

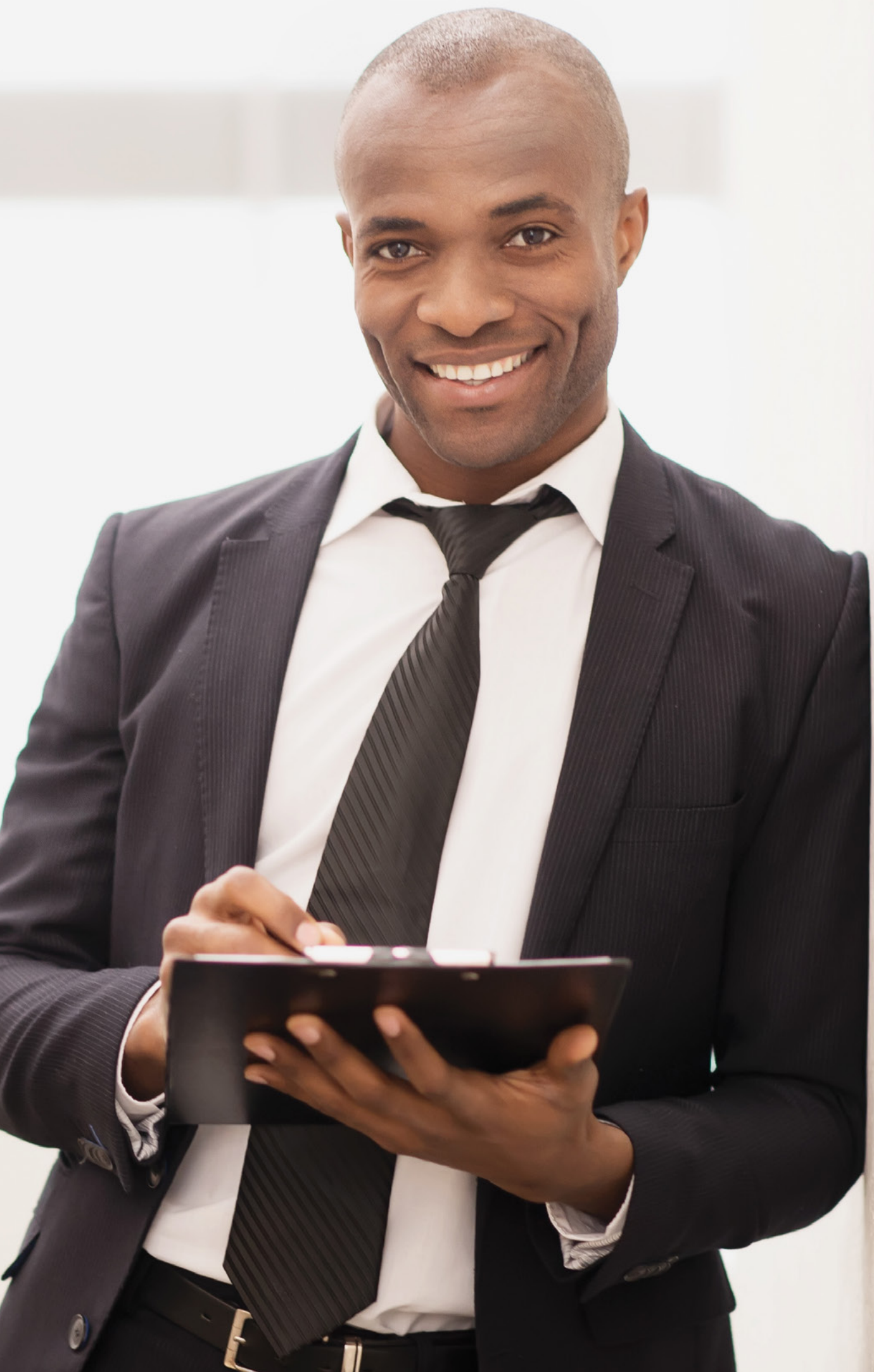
Creating an energy awareness programme: behavioural change at work



Eskom

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Eskom Energy Management Information Pack: Brochure 4



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Who is this brochure aimed at?



It is for use by people responsible for managing energy consumption in your organisation, together with those who have supporting roles, including internal communications and training staff.

Energy management best practices

Energy management best practices are proven, non-technical techniques or methodologies revolving around behavioural change amongst staff arising from increased awareness, training, accountability and information systems. It is a fact that empowering the knowledge of staff contributes to sustainable energy savings.

Committing to energy management best practices - proven strategies that best-in-class organisations have used repeatedly to reduce energy costs whilst improving the environment - will give you the tools to instill a deep-rooted, company-wide culture of energy efficiency.

