

STEP 1: Commit to Continuous Improvement

Organizations seeing the financial returns from superior energy management continuously strive to improve their energy performance. Their success is based on regularly assessing energy performance and implementing steps to increase energy efficiency.

No matter the size or type of organization, the common element of successful energy management is commitment. Organizations make a commitment to allocate staff and funding to achieve continuous improvement.

To establish their energy program, leading organizations form a dedicated energy team and institute an energy policy.

Form a Dedicated Team

1.1 **Appoint an Energy Director** — Sets goals, tracks progress, and promotes the energy management program.

1.2 **Establish an Energy Team** — Executes energy management activities across different parts of the organization and ensures integration of best practices.

Institute an Energy Policy

1.3 **Institute an Energy Policy** — Provides the foundation for setting performance goals and integrating energy management

1.1: Appoint an Energy Director

Appointing an Energy Director is a critical component of successful energy programs. An Energy Director helps an organization achieve its goals by establishing energy performance as a core value.

The Energy Director is not always an expert in energy and technical systems. Successful Energy Directors understand how energy management helps the organization achieve its financial and environmental goals and objectives. Depending on the size of the organization, the Energy Director role can be a full-time position or an addition to other responsibilities.

- The Energy Director's key duties often include:
- Coordinating and directing the overall energy program
- Acting as the point of contact for senior management
- Increasing the visibility of energy management within the organization
- Drafting an Energy Policy
- Assessing the potential value of improved energy management
- Creating and leading the Energy Team

- Securing sufficient resources to implement strategic energy management
- Assuring accountability and commitment from core parts of the organization
- Identifying opportunities for improvement and ensuring implementation (including staff training)
- Measuring, tracking, evaluating, and communicating results
- Obtaining recognition for achievements

Suggestion

If the Energy Director does not report directly to a senior manager, it is often helpful for a member of senior management to serve as an “executive ally.” Upper management involvement is a key component of successful programs. Having an ally provides a direct link to upper management and helps to formalize the commitment to continuous improvement.

1.2: Establish an Energy Team

Decisions affecting energy use are made every day by people. Creating an energy team helps to integrate energy management.

In addition to planning and implementing specific improvements, the team measures and tracks energy performance and communicates with management, employees and other stakeholders.

The size of the energy team will vary depending on the size of your organization. In addition to the Energy Director who leads the team and possible dedicated energy staff, consider including a representative from each operational area that significantly affects energy use, such as:

- Engineering
- Purchasing
- Operations and Maintenance
- Building/Facilities Management
- Environmental Health and Safety
- Corporate Real Estate and Leasing
- Construction Management
- Contractors and Suppliers
- Utilities

Suggestion

For more information on forming an Energy Team, see the [Teaming Up to Save Energy](#) booklet, available for download at energystar.gov.

1.3: Institute an Energy Policy

An Energy Policy provides the foundation for successful energy management. It formalizes senior management's support and articulates the organization's commitment to energy efficiency for employees, shareholders, the community and other stakeholders.

Based on the experience of ENERGY STAR partners, successful organizations have energy policies that:

- **State an objective** — Have a clear, measurable objective that reflects the organization's commitment, culture and priorities.
- **Establish accountability** — Institute a chain-of-command, define roles in the organization, and provide the authority for personnel to implement the energy management plan.
- **Ensure continuous improvement** — Include provisions for evaluating and updating the policy to reflect changing needs and priorities.
- **Promote goals** — Provide a context for setting performance goals by linking energy goals to overall financial and environmental goals of the organization.

Appendix 2
has energy
policies
examples

Suggestions

- Have the CEO or head of the organization officially issue the policy.
- Involve key people in policy development to ensure buy-in.
- Tailor the policy to the organization's culture.
- Make it understandable to employees and public alike.
- Consider the skills and abilities of management and employees.
- Include detail that covers day-to-day operations.
- Communicate the policy to all staff and employees, and encourage them to get involved.
- Consider partnering with ENERGY STAR as a basis for your energy policy.

- **Scope** — The design of your tracking system will be shaped, in large part, by the level and scope of information that will be tracked and the frequency of data collection.
- **Maintenance** — Tracking systems must be easy to use, update, and maintain.
- **Reporting and communicating** — Use tracking systems to communicate energy performance to other parts of the organization and motivate change. Consider developing formats that express energy performance information in ways that are easily understandable across the organization. A good tracking system should make such reporting easy!

Suggestions

- At a minimum, collect data by fuel type at an individual building or facility level
- Collect data from submeters, if possible
- Use actual, not estimated, use data, if possible
- Use data that is current and timely
- Use tracking systems to develop quarterly and annual reports that profile energy performance
- Use tracking systems to allow facilities to compare their performance to their peers
- Use a tracking system offered by ENERGY STAR, such as **Portfolio Manager**, **Energy Performance Indicators (EPis)**, and industrial **Energy Tracking Tool** to organize data and benchmark against the industry.