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TEAM UP!

FOR ENERGY SAVINGS

› A Guide to Building an Energy-Saving Culture in the Workplace ‹



Canada

Natural Resources Canada's Office of Energy Efficiency
Leading Canadians to Energy Efficiency at Home, at Work and on the Road

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Energy Publications
Office of Energy Efficiency
Natural Resources Canada
c/o St. Joseph Communications
Order Processing Unit
1165 Kenaston Street
PO Box 9809 Stn T
Ottawa ON K1G 6S1
Tel.: 1-800-387-2000 (toll-free)
Fax: 613-740-3114
TTY: 613-996-4397 (teletype for the hearing-impaired)

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Introduction

Get Energy Savings Working for You

Getting your employees on board is key to making your company more energy efficient.



Training for Competence – Communicating for Awareness

While an EAP is a good communications tool, training could be a critical complementary strategy.

Dollars to \$ense workshops

NRCan offers a series of energy management workshops to help you make the most of your organization's energy and money!

oee.nrcan.gc.ca/industrial/workshops

This Natural Resources Canada (NRCan) guide, *Team Up! for Energy Savings: A Guide to Building an Energy-Saving Culture in the Workplace*, will help you achieve employee buy-in with its proven approach to setting up an employee awareness program (EAP). Developed to support NRCan's Canadian Industry Program for Energy Conservation (CIPEC), this guide will help you create your own program by providing concrete, practical information on the steps needed to encourage employee input and feedback, and to keep your EAP going for years to come.

Encouraging employee support and responsiveness is critical to building an energy-saving culture – one that is a driving force in reducing your organization's operating costs and using energy wisely to slow down climate change. The three sections of this guide will take you through the steps and show you how to

- 1.** assemble your EAP team
- 2.** plan and implement your EAP
- 3.** maintain the momentum through follow-up actions and evaluation

Throughout this guide, you will find communications tools and themes, tips and ideas that have worked for other Canadian workplaces, along with some “real-life” EAP success stories. We also encourage you to visit NRCan's Office of Energy Efficiency (OEE) Web site at oee.nrcan.gc.ca for more tips and downloadable communications tools.

Regardless of the size of your company, it is easy to adapt the steps in this guide to suit your needs. The EAP can be as long and detailed or as short and simple as you want. An EAP is good for your bottom line – and for the environment. By using this guide, you will be well on your way to successfully establishing an effective EAP in your workplace.



Let's Talk

CIPEC will work with you to get your EAP up and running. CIPEC is a

partnership between government and private industry aimed at improving Canada's industrial energy efficiency. The success of your EAP is part and parcel of Canada's commitment to increase energy efficiency and reduce greenhouse gas emissions.

Visit the CIPEC Web site to find out more about the financial and technical support available to Canadian industry to save energy and help the environment.

oee.nrcan.gc.ca/cipec

||| Benefit now ... and years from now

By putting into place an EAP on energy efficiency, you will reduce your company's operating costs, increase your competitive advantage and boost employee morale. An EAP works because it increases employees' knowledge about energy use, and motivates them to integrate effective actions and measures to reduce energy waste in their day-to-day work. As a result, they will play an important and ongoing role in ensuring that your facilities are energy efficient for years to come.

Your company will "profit" from

- › ingrained energy-saving behaviours
- › lower operating and maintenance costs
- › a more comfortable work environment
- › effective long-term, two-way communications with employees
- › an improved corporate image as a good environmental citizen and contributor to community action

Start at your own pace and build on your success. And when you need it, NRCan's OEE is there to help.



Part 1

Assemble Your Team

The team is everybody in your company. However, you need a few key coordinators to spearhead your EAP on industrial energy efficiency.

III Bring all employees on board

When making specific energy-related changes to equipment, processes or workspaces, keeping on top of communications and fostering a spirit of involvement are critical. It is important to let all employees know about the nature of the changes and the reasons behind them. To gain their support, they need to know how they, and their workplace, will be affected.