This guide provides ideas and resources to motivate everybody to save energy - larger organisations may wish to use a variety of measures whilst smaller organisations may prefer to undertake a few activities at a time, such as staff briefings and e-mail campaigns.

Customise

The best way to create an energy awareness programme aimed at behavioral change depends on your operation's circumstances. This process can be overwhelming. However, the good news is that there is no need to reinvent the wheel because the "what", "when" and "how" have already been done for you. Some companies are more advanced than others, and some people are less energy aware than their colleagues - think of how the information in this guide relates to your own organisation

and tailor your energy awareness programme accordingly. You may already have initiatives in place that you can develop, or you might need to try different tactics to get your campaign noticed. Also, you may not need to use all the ideas outlined here - please choose those appropriate to your circumstances.

There are four essential steps you need to take to make energy awareness a part of your organisation:

- Good planning - so you can realistically achieve your goals
- Effective implementation - choosing the correct time, and assigning roles and responsibilities
- Checking the effectiveness of the programme and reviewing awareness throughout your company - always allow room to receive feedback
- Maintaining the right level of commitment and momentum.

“You know what works best for your organisation and your people”



Step 1:

Planning



Take time to “come up with your plan”. This step will help you to define and assemble all the behavioural, organisational and technological components necessary to achieve your energy awareness goals.

Your plan should outline a systematic process implementing energy performance measures. It should prioritise actions that will deliver the highest reward - be sure to include no-cost and low-cost measures as well as measures that can be implemented quickly. Most important, it should develop over time and be flexible enough to reflect achievements and a change in performance whilst accommodating shifting priorities - as an evergreen tool, your plan should become an effective roadmap to guide and improve your organisation's energy performance.

Main points to consider are:

- Engaging top management
- Support and resources
- Your current situation
- Your target audience and goal setting
- Messages and communication channels.

Engaging top management

Firstly, develop an 'energy policy statement' for your organisation and have your Chief Executive Officer sign it.

Secondly, share it with relevant people across the organisation - a written commitment or a statement of intent by senior management is essential.

Thirdly, nominate and persuade a member of the senior management team to champion and sponsor the programme.

Support from the top is critical and should be visible to all staff in the organisation. Once this endorsement has been obtained, commitment to energy efficiency from senior management creates the foundation to establish

energy performance goals and integrating energy management best practices into your organisation's culture and operations.

Support and resources

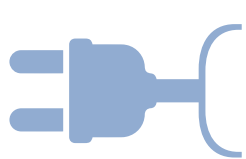
You will need some practical resources to begin your energy awareness programme and to set up a core energy awareness team - it should include representatives from all the parts of your organisation.

Where will you get them and who has the authority to grant you access to them?

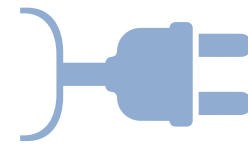
There could already be an existing Energy manager who can lead the team. Moreover, tabulate all staff that have an impact on energy use and contribute to existing or potential energy projects, including specialists in maintenance, operations, technology, engineering, procurement and communications.

Remember to make sure that you can ask for help on specific aspects of the programme. Apart from human resources, think about all the aspects that will help to bring it together, including:

- Services - think about whose support you will need - information technology or in-house graphics, for example
- Systems - how does your organisation disseminate information? (All systems that are in place could include internal mail, intranets or standard communications from human resources).



Having a member of the senior management team as a regular member of the core energy awareness team is highly recommended. It will ensure top management remains informed at all times.



Use this table as a guideline to assemble your core team

Name	Position	Energy champion?	Participation level
Name	Energy manager	Yes	80%
Name	Production manager	Yes	5%
Name	Buyer (procurement)	No	5%
Name	Facilities manager	Yes	5%
Name	Engineering team leader	Yes	10%
Name	Communications manager	Yes	20%

Secure a budget

Come up with a realistic budget. You will need a budget to produce and distribute promotional material, and for incentives such as competition prizes. Money spent preparing good quality material will increase your chances for overall success. We estimate that you will need between 1 and 2% of your total annual utility bill to create a successful energy awareness programme, which should lead to savings in the order of 5 to 10%, making this a worthwhile investment.

To keep costs down, make the most of existing internal resources and supporting material.

Allocate time

Make sure you have allowed sufficient time to roll-out the programme successfully. You and your core team members need to set aside specified time to carry out tasks to support the programme. If possible, dedicate a set time each week to the awareness programme.

Remember to consult all your colleagues. Allow them time to provide feedback. Make sure you take on broad comments, suggestions and queries. If you don't, people will lose interest, and you will lose the benefits of any good work done so far.

Myth:

Turning a thermostat up to well above the temperature required will heat up a room quicker.

