

ASTCEA08

Encourage senior management to promote and adopt energy efficiency and carbon reduction strategies and policies



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### Overview

This standard is about the provision of support to create a commitment at senior management level within the organisation to the implementation of an energy reduction and carbon reduction strategy. It also covers supporting the communication of the strategy throughout the organisation and developing internal capacity to ensure the implementation plan is effective.

This standard is for professionals in energy management and advice.

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### Performance criteria

*You must be able to:*

- P1 identify the nature of the organisation's business, its financial position and business plans and their impact on adoption of energy and carbon reduction strategies
- P2 identify the internal and external drivers influencing the organisation's business objectives and their impact on adoption of energy and carbon reduction strategies
- P3 identify the appropriate level and nature of communication needed to convey information and recommendations clearly and persuasively to the client
- P4 establish the organisation's corporate structure, decision making processes and value base and their implications for adoption of energy efficiency and carbon reduction strategies and policies
- P5 identify the business case levers for adoption of energy efficiency and carbon reduction strategies and prepare the evidence base to support their adoption
- P6 identify champions/change agents in energy efficiency and carbon reduction within the organisation
- P7 identify perceived and real barriers to the introduction of energy efficiency and carbon reduction strategies
- P8 identify ways of overcoming barriers to the introduction of changes
- P9 present energy and carbon reduction strategies to senior stakeholders
- P10 develop whole organisation strategies for energy and carbon reduction
- P11 develop capacity building and training programmes for energy and carbon reduction programmes

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### Knowledge and understanding

*You need to know and understand:*

- K1 the activities, products, services, systems and processes of the organisation and their impact on energy and carbon consumption
- K2 how to relate energy policy to organisation's wider operating environment in terms of its business strategy and operating constraints
- K3 ways of engaging senior management commitment to the creation of an energy and carbon reduction strategy
- K4 how business drivers can affect the attitude of senior management to energy and carbon reduction issues
- K5 existing organisational policies and strategies that can help persuade senior management of the importance and impact of energy efficiency and carbon reduction strategies and policies
- K6 how to relate the improvement of energy performance to the key business drivers of the organisation
- K7 the most effective ways of engaging and communicating with senior management through its management structure
- K8 the payback, impact and cost/benefit factors required in making an effective case for an energy and carbon reduction strategy
- K9 the potential barriers to the introduction of changes including: costs, changes to activities, inertia, scepticism, lack of knowledge/understanding of alternatives, lack of financial awareness
- K10 the alternative ways of attempting to overcome barriers and resistance to changes including: technical information, financial forecasting, challenges to inertia, compelling cost/benefit analysis, demonstrations of processes and equipment, case studies, rival early adopters, creating a support framework
- K11 how to present clear, specific and effective arguments for energy and carbon reduction measures, the components of a whole organisation approach to implementing energy and carbon

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reduction strategies in terms of: leading by example, demonstrating corporate commitment, creating a culture of change, link to CSR, developing an inclusive set of policies and practices, regular reviews, charting progress and success, rewarding adoption, reinforcing success

K12 how to develop effective development programmes for individuals including training and support through: regular reviews, suggestion boxes, charting progress and success, rewarding adoption, reinforcing success

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**Relevant occupations** Construction, Planning and the Built Environment; Associate Professionals and Technical Occupations; Managers; Managers and Senior Officials; Operations Managers; Property Managers; Environmental Managers; Service Development Managers; Quality and Customer Care Managers; Corporate Managers and senior Officials; Building Maintenance

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**Suite** Commercial energy advice; Facilities Management

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**Key words** Commercial; Energy; Carbon; Reduction; Reduce; Emission; Use; Usage; Manage; Advice; Commit; Strategy; Policy; Promote; Adopt; Business; Organisation; Objectives; Communicate