If your employees see the results of their efforts and can relate their actions to benefits in their work environment, they will be more committed participants and will be more likely to transfer some of this new-found knowledge to their homes, which will result in additional benefits.

Your key coordinators are crucial to this process. By encouraging broad-based involvement, they can help extend knowledge and awareness throughout your facility, making energy efficiency a true team effort.

Employee energy conservation program at Molson Coors Canada

L launched during Molson Coors' Energy Week, in April 2008, Molson's Energy Conservation Program aims to raise energy efficiency awareness among the 1600 employees at Molson's five breweries in Canada.

Each brewery keeps a scoreboard in a highly visible location and reports the facility's energy performance in relation to the company's goal of reducing energy consumption by 5 percent annually. SNAGTAG, literally a large tag with space for comments, allows employees to identify energy waste in equipment and processes and to bring it to the attention of supervisors.

All breweries have also pledged to partner with local environmental projects by either providing volunteer manpower or financial assistance.

The Energy Conservation Program is viewed by management as an innovative way to drive employee awareness and company results at the same time.

Source: Heads Up CIPEC, May 1, 2008 Vol. XII, No. 9. Visit oee.nrcan.gc.ca/industrial/technical-info/library/newsletter/archives-2008/Vol-XII-no-9-may1.cfm?attr=24#c.

III Choose your leader

You need an effective leader to be in charge of developing your employee awareness campaign. It is important that this person – either you or a special project officer – has the authority to implement the program and understands how participation will affect your employees.

III Select your team members

Form an employee awareness team. Try to bring as wide a mix of skills as possible to the table. You will want to include people from sales and marketing, technical support, financial services and the operating side of the business.

For example, involve

- › someone from the public relations and/or marketing department, for communications support
- › a special events coordinator to plan activities and organize events
- › representatives from the company's quality assurance, environmental or other committees, to provide practical support

Everyone at Cenovus Energy plays a part in energy conservation

In early 2007, Calgary-based Cenovus Energy began their Energy Efficiency Initiative, targeting measurable reductions in energy usage and greenhouse gases in their internal operations. The company's philosophy is simple: every individual can play a part in energy conservation.

The energy efficiency initiative encouraged employees to come up with energy efficiency improvements within the company. About 35 employee ideas have been funded and implemented. The projects fall into two broad categories: reducing the venting of natural gas and improving the fuel efficiency of equipment or, alternatively, switching to cleaner fuels. Specific projects include high-technology gas leak detection equipment, the installation of vapour recovery systems and using

advanced engine controls to increase the efficiency of field-operated engines.

As part of the Energy Efficiency Initiative, Cenovus Energy also stresses employee and community energy efficiency awareness through various projects. Within Cenovus Energy's own field operations, Project Camplight aimed to replace up to 2000 100-watt bulbs with compact fluorescent light bulbs by the end of 2008. And out in the 20 communities where Cenovus Energy has a presence, Project Porchlight saw great success, with local volunteers delivering 500 000 compact fluorescent light bulbs to households.

Source: Heads Up CIPEC, September 15, 2008 Vol. XII, No. 14. Visit oe.nrcan.gc.ca/industrial/technical-info/library/newsletter/archives-2008/Vol-XII-no-14-sept15.cfm?attr=24#a.

- › a plant engineer to provide information about your company's existing energy consumption and potential for improvement
- › a financial advisor to deal with budgeting
- › a coordinator to delegate tasks to volunteers

Encourage employee buy-in! The success of your plan depends on employee support and participation, so include volunteers from all sections of your facility. Have the volunteer coordinator assign specific tasks to the volunteers, so they know their roles and responsibilities from the beginning.

III Choose your champion

Ask your chief executive officer, president or someone in senior management to “champion” your program to give a high profile to your company's commitment to reduce energy use. Your champion should be enthusiastic and willing to spearhead the efforts to ensure that energy efficiency becomes part of your corporate culture. This person should be open to new ideas and feedback, yet have realistic expectations about what can be achieved. Your champion should also be well respected by colleagues and have access to key decision-makers.