Reality:

A room will heat up at the same rate, whether the thermostat is set to 20 or 25°C. If the thermostat is set above the temperature required, energy will be wasted once that temperature has been achieved.

Your current situation

Once you have secured resources and have support, you can start to assess where you are at the moment. The following are ways to assess and record your current situation. Do this before, during and after the campaign, then compare and publicise the results.

- Know and understand your company's energy consumption.
- Find out how aware staff is of energy wastage.
- Identify where, how and by whom most energy is wasted.

Know and understand your company's energy consumption

An understanding of how your organisation currently uses energy, both in terms of cost and units of energy (usually in kilowatt hours (kWh)), should underpin any campaign. Managing energy information effectively is the key element to good energy management. It will also be a source of useful facts and figures, such as costs to your organisation or the performance of different departments, which you can use in your programme.

Establishing a regular energy benchmarking routine, including setting a baseline for measuring future results, will help you understand your current and past energy use. Armed with this knowledge, you will be able to quickly establish goals and prioritise initiatives that will result in energy savings.

Key actions to understanding your company's energy consumption are to:

- Collect and manage your energy data
- Analyse and evaluate
- Benchmark your energy usage
- Develop your baseline.

Fuel source usage breakdown can be shown in a table like this:

Fuel source	Total annual consumption	Total annual cost	Percentage of total plant energy cost
Electricity			
Natural gas			
Fuel oil			
Other			

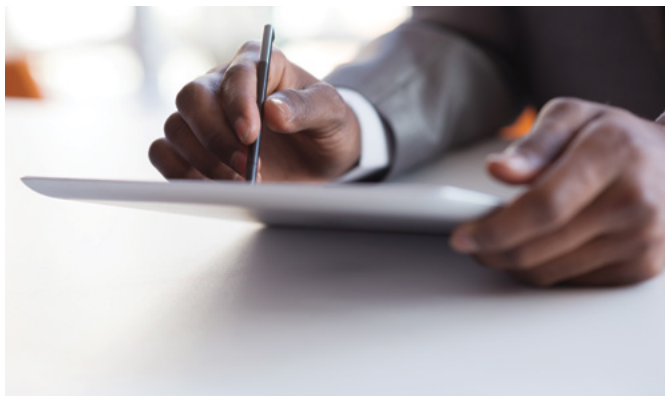
Identify the type of equipment and processes that consume various energy fuel sources. This will help you to identify the best approach to improve your organisation's energy efficiency. (It may be necessary to construct a table that shows the annual energy usage profile monthly if your operations vary greatly over the course of a year).

One way of showing your electricity use breakdown by system type

Types of end-uses	Number of machines	MWh/yr	% of Total	Uncertainty +/- %	Source of energy information
Fans					
Pumps					
Compressed air					
Material handling					
Heating					
Lighting					
Process equipment					
Other					
Total					

Important note:

Knowing and understanding your company's energy consumption - and compiling the above two tables as part of this insight - would require the expertise and input of your Energy manager. His/her support will ensure data accuracy and the long-term credibility of your energy awareness programme.



Find out how aware staff are of energy wastage

Get your colleagues to complete a short questionnaire - you may want to complete it with them and get more information on current attitudes and awareness, and to make sure it gets done within your time frame.

The following questions could be included in your questionnaire:

- What is the general attitude towards saving energy?
- What is the level of awareness of energy costs?
- What is the level of awareness where energy is wasted?
- What is the level of awareness of the environmental impact from energy use?
- What is the level of awareness of the ways in which energy can be saved?
- What is the level of motivation to save energy?

Calculate the results of each section of the questionnaire and record the percentages in an 'Energy Awareness Summary'. You can monitor whether attitudes are changing by having staff complete the questionnaire before, during and after the campaign.

Identify where, how and by whom most energy is wasted

Achieving positive behavioural change at work through an effective energy awareness programme would require you to understand who or what uses most energy in your organisation. Which usage can be controlled, and where the greatest amount of energy can be saved?

Answers to these questions should be sourced from your Energy manager – he/she can provide a detailed report covering all relevant information on energy use, such as:

- Electricity bills
- Sub-metering data
- Process diagrams
- Maintenance records
- High energy consuming equipment and processes
- A survey (outside operational hours) of equipment and lights that are left on unnecessarily.

Note:

Apart from informing you on how to proceed with instituting effective energy use behaviour change amongst staff, the above information will also serve as a basis for:

- Implementing a comprehensive energy management plan that encompasses a full review of operational and maintenance procedures and protocols; and
- Conducting cost benefit analyses of replacing energy-intensive technologies, systems and processes with energy-efficient solutions.

Your target audience and goal setting

Information obtained from the questionnaire will help you decide who should be targeted and on which level (financial or environmental for example) to base your campaign and messaging.

