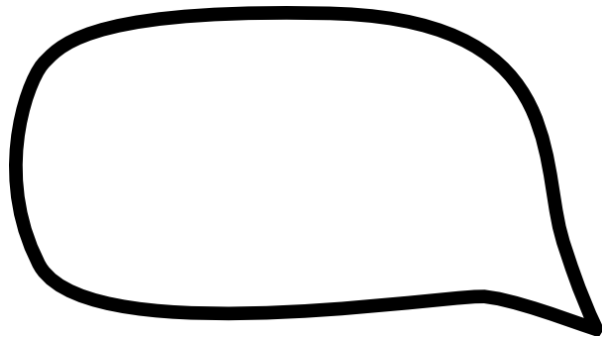


The Approach

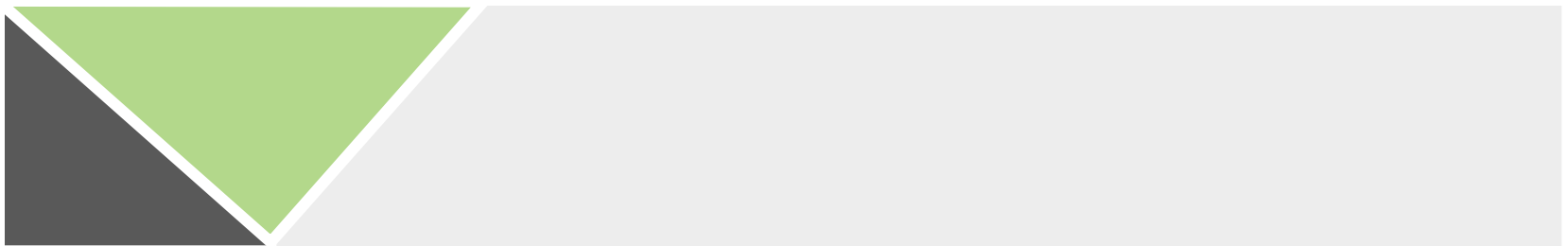
- Measure energy savings, but also track non-energy benefits
- Use more than one approach
- Remember to take photos!



Q & A



WRAP UP



Key Messages



- Change is not an event. It's a process.
- People are key to change.
- Not everything will work!

Key Points (Part 1)

- Why Engage?
- The Challenge
- Build Your Team
- Secure Internal Support
 - Stakeholder Analysis
 - Links to Other Programs

Key Points (Part 2)

- Develop and Implement your Plan
 - Creating the Plan
 - Engagement Models
 - Campaign Development
 - Communications
- Measure Results

Tools, Strategies and Theories

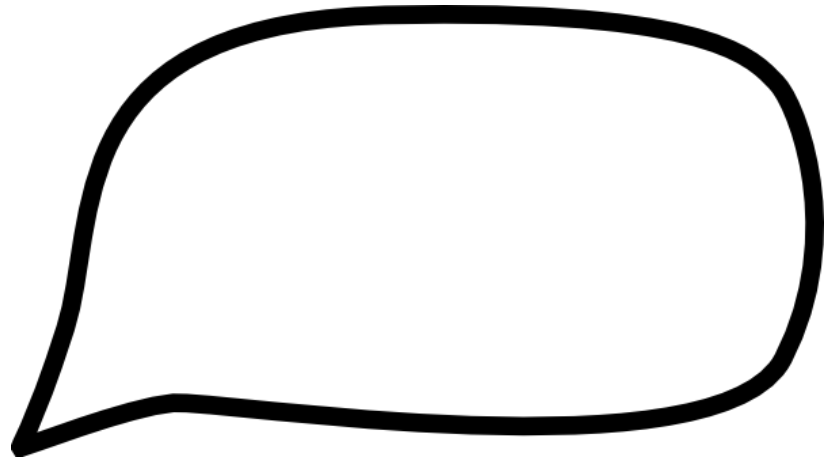
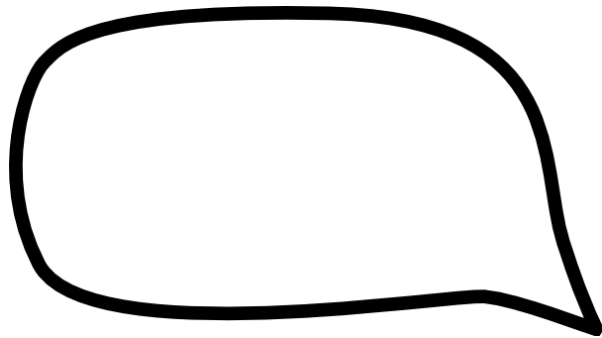
- Community Based Social Marketing
- Change Management
- Volunteer Management
- Human Centered Design
- Stakeholders and Building Support
- Communications + Social Media + Story Telling
- Influencing without Authority



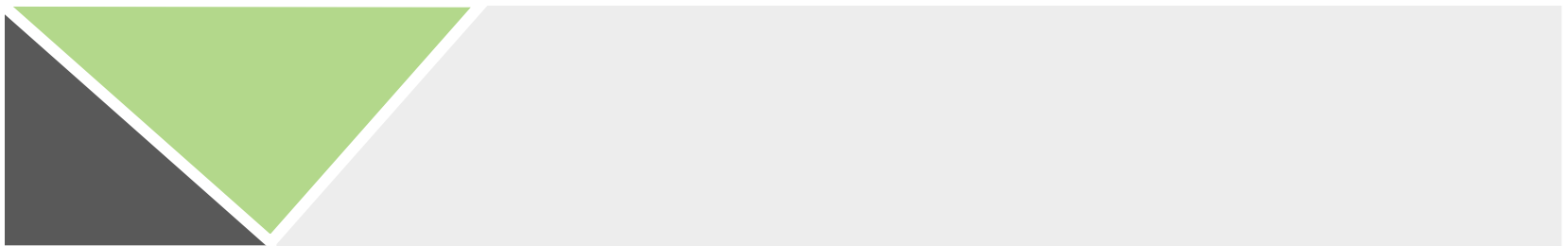
If you think you're too small to make a difference, try sleeping in a room with a mosquito."

-Unknown

Q & A



WRAP UP



Webinar Series

- Next Session:
Friday, March 20, 9am-12pm
Monitoring, Targeting & Reporting

Thank you.

Sarah Smith, Training + Engagement Lead

Robert Greenwald, P.Eng., MBA, President

 **@Rob_Prism**

Tel: 604-205-5500

robert@prismengineering.com

www.prismengineering.com

320 - 3605 Gilmore Way, Burnaby, BC V5G 4X5