Clearwater Seafood's sustainability challenge engages employees in energy efficiency

Clearwater Seafood Limited Partnership's Sustainability Challenge is firing up its employees' competitive and entrepreneurial spirit for environmental gains.

Launched in March 2008, the Sustainability Challenge recognizes individual divisions' efforts in waste management and in energy and water conservation. Each quarter, the program evaluates the energy efficiency achievements reported by its seafood processing facilities, fleet operations and sales offices within Canada and internationally. The winning division receives a \$1,000 prize, and the initiatives and their originators are featured on the company's intranet.

Each submission reports on completed or ongoing projects, as well as new ideas for innovation in a plant or office. Winning entries have already produced significant energy savings. Employees have developed new procedures for running equipment at one of Clearwater's

Nova Scotia plants after extensive monitoring identified opportunities to save energy. Clearwater's Nova Scotia lobster handling facilities now operate staggered pump motors at full capacity instead of using multiple motors at partial power. And a system-wide review of transportation at the Grand Bank Seafood Division resulted in streamlining delivery from the centralized distribution centre in St. John's to Argentia, where seafood is offloaded from fishing vessels, and to Grand Bank, where products are processed for market.

According to management, the Sustainability Challenge has been a resounding success. Not only is it an engaging, productive experience for participants, but it is also an educational tool that allows for the sharing of good ideas and information that help to build a culture of sustainability at every level of the company.

Source: Heads Up CIPEC, November 1, 2008 Vol. XII, No. 17. Visit oeo.nrcan.gc.ca/industrial/technical-info/library/newsletter/archives-2008/Vol-XII-no-17-nov1.cfm?attr=24#b.



Part 2

Make It Happen – Planning and Implementation

Don't let your success be a matter of luck. A good plan is the foundation for action and success in establishing an energy-saving culture.



Energy efficiency does not mean “freezing in the dark.” It means reducing energy consumption through effective technology and work practices.

III Establish the plan and actions

An effective employee awareness program has to be carefully thought out. Your EAP team will need to discuss the following points and agree on both the plan and the actions needed to carry it out.

- › **Why** is your company implementing an EAP?
- › **Who** is the target audience?
- › **What** are the key messages, tools and events?
- › **When** will the EAP activities take place?
- › **Where** will activities and events be held?
- › **How much** will your EAP cost?

III WHY is your company implementing an EAP?

Your team should agree on the objectives of your company's EAP on energy efficiency. These may be general and/or specific in nature.

Examples of objectives include the following:

- › reduce energy use by X percent
- › increase corporate profitability
- › improve productivity
- › generate energy-efficient ideas that will lead to reductions in energy consumption
- › bring about a shift in the culture of the company towards energy efficiency
- › create a more comfortable work environment
- › help employees become aware of and understand the benefits of working in an energy-efficient workplace

- › demonstrate the economic and environmental benefits of energy efficiency
- › secure employee support for and participation in energy efficiency
- › initiate and maintain specific changes in employee behaviour that will lead to a more energy-efficient workplace
- › demonstrate environmental leadership
- › contribute to Canada's environmental goals by
 - performing work in an environmentally sensitive manner
 - reducing air pollutants and greenhouse gas (GHG) emissions that contribute to climate change
- › reward employees with improved benefits or awards for their energy-efficient actions

Regardless of the objectives selected, it is important to have them vetted and approved by senior management.

Energy efficiency is in the “BHAG” at Frito Lay

When it comes to energy conservation, Frito Lay Canada has Big Hairy Audacious Goals – BHAG. BHAG refers to very challenging goals that require the company to not only perform extremely well but to think outside the box and redefine how it does things. It takes teamwork and highly motivated managers and technicians at each site who turn ideas into action.