- Define your audience.
- Target high-energy users.
- Identify what they need to do.
- Set your communication goals.

Define your audience

Your colleagues - many different groups and individuals - will all be key to the success of the programme. These may include the managing director and other senior management, supervisors, business teams and support staff. Don't forget external contractors, such as cleaners or security staff, who may also use energy or control its use. All these people will influence energy use in different ways. Walk around and talk to people. Most people will be interested in doing their bit to save energy once they are shown how and why.

Target high-energy users

You should already have identified which individuals or groups are responsible for particularly high levels of energy use - target them first to maximise energy reduction.

Identify what they need to do

There are many myths on the issue of saving energy and it is vital to dispel them. You will also need to address the fact that some individuals may not have the authority to change working procedures, although they should still be empowered to make suggestions that will be taken seriously. You need to think carefully about how people at different levels in the organisation can contribute to saving energy.

Set your communication goals

For example – the percentage of staff that demonstrated:

- Improvement in their general attitude towards saving energy
- A higher level of awareness of energy costs and where energy is wasted
- A higher level of awareness of the environmental impact of energy use
- A higher level of awareness on the ways in which energy can be saved
- Greater motivation to save energy.

Ensure your goals are S.M.A.R.T (Specific, Measurable, Achievable, Realistic and Time-related) - over-ambitious goals can be counterproductive by demotivating people when they are not met.

Did you know?

Lighting an office overnight wastes enough energy to heat water for 1,000 cups of tea.

Messages and communication channels

- Create content.
- Select relevant motivational themes.
- Use appropriate language.
- Select right communication channels.

People are constantly bombarded with promotional messages. Be aware of promotional overload: people tend to look at subjects or issues that interest them and ignore the rest. Your messages and slogans will have to be punchy and varied to interest different people. There are some examples to be found on page 17 - see Messages and slogans.

Create content

Think about what you want to communicate to different audiences. How can you best tell your colleagues about your organisation's current energy use and how to reduce it? How can you best explain your company's overarching energy management plan and strategy? (Background reading on the scientific evidence and implications of climate change will arm you with useful information as there will invariably be sceptics).



All this information could also be used in presentations and posters if you think your organisation will respond to facts like these. Asking people to do too many things all at once may be confusing and too daunting. Group the messages by topic: heating, lighting and computers, for example. People are more likely to take action if they are given only one or two activities to carry out. In an industrial workplace, aim for simplicity - for example: *"Can you switch off unused equipment at lunchtime?"*

Select relevant motivational themes

In cold weather, focus on heating messages. In hot weather, highlight cooling. For the rest of the time, consider messages that deal with lighting and equipment. Staff may not respond to being told to save energy - the message

"switch off lights that are not used" without a clear rationale may meet with apathy.

Motivate people and offer incentives while stating underlying reasons. People will respond to different reasons to save energy; it also depends on their position and how long they have been with the organisation. It might also be important to consider the kind of people they are and things they respond to outside the work environment. Senior management will be motivated by business benefits, whilst other staff members are more likely to respond to something that will benefit them directly, such as reinvesting savings to improve facilities like the kitchen or communal room.

Use this table to help you decide what will motivate staff

Motivation	Explanation
Increased productivity	More efficient equipment allows people to do their jobs better.
Improved reputation	A commitment to energy efficiency goes a long way towards providing a significant competitive advantage in today's eco-conscious marketplace - energy efficiency is a positive step towards greater environmental responsibility and being seen as 'green' enhances an organisation's reputation amongst customers and shareholders.
Improved reliability	Equipment used efficiently and correctly works better and longer, resulting in cost savings, less downtime and fewer demands from maintenance staff.
Reduced costs	Energy awareness leads to cost savings that lead to higher profit margins. Be aware that employees are usually only motivated to save money for their employer when they feel that better financial performance leads to increased job security and/or profit-related bonuses.
Environmental awareness	Make people aware of the positive effect their actions can have on global and (their) local environments. Saving energy is one of the simplest green actions. For some staff members environmental issues are significant. By making the link between energy use, carbon dioxide emissions and the environment, people can appreciate that they can make a difference.
Improved comfort	Better control of heating and lighting leads to a more comfortable working environment. This may have potential health benefits and may result in greater productivity.
Morale	Having better working conditions as a direct result of being energy-efficient, has a positive effect on the attitude of most people.
Saving at home	Although staff may not always respond to energy awareness at work, most will be interested in saving energy at home and on the road. People are motivated by self-interest; convince them that methods used to save energy at work can be applied at home and save them money.
Being charitable	Some people are motivated by helping others. Appeal to them by agreeing to donate a percentage of the energy cost savings to charities nominated by staff.
Competition	Some people respond to the challenge of competitions. Set up ongoing competitions to see which sites, buildings or departments can make the greatest energy savings. Publicise the results regularly and, if possible, award a prize to the best performers every year.
Recognition	Recognise the actions and successes staff achieve with energy savings - this will encourage them to make further suggestions.



Use appropriate language

Use a different language, with each target audience. Unless you are addressing a technical audience, do not use technical language. Keep it simple and appropriate. Be aware of the language the organisation already uses to communicate. Does it work? What gets noticed? Your first communication is very important - an attention-grabbing, thought-provoking message will interest people to save energy and lessen their initial resistance. Consider using staff briefings or meetings as a forum for your first communication.

Select the right communication channels

Once you have identified your target audience and appropriate energy-saving messages, work out how you will convey these. Use an assortment of methods as people respond differently to each medium. Some will respond to pictorial messages, others to written messages and some will prefer verbal communication.

There are a number of directions to choose from, depending on your audience and the particular message. Select the most appropriate delivery platforms for your organisation. The table below shows the key platforms you could use to deliver your energy awareness programme; think how feasible each will be and the possible impact they could have.

Key communication platforms

E-mails	A direct form of communication - avoid overload.
Presentations and training	A tailor-made presentation - or longer term training on energy-saving - is an ideal opportunity to getting the message across.
Posters	These remind people to save energy but must be updated on a regular basis.
Staff newsletters	Use existing internal communication platforms where available to inform people and report on successes.
Meetings	Put "energy-saving" on the agenda.
Walk-arounds	Walk around the office at regular intervals to establish good practice.
Stickers	Encourage people to think about saving energy at the point of use, for example, on photocopiers.
Word-of-mouth	Generate messages to stimulate interest and get people talking.
Displays	Use part of an existing notice board or create a dedicated one on energy-saving where information on how the campaign is going can also be shared.
Competition	Run competitions between different teams, departments or buildings - try a quiz or a contest to design a new poster.
Internal communication	Include energy-saving slogans or messages in memos, minutes and other standard internal communications.
Payslips	Add energy-saving messages to payslips – it is a good way to attract attention.
Energy-saving content	Create leaflets, booklets or newsletters to show people how they can save energy.
Suggestion schemes	Provide a scheme for people to suggest energy-saving ideas and offer rewards.
External input	Invite experts to talk about energy-saving and environmental issues.



Note:

See more detailed information on these platforms from page 14 to 17.

Myth:

When an appliance is left on standby, it is off.

Reality:

Electrical appliances and equipment continue to consume electricity when on standby. Be especially aware of equipment with remote controls: this is a telltale sign that it could be on standby whilst waiting to receive an “on” signal from a remote control.

Remedy:

Ensure appliances and equipment are switched off at the mains when not required for longer periods, such as overnight. Raise awareness of the issue and use time switches where suitable.

Step 2: Implementing



Now that you have planned your programme, it's time to take action and put it into operation. In this step, your plans will become a reality. Be mindful at all times of the crucial role that staff plays - the success of your implementation efforts hinges on your ability to create an effective and engaging employee awareness programme that:

- **Clearly communicates your organisation's overarching energy goals and targets;**
- **Provides information on ongoing energy initiatives; and**
- **Creates opportunities to encourage staff to be more energy-efficient.**

When to start

Carefully consider when the programme should begin - summer offers saving opportunities like switching off unnecessary lights and improving ventilation, whilst autumn is a good time to get staff thinking about how to use heating appliances sparingly.

How to time

Avoid times when the organisation is very busy or when staff morale might be low - after lay-offs, for example. At such times, your programme will only be resented and not given due attention. Make sure you get 100% staff attention by avoiding the holidays. Rather wait for a time that guarantees 100% staff attendance.

How long should it run?

The longer the programme runs, the better embedded the message will become in people's minds - but ensure it does not become stale. Measure the success of the programme and compare results against your initial benchmarks. You should see an increasing rate of success, which you can publicise. Alternatively, if you find that energy reduction habits are slipping, you can use the facts and figures to get your organisation back on track.

Assign roles and responsibilities

You will need other people to help you assign roles and responsibilities carefully. If you assemble an 'Energy Team' it should be a representation of your staff. The better the mix of team members the more likely it is that all their colleagues will respond positively. More importantly, your energy-saving programme will need champions, people to spread the word and inspire others. Consider how many would be appropriate - perhaps a champion for each department, building or floor.

Gather and prepare promotional materials

Tailor-make material to suit your organisation; make it look as professional as your 'standard' promotional material looks. There are some examples on page 14-17 of this brochure. Themes and slogans should be short, catchy and thought-provoking. Think of a memorable name for your programme, such as "Watts Off".



Launch your programme

If you can, launch the initiative with an event or during a staff meeting. A day or week dedicated to energy-saving awareness can kick-start your programme, even though it could run indefinitely.