For example, Frito Lay used BHAG to reduce energy and water consumption per pound of product. For reduced natural gas consumption, the company surpassed its original goal of 30 percent and has a new target of 50 percent. For electricity use per unit of production, Frito Lay has also exceeded its original target of 25 percent reduction and now is aiming for 45 percent. The results add up quickly and can be dramatic. With its conservation efforts, Frito Lay saved over 4.5 billion litres

of water since 1999, yielding a 40 percent reduction in the water used to make each bag of its snack products.

Teamwork has been an important factor in achieving these results. Frito Lay Canada created a team-based environment in its manufacturing and distribution facilities. Each team has a different focus area, one of which is the reduction of energy consumption. Fostering engagement in this way has paid many dividends with employee generated ideas for energy conservation numbering in the hundreds. This teamwork produces numerous direct and indirect benefits and has increased employee performance.

Source: Heads Up CIPEC, August 1, 2006 Vol. X, No. 15. Visit oee.nrcan.gc.ca/industrial/technical-info/library/newsletter/archives-2006/Vol-X-no-15-aug1.cfm?attr=24#a.



Remember: The target audience may be from diverse cultural and

language backgrounds. Messages may need to be translated into more than one language.

Whatever your message, say it simply ... and say it often!

||| WHO is the target audience?

To get your message across, you need to define and know your target audience. There are two types of audiences:

- › people to whom the campaign is directly targeted – includes managers and supervisors, employees, office staff, committees and all those involved in your company's daily operations
- › people to whom the campaign is indirectly targeted – includes individuals who are not necessarily involved in your company's day-to-day operations, but who may share an interest in its work processes and success, such as customers, suppliers, visitors, the local community and the public

Each audience has distinct needs. For example, communications aimed at the internal audience will deal with the how's, where's and why's of your company's energy efficiency plan and how it will benefit them and the environment. Communications directed at your external audience will showcase your facility's commitment to environmental responsibility and reduced energy consumption.

||| WHAT are the key messages, tools and events?

Key messages

You will want to package your information to get the most out of your program. The message – what you say and how you say it – will largely determine your success.

It is important that everyone knows the specific energy efficiency goals and targets your company has chosen and the improvements that are going to be made to achieve them.

No matter what the message, a vital creative technique is to promote the benefits, not the features, of your program. Remember to

- › emphasize that savings resulting from lower energy bills will benefit the company and, ultimately, the employees
- › highlight the key role employees are playing in the success of the program, and stress that they should take pride in their efforts
- › promote the fact that energy efficiency improvements can result in a better and more comfortable workplace
- › highlight the benefits your company will choose to pursue with the savings you achieve



Slogan Suggestions

Watts the problem?
Turn it off!

- ▶ Not in Use? Turn Off the Juice!
- ▶ No one around? Power down!
- ▶ It's our business to power down!
- ▶ It makes cents to turn it off!
- ▶ Have Good \$ense: Turn It Off!
- ▶ Save your energy for better things!
- ▶ You've got the power to save energy!

- ▶ tell employees how their efforts to reduce energy consumption will benefit the environment
- ▶ recognize and reward employee participation
- ▶ encourage employees to apply what they learn at work to their household energy use

Coming up with a good slogan is an effective tool. It should capture the essence of your program, quickly present employees with the benefits of saving energy and create a sense of accomplishment and belonging. You will know your message has succeeded when employees apply the slogan to their everyday activities.

Tools

Communications tools should highlight your overall objectives, deliver your key messages and keep your employees up to date. There are hundreds of creative formats and communications tools you can use to reach your target audience. Take a look at what you already have. All of the following can play a role in your EAP:

Printed materials

- ▶ company newsletters or communiqués
- ▶ pamphlets and brochures to inform your employees about the program
- ▶ posters to highlight key messages
- ▶ paycheque stuffers to serve as reminders
- ▶ pop-up tent cards for lunchroom tables
- ▶ buttons, stickers and banners that incorporate your chosen theme

Internet-based

- ▶ company Web site
- ▶ e-mail, on-line networks

Public channels

- ▶ media releases to broadcast your messages
- ▶ displays or booths hosted by a team representative
- ▶ bulletin boards in high-traffic areas
- ▶ public address system/intercom announcements
- ▶ regular employee and/or departmental meetings
- ▶ employee committees (environmental, social, quality teams, etc.)