- Make sure it does not clash with other initiatives.
- Choose a time people are able to attend.
- Ensure that everyone knows about the event.
- If possible, generate external publicity for the event.
- If you have one, ask your Public Relations team to write a press release.
- Make sure a senior management representative attends the event and participates - his or her endorsement will ensure credibility and a high profile for the programme.
- Don't forget to collect people's comments.

Disseminate material and messages in phases - don't do everything at once. Maintaining and sustaining interest will be challenging - once you are underway, keep the momentum going.

Implementation checklist	√
Agree on a start date.	
Agree on roles and responsibilities.	
Brief in promotional materials.	
Complete/deliver promotional materials.	
Confirm senior management attendance at the launch.	

Step 3:

Reviewing and communicating



Manage the knowledge you gain from ongoing evaluations so you can benefit from any lessons learned. With this information, you can step back, re-evaluate your existing action plan or create a new one, identify best practices and set new performance goals for your energy awareness programme.

What you learn will help you to fine-tune the behavioural, organisational and technological elements required to maximise the energy performance of your organisation. Be mindful that there will always be negative individuals who are critical and not interested in the programme - don't allow them to sabotage your efforts.

Measure the success of the programme.

At various points along the way, measure your organisation's progress by:

- Doing snap surveys amongst staff to gauge progress towards achieving your communication goals (listed on page 6)
- Revisiting your Energy Awareness Summary (discussed on page 18) - ask staff to complete the questionnaire again and compare this to your initial findings
- Asking your Energy manager to conduct regular energy use walk-about to see how things are going.

Feedback

By listening carefully to ideas, comments and suggestions, you can gauge how effective the programme is and, simultaneously, make staff feel more involved. Ensure that this communication route is accessible to everyone - make it visible and easy to use. If most of your staff doesn't have access to computers, then use another method. For example, use staff meetings or quality forums to hold a question and answer session.

- Remember to thank staff for their feedback and act on it where appropriate.
- Allow time to respond to their comments and concerns.

Report to staff and management

Recognise the achievements of staff who helped the organisation achieve results and, in the process, motivate other employees to get involved.

Praise reinforces good behaviour and progress reports can be a powerful motivator. Think about what your staff is interested in and report its successes accordingly. For example, if your staff is motivated by environmental issues, relate progress in those terms. If you are running competitions, reveal who is leading or who has won. If staff members are aiming towards direct incentives, let them know how close they are to the goal. Create easy-to-understand diagrams or graphs to show progress - a chart or information board in your reception area is a sure way to keep everyone aware and informed.

Reviewing and communication checklist	✓
Compare current energy consumption with the figures recorded at the start of the programme.	
Do snap surveys.	
Repeat the awareness questionnaire.	
Do energy use walk-about (your Energy Manager).	
Report on progress to staff and management.	

Step 4:

Maintaining awareness



Learn from your experience and incorporate it into the programme.

An energy-saving culture

Energy awareness, should become as much a part of the culture of your organisation, as safety, quality and customer care - in addition to awareness campaigns, this requires wider attention to all the key elements of energy management. An Energy Policy is central to this and shows a public commitment to energy efficiency and the environment, and demonstrates the level of management support for energy efficiency both inside and outside the organisation.

New employees

Ensuring that new employees are informed about the importance of energy-saving, can be effective. Dedicate a section of their initial training to energy awareness or create a section about it in any literature they receive upon joining the company. Gaining the co-operation and interest of new staff boosts energy awareness and re-alerts others to their responsibilities.

Keep the momentum going

To maintain interest:

- Continue to communicate messages at longer intervals - adjust these messages according to what is or is not working
- Where possible, build energy awareness into job descriptions and into individuals' objectives on good environmental practice
- Include energy-saving practices in workplace procedures
- Consider energy usage when purchasing new equipment and training people to use it

- Maintain displays and the distribution of posters and leaflets - refresh promotional materials at regular intervals
- If competitions prove to be successful continue to run them at regular intervals - obtain sponsorship if possible
- Present an Energy Week, every year. Use this opportunity to reaffirm messages regarding the energy awareness programme - vary the content and approach to maintain interest
- Above all, continue to monitor energy efficiency awareness and review it throughout the organisation.

Myth:

Turning a computer on and off frequently uses more power and damages the hard drive.

Reality:

The belief that frequent shutdowns are harmful originates from the days when hard drives did not automatically park their heads when shut off - modern hard drives are not significantly affected by frequent shutdowns.





Programme tools

E-mails:

- Are a direct method of communication in a workplace where the majority of staff uses computers
- Allow you to send targeted messages
- Are an appropriate delivery route for messages on energy-efficient computer use
- Can be used to gather further questions, ideas and suggestions.

E-mail messages should be short, relevant and interesting - never annoy or bore your colleagues and always aim to get straight to the point. If possible, use graphics and/or colour. Don't overload recipients with too much messaging, which can get a negative reaction.

Displays

- Use part of an existing notice board or create a dedicated energy display as a focal point for communications.
- Focus your communications - concentrate on one or two issues at a time and change them regularly to maintain interest.
- Place the display where everybody can see it, including visitors.

- Use compelling photos, cartoons or energy use charts; people are put off by a lot of text. Use durable material - laminating display materials ensures quality and longevity.

Employee awareness tool

Carbon Trust Empower™ is an innovative online tool designed by the Carbon Trust (www.carbontrust.com), to increase employee engagement by putting your workforce in the "driving seat". The software works on a wide range of mobile platforms, including smartphones and tablets, and allows organisations to facilitate energy and resource efficiency assessments carried out by multiple staff and stakeholders.

Engaging staff in energy efficiency schemes is nothing new but it is rarely used to the maximum effect. The central challenge is making actions tangible, fun and sustained over time - Carbon Trust Empower™ has been configured entirely around the employee, to help them see that through simple behavioural changes, their individual efforts add up to make a bigger difference in energy-saving.

Posters

Posters can display different types of messages - news, questions or commands. Produce a series of posters tailored for your organisation and remember to focus on a different issue for each poster:

- Use images - internet search engines will guide you to royalty-free images.
- Replace posters regularly as they have a limited shelf life.
- The better the quality of the posters, the more effective the campaign
- Place posters at point-of-use and at eye level - never place them in windows as this will cut out natural light. A poster usually suggests action that can take place now. Messages must be short so that the lettering can be bold and large and seen at a distance. Posters also generate word-of-mouth communication.

Stickers

Like posters, stickers can be used to target different individuals or types of equipment.

- Use stickers at point-of-use - near equipment such as photocopiers, printers, computers, light switches and machines.
- Label equipment with colours - red could mean "switch off after use", whilst green could mean "allowed to be left on", for example.
- Label those light switches that should be switched off first, such as rows of lights beside windows.
- Label equipment that is energy-intensive.
- A simple image can convey a command - but remember to add an explanation, otherwise it may simply be ignored.

Promotional material

Include messages on promotional material like diaries, calendars, holiday cards and mouse pads. Add energy-saving messages to your organisation's website or, if possible, create dedicated web pages for the programme. Make clients aware of your achievements in energy-saving - this is a good marketing message that can help enhance your company's profile.

Word of mouth

Word of mouth is often the most powerful method of communication. Successful messages are those that provide information and get people talking about issues. Catchy slogans and messages tailored for your organisation can help dispel myths, negative comments or misinformation.

Staff newsletter/magazine

Does your organisation produce a newsletter or publish a magazine? If you do, you could use it to publicise the energy awareness programme.

- Think about the publication's audience - is it taken home by staff, sent to clients or suppliers?
- Make raising energy efficiency awareness a regular feature.
- Report on success stories and, if possible, include photos of the people involved.

Incentives

Does your organisation have a system of staff bonuses? If you do, a percentage of the money you save by being more energy-efficient could contribute to these (and appear on pay slips as an Energy Saving Bonus (ESB)).

Payslips

- People will see messages printed on payslips when they look to find out how much they have been paid.
- Payslips are taken home and ideal to carry tailor-made messages that encourage staff to think about saving-energy at home.
- Messages can be "month-appropriate". For example, in winter it could read "turning down the thermostat by 1°C knocks 10% off heating bills", whilst in summer it could read "cooking dishes that save time, effort and money helps to keep your kitchen on an energy diet."
- Though messages on payslips can feel more personal, use them sparingly - if messages appear too often they will lose their appeal.

Word of mouth is often the most powerful method of communication.





Competitions

Offering attractive prizes can motivate people and raise the profile of your energy-saving programme. Competitions are an excellent way to get staff participating - run competitions between teams, departments or buildings and see who can save the most energy. Ideas for competitions include:

- Design an energy-saving-poster
- A quiz on how to save energy
- Your staff's energy-saving ideas - with a prize draw for entries
- Create slogans, and award a prize for the best slogan.

Depending on the type of competition, you could target staff and their children - asking children to compete is an effective way to personalise the programme. It also generates interest outside your colleagues' immediate work environment.

Have clarity regarding:

- Who is responsible for running the competition
- Terms and conditions, including the starting and end dates
- Judging criteria
- Who are the judges - consider appointing a panel
- Multiple entries
- How prizes will be awarded.

Ask companies in your area (or some of your regular suppliers) to donate or sponsor prizes in exchange for free publicity. Stagger prize givings - by having one winner a month can help to maintain momentum.