Visit the OEE Web site for poster and pamphlet ideas for your employee awareness campaign.

oee.nrcan.gc.ca/industrial/training-awareness/employees

Work out what you want to develop in-house. For example, you may decide to use the company mascot or develop another angle or theme. Be consistent with your visual images and with the tone of your text. Keep your message simple and repeat it at every opportunity!

Many companies have in-house design and printing facilities that can take on the task of producing publications and promotional materials. If your company does not have such facilities – and you do not find the communications tools you want in-house or on the OEE Web site (see left) – you may decide to hire outside contractors to produce your promotional materials. In this case, it is wise to contract experts in writing, design and printing, as mistakes can be costly and inconvenient. Remember to get several quotations for this work.

Events

Implementing an EAP takes commitment, enthusiasm and imagination. Use your team to come up with ideas for events and activities.

Here are some special vehicles you may want to consider:

- › Hold regular “town hall” meetings to communicate and discuss your short- and long-term plans.
- › Conduct competitions, with rewards and prizes, to see which department or section can save the most energy or put forward the best suggestions for energy efficiency improvements.
- › Host employee awareness days and/or weeks.
- › Put on a special kickoff event, presentation or workshop at least two weeks before the date you have chosen for your major event. Include an article in the company newsletter and/or put up posters and announcements.
- › Distribute brochures, pamphlets or leaflets to all employees. Display extra copies in lobbies, lunchrooms or lounges.
- › Hand out T-shirts, buttons, bumper stickers or other giveaway items, and encourage everyone to use them. Don’t forget, your champion, team members and volunteers are models for your new corporate energy-saving culture!
- › Keep the community informed through regular media releases to local newspapers and radio and television stations. It is a good idea to follow up these releases with a telephone call to the desk editor or news director. Business issues and the environment are “hot stories,” and local media are always looking for community news stories with a positive message.



Fast Facts

- Regular inspections and preventive maintenance will minimize compressor component failures associated with water and compressed air systems.
- Shedding loads, shifting loads or improving processes can reduce your peak demand and electrical power requirements.
- Oversizing pipes may increase capital and insulation costs and result in higher surface heat losses, while undersizing them may require higher pressure and extra pumping energy and result in higher leakage losses.
- A scale buildup of 1 mm in boilers can increase fuel consumption by 2 percent.
- A 20°C reduction in flue gas temperature will improve boiler efficiency by 1 percent.

Nothing generates employee interest and enthusiasm like the opportunity to be on television!

- › If you are holding a contest, post the rules, deadline and prizes. If you can, display the prize to build anticipation. Post sign-up reminders and use e-mail and other attention-getting tools to get employees involved.

Remember, these are suggestions only. Your EAP does not need to be complicated, but it does need regular communications to get it running. Are you going to hand out brochures or fact sheets, or publish articles in the company newsletter? It is up to you and your team to decide!

No matter what event or activity you choose, reminders are a must. Use e-mail, the intercom, your public address system, paycheque stuffers and other communications tools to remind your employees about the campaign and the kickoff event.

WHEN will the EAP activities take place?

After you have settled on your key messages, the tools you are going to use to deliver them and the activities or events you want to hold, develop a detailed schedule to map out the timing with specific projects and/or actions and delivery dates.

Will you hold a one-day or one-week event, or put on numerous activities during a whole year? Whatever you choose, it is important to book a date for your program launch and to schedule reminders ahead of time. You are setting the foundation for an energy efficiency EAP with your communications vehicles, so communications should be provided at regular intervals.

Keep your schedule up to date, and build in flexibility to allow for changing circumstances.

WHERE will the activities and events be held?

Decide on your venues. On-site or off-site? Outdoor or indoor?

A combination of them? For example, you might

- › present awards in auditoriums, in cafeterias or at picnics
- › set up displays, booths and bulletin boards in high-traffic areas
- › hold presentations or workshops in boardrooms or training centres

The kind of activity or event planned, the number of participants expected, and the availability and possible cost of venues will all factor into your decisions.

III HOW MUCH will your EAP cost?

Finally, establish a budget. Break it down into separate elements, such as

- › communications (e.g. newsletters, posters)
- › promotional materials (e.g. T-shirts, buttons)
- › refreshments and food
- › awards and prizes
- › facilitators and speakers
- › entertainment
- › equipment rentals

You may want to budget these elements for different phases of the EAP, such as planning, implementation, maintaining the momentum, and follow-up.

Consider seeking outside funding if your plans are beyond your organization's means. It is worth approaching community foundations, local service clubs with an environmental mandate, various levels of government and utilities. Don't overlook the possibility of product and other donations (e.g. prizes, refreshments) from suppliers and customers who share similar objectives.

When your EAP is up and running, review how much is being spent. An EAP is no different from other company operations. A detailed budget and regular audits are needed to control costs.

Saving energy underground at Goldcorp

Goldcorp Inc.'s Porcupine Joint Venture, a gold mining facility in Ontario, has cut energy costs by 10 percent since August 2005, thanks to its employees' enthusiastic, practical approach to saving energy.

The "Watt-Watchers" employee awareness program encourages employees to suggest ways to save energy in daily operations. A panel of 10 energy managers then selects the best suggestions and discusses them with management in the relevant departments.

During the program's first year of operation, employees submitted more than 250 suggestions. Some of these were complex, but most were simple to implement and over 40 were put into practice.

The recommendations included installing motion sensors, disconnecting equipment not in use and reducing unnecessary lighting in unused areas of the mine. A more substantial change involved rewiring underground ventilation fans so they could be controlled from above-ground stations and operated only when workers are on site. The auxiliary ventilation fan project cost about \$300,000, but in the program's first nine months, the company saved about \$183,000 in energy costs.

By participating in the program, employees are helping the company become more competitive and raising awareness for future energy reduction projects.

Source: Heads Up CIPEC, February 1, 2007 Vol. XI, No. 3. Visit oeenrcan.gc.ca/industrial/technical-info/library/newsletter/archives-2007/Vol-XI-no-3-feb1.cfm?attr=24#a.

III Ideas that work

Stage an energy efficiency awareness day or week

Bring employees on board by holding a special one-day event focusing on your key energy efficiency measures.

Set up an Awareness-Raising Committee to plan the day and set the stage to kick off your program. Before the event, build interest in the measures you plan to take and in the related activities to be held on the day. Promote the event in the company's communications materials. Consider arranging for co-sponsors, exhibits, draws, giveaways and free lunches or cafeteria specials. Set up an energy hotline to provide information on your program, and accept employee suggestions on energy efficiency improvements.

If you are more ambitious and have the resources, you may want to hold an energy awareness week. Use the same general game plan as you would for an energy efficiency awareness day.

However, if you hold a week-long campaign, consider taking a broader approach to energy savings. For example, focus information and activities on getting energy savings from retrofits, incorporating energy efficiency into planned facilities, and using less energy at home and on the road. The important point is to host a signature event that celebrates participation and broadcasts your energy-saving program.

Conduct a night audit

Do an energy efficiency audit to check workstations at night. Take note of workstations where computers and lights are not shut off, and visit the employees who work there, explaining in a friendly and informative way how much energy they could save by shutting down for the night.

At regular intervals, hold a draw for prizes. Leave a contest entry form at workstations where computers and lights are shut off. The next morning, these employees can submit the form to win prizes related to furthering energy efficiency. You can have friendly competition between groups or, if your company has more than one facility, between buildings.