Remember to advertise the competition throughout the company.

- Keep it simple - the more difficult the competition, means you will receive a fewer entries.
- Have a senior manager to hand out the prizes.

Meetings and presentations

- Can you put energy efficiency on the agenda of existing team meetings?
- Can you use meetings to cascade messages throughout the organisation?

Meetings are an ideal gathering for face-to-face communication. You can answer queries, highlight the impact of energy-saving and provide advice on how to achieve it. Meetings also provide an opportunity to report on the progress and provide information on energy consumption. If possible, use projections and presentations to get your message across. When presenting to senior management, think about budgets - how much money is being spent on the programme and how much it is saving the company? Use the opportunity to present the case for further investments in energy efficiency.

Internal communications

Other systems for passing on information include:

- Headers and footers of internal paper communication such as memos and minutes
- Staff appraisals.

Use these to pass on messages about what can be done to prevent energy wastage in your company.

Walk-arounds

A simple walk around your premises can help you to:

- Demonstrate where energy savings can be made, for example by closing windows or activating the power saving facility on a computer
- Affirm good practice
- Note where energy is being wasted
- Record where repair and maintenance work is needed

Conduct walk-arounds at regular intervals - at least twice a month, at different times of the day.

External publicity and support

Publicising your energy-saving programme will raise its profile. Consider sending news releases to the local press and invite local experts to talk about energy-saving and environmental issues - these could include:

- Utility company experts
- Energy-efficient technology manufacturers and suppliers
- Representatives from public bodies, government programmes and non-governmental organisations.

Suggestion schemes

These will generate energy-saving ideas or related suggestions from staff. Has your organisation used suggestion schemes in the past? If you did, think about what made a scheme successful or unsuccessful. Provide a suggestion box or an e-mail address where people can make their suggestions - make sure it is accessible to everyone in the organisation.

Ensure that you establish rules for the scheme, including time frames for responding to ideas, judging criteria and judges. Establish an award, prize or monetary incentive for winning suggestions - if possible, award it right away. If the reward is based on a percentage of the energy cost saved, ensure that you set an upper limit in the scheme rules. Think of turning the prize award into a regular mini-event.

Make sure you respond promptly to suggestions - preferably within a week or sooner; otherwise you could meet with apathy or resentment. If possible, respond to suggestions publicly - through general e-mail or a notice in the staff kitchen, for example - so that staff is aware of your response. Make sure the proposer gets credit for their suggestions. Show how their ideas are being implemented and publicise the results of any changes you have made as a result of the suggestion.

Energy efficiency literature

This can include dedicated booklets produced in electronic or hard copy format, outlining why people should save energy and how to do so in your organisation.

It could detail:

- The background to the programme - including targets
- Why staff should save energy (reduced costs and staff benefits, for example)
- Ways to save energy at work and at home
- Quotes by or interviews with key staff
- Competitions and prizes.

Printed material in support of the programme should never be too elaborate.

Messages and slogans

What a waste!

Air conditioning an office for one extra hour a day uses enough energy in a month to power a TV continuously for more than a year.

Hot and bothered!

Overheating your building by 1°C adds up to 8% to your heating costs.

Cut and dried!

A 20% cut in energy costs represents the same bottom line benefit as a 5% increase in sales in many businesses.

Less is more!

Taking a few simple actions could reduce your energy costs by 10 to 20%.

Elephant in the room!

The energy wasted from a compressed air leak the size of a match head is responsible for annual CO₂ emissions equal to the weight of an elephant.

Don't get into hot water!

Heating water can account for up to 60% of a building's energy use - don't waste hot water.

Double trouble!

Having heating and air conditioning switched on at the same time is a huge and all too common source of energy waste.

Uncomfortably hot fact!

Office equipment is used by almost all businesses and accounts for around 15% of all the electricity used in offices.

Switch off!

Effective management of office equipment can reduce its energy consumption by up to 70%.

Credits:

The information in this brochure has been sourced from:

- www.carbontrust.com

Maintaining awareness checklist	✓
Keep the objectives of your energy awareness programme aligned with the objectives of your organisation's overall energy management plan and strategy	
Inform new employees about energy issues	
Refresh displays	
Publicise achievements	



The Eskom Energy Management Information Pack comprises:



Energy management action plan

Brochure 1

Business case for energy efficiency

Brochure 2

How to do a walk-through energy assessment: methodology and checklist

Brochure 3

Creating an energy awareness programme: behavioural change at work

Brochure 4

HVAC systems: energy-efficient use and technologies

Brochure 5

Energy-efficient solutions: an overview of technologies

Brochure 6

Green growth cycle: energy efficiency in support of competitiveness

Brochure 7