Tips

Turn off

- incandescent lights when they are not needed
 - fluorescent lights when they will remain off for at least 15 minutes
 - high-intensity discharge lights when they will remain off for at least an hour
- Implement a regular maintenance program to minimize heating, ventilating and air-conditioning (HVAC) system component failures.



Tips

- **Avoid using compressed air where low-pressure blower air will do the job just as well.**
- **Consider using an expert computer-control system to manage refrigeration systems.**
- **When purchasing energy-consuming equipment and systems ... BUY SMART and MAINTAIN SMART!**

A new focus – month by month

Choose a different key message every month. For example, devote the first month to reviewing energy management issues at your facility and learning more about the costs and other factors involved. Dedicate the second month to lighting retrofits and accompanying awareness initiatives. Focus the third month on motors and equipment. Wind down in the final month, and celebrate it with a staff barbecue or party and an awards presentation for employee suggestions.

Partner with a utility company

Conduct your energy efficiency campaign with a local utility company. You may find that partnering with a local utility company can expand your corporate initiative into community involvement. For example, the target audience could be provided with information that extends their knowledge about saving energy and protecting the environment in the workplace, at home and on the road.

Shutting down motors

Post signs on motors stating they can or cannot be shut off when not in use. Employees who may be tempted to leave them on to avoid start-up time should be encouraged to “shut down” to save energy. The same principle can be applied to other equipment, lights and appliances.

Keep the momentum

Hold various events throughout the year to reinforce your energy efficiency campaign. These events may include ongoing efforts to obtain employee suggestions, energy efficiency conferences, workshops, challenges and competitions. Such measures ensure that energy efficiency issues remain in the forefront throughout the year.



Part 3

Maintain the Momentum – Follow-Up and Evaluation

Track your success, and keep the momentum going!

Track your progress

You will want to find out how successful your program is, determine what is working and what is not, identify the information gaps, and see which activities achieve the best results.

Take notes during implementation, when you will have the opportunity to view first-hand which activities and communications vehicles generate the most interest. You may also want to take photographs. Notes and photographs will help you evaluate the success of your EAP and plan subsequent events and activities.

Monitor the progress of energy efficiency measures at your facility to reinforce your key environmental and financial messages, and to demonstrate to employees and management how important and effective their cooperation and efforts are. You should measure how far you have progressed in meeting the specific energy improvement goals set at the beginning of the program.

Tell others about your progress and solicit ideas

Inform everyone of the progress made in such areas as reductions in energy use and costs and environmental impacts. Do this regularly through newsletter articles, announcements, bulletin boards or paycheque stuffers. Information can be highlighted in a box of “fast facts” or arranged into different “at-a-glance” formats, such as bar graphs or pie charts, for presentation in your communications materials. Simple, easy-to-read wall charts can also be a great way to keep your employees up-to-date on your company’s progress.

Produce progress reports on a regular basis for staff, senior management and/or company headquarters. These reports do not have to be long; the purpose is to keep everyone informed about how the program is progressing and demonstrate the benefits of your energy efficiency practices. They will help build support for future campaigns.

Solicit suggestions regularly from your employees, and try to get back to each one about the ideas that the company can implement – and those they cannot – and why.

III Evaluate the EAP on industrial energy efficiency

By conducting regular evaluations, you will find out what is needed to keep your campaign alive – what you want to change, and how to adapt it to better meet the needs of employees and to guide future undertakings.

You may want to conduct a survey to evaluate the effectiveness of the EAP.

One option is to use “one-on-one” surveys (qualitative), where the interviewer explores employee attitudes and beliefs. Depending on the size of your company, you may choose to involve all employees or randomly select people whose opinions reflect particular groups within your company. This type of survey, while more time-consuming, offers

- › more flexibility, because respondents can supply a variety of responses to a particular question and they have more chances to provide opinions and suggestions
- › more opportunities to ask not only “what do you think?” but also “why do you think that?”

Three simple ideas make a difference

Simple ideas can make a big difference in energy consumption. Pierre Régis, who was responsible for compressor maintenance at the Cascades Inc. tissue paper plant in Kingsey Falls, Quebec, had an idea about reducing the amount of compressed air used by the blowers at his facility. He showed how a \$20 V-shaped nozzle mounted on the airflow pipes would effectively direct the paper trims into the pulper and allow the company to reduce air usage by 95 percent. Régis’s idea now saves the company more than \$25,000 a year.

Ian Murray and Yves L’Italien of Atlantic Packaging had an idea to save water at the company’s newsprint and tissue mills in Whitby, Ontario. They replaced the expensive municipal water used in two processing systems with recycled water that has been treated and sand-filtered. Since the recycled water was already 40°C,

this new approach also eliminated the cost of heating the municipal water. Murray and l’Italien’s idea saves the company \$2.5 million a year.

Rick Merling and his group of employees at St Marys Paper Corporation had a simple idea to reduce thermal energy costs at the steam plant in Sault Ste. Marie, Ontario. By placing an air lance in the centre of the waste bark used to fuel the boilers, they increased the oxygen available for combustion, which helped the bark to burn without support. This idea reduced the plant’s reliance on natural gas as a fuel source, saving the company \$600,000 a year.

Source: Heads Up CIPEC, March 15, 2008 Vol. XII, No. 6. Visit oee.nrcan.gc.ca/industrial/technical-info/library/newsletter/archives-2008/Vol-XII-no-6-mar15.cfm?attr=24#a.

Or you may prefer to conduct a survey that deals with measurable facts and numbers (quantitative). This type of survey – usually a handout – measures attitudinal and behavioural responses to your EAP. The benefits of this type of survey are

- › it is easy to administer to all employees or a wide sample of employees
- › it is easier to interpret the results, since answers to questions are well-defined and limited (e.g. “yes” or “no,” on a scale of 1 to 5, multiple choice)

What you want to find out – and the resources you have to conduct evaluations and to analyze the results – may determine the methodology you decide to use. Remember, the most important point of conducting an evaluation is to use the information gained to improve your program and to communicate the overall results.

Your company may have personnel trained in evaluation methodology who will be able to help. If not, you may want to hire outside expertise in this field.



Employee Awareness Plan Checklist

Team Leader: _____

Team Members: _____

Why?

- Build an energy-saving culture
- Increase awareness of the importance of energy
- Demonstrate economic/environmental benefits
- Reduce energy consumption by _____ percent
- Increase morale and productivity
- Other: _____

Who?

- Internal – employees
- External – local community
- Both

What?

- NRCan booth and publications
 - Barbecue celebration
 - Combine with health or environment show
 - Combine with Employee Appreciation Day
 - Partner with local utilities and/or suppliers
 - Partner with the local community
 - Employee Awareness Toolkit
 - Other: _____
- | | | | |
|--------------------------------------|-----------------------------------------|-------------------------------------------|-------------------------------------------------|
| <input type="checkbox"/> Newsletter | <input type="checkbox"/> Posters | <input type="checkbox"/> Bulletin boards | <input type="checkbox"/> Paycheque stuffers |
| <input type="checkbox"/> Pamphlets | <input type="checkbox"/> Media releases | <input type="checkbox"/> Buttons/stickers | <input type="checkbox"/> Intercom announcements |
| <input type="checkbox"/> Competition | <input type="checkbox"/> Banners | <input type="checkbox"/> Door prizes | <input type="checkbox"/> Games/quizzes |

Key Messages: _____

When?

Planning starts: _____ Event date: _____ End date: _____

Where?

- Cafeteria
- Parking lot
- Training centre or boardroom
- Hotel/hall
- Warehouse
- Other: _____



How Much?

How much will it cost to implement an EAP and keep it going? _____

How will it be funded? _____

Follow-Up – Progress and Evaluation

No. of Participants _____

Level of Awareness and Uptake _____

General Response _____

Usefulness of Information _____

Behavioural Change _____

Energy Savings _____

Lessons Learned / Improvements _____

