

UNIT – III

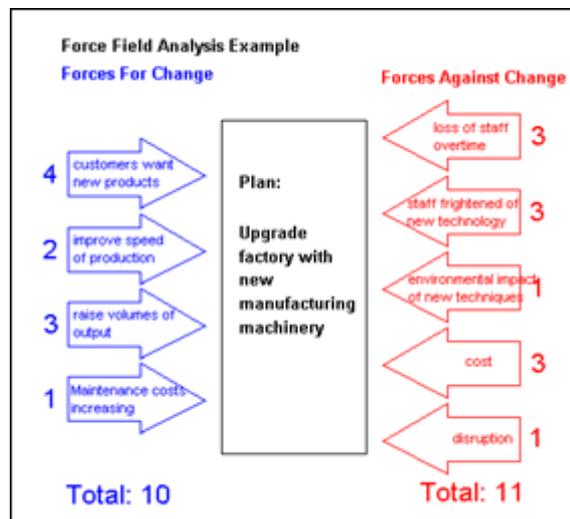
ENERGY POLICY PLANNING AND IMPLEMENTATION

Force Field Analysis

Force Field Analysis was developed by Kurt Lewin (1951) and is widely used to inform decision making, particularly in planning and implementing change management programmes in organisations. It is a powerful method of gaining a comprehensive overview of the different forces acting on a potential organisational change issue, and for assessing their source and strength.

Detailed description of the process

Force field analysis is best carried out in small group of about six to eight people using flipchart paper or overhead transparencies so that everyone can see what is going on. The first step is to agree the area of change to be discussed. This might be written as a desired policy goal or objective. All the forces in support of the change are then listed in a column to the left (driving the change forward), whereas all forces working against the change are listed in a column to the right (holding it back). The driving and restraining forces should be sorted around common themes and then be scored according to their 'magnitude', ranging from one (weak) to five (strong). The score may well not balance on either side. The resulting table might look like the example above.



Throughout the process, rich discussion, debate and dialogue should emerge. This is an important part of the exercise and key issues should be allowed time. Findings and ideas may well come up to do with concerns, problems, symptoms and solutions. It is useful to record these and review where there is consensus on an action or a way forward. In policy influencing, the aim is to find ways to reduce the restraining forces and to capitalise on the driving forces.

Example: Food and Agriculture Organization of the United Nations

The Food and Agriculture Organization of the United Nations (FAO) adapted force field analysis, adding an extra element of the organisation's control over a situation. For example, in an attempt to improve success in afforestation and reforestation programmes, the agency in question might list all the driving forces and restraining forces. It then rates each force by its importance and by the degree of control it exerts over that force. The totals are then calculated and a table developed. This means that for each force, the higher the total of importance and control, the more impact the agency should have in trying to address that force. In addition, if the agency can find some forces that explain others, the effectiveness of its actions will be greater. For example, suppose that 'improved operational planning' can reduce 'losses to fires and grazing' as well as 'poor procedures for hiring and paying field workers'. Because it has these cross-impacts, in this example, the agency decided to give special attention to 'operational planning'.

Energy Policy

Energy policies are the actions governments take to affect the demand for energy as well as the supply of it. These actions include the ways in which governments cope with energy supply disruptions and their efforts to influence energy consumption and economic growth.

The energy policies of the United States government have often worked at cross purposes, both stimulating and suppressing demand. Taxes are perhaps the most important kind of energy policy, and **energy taxes** are much lower in the U. S. than in other countries. This is partially responsible for the fact that energy consumption per capita is higher than elsewhere, and there is less incentive to invest in **conservation** or alternative technologies. Following the 1973 Arab **oil embargo**, the federal government instituted price controls which kept energy prices lower than they would otherwise have been, thereby stimulating consumption. Yet the government also instituted policies at the same time, such as fuel-economy standards for automobiles, which were designed to increase conservation and lower energy use. Thus, policies in the period after the embargo were contradictory: what one set of policies encouraged, the other discouraged.

The United States government has a long history of different types of interference in energy markets. The **Natural Gas Act** of 1938 gave the **Federal Power Commission** the right to control prices and limit new pipelines from entering the market. In 1954 The Supreme Court extended price controls to field production. Before 1970, the Texas Railroad Commission effectively controlled oil output (in the United States) through prorationing regulations that provided multiple owners with the rights to underground pools. The federal government provided tax breaks in the form of intangible drilling expenses and gave the oil companies a depletion allowance. A program was also in place from 1959 to 1973 which limited

oil imports and protected domestic producers from cheap foreign oil. The ostensible purpose of this policy was maintaining national security, but it contributed to the depletion of national reserves.

Organizational Structure for Energy Management

The placement of responsibility for energy management within the organizational structure is an important decision. However, there is no one right answer to this question; rather, there are some guiding principles—energy accountability centers being an example—that can be taken from successful energy managing organizations. This Module develops those principles based on the style of organization and the nature of its business.

Organizing for Energy Management

Energy management impacts on the whole organisation; to be effective as an energy manager, you need access to all parts of the organisation. But energy management has to be located somewhere. How this is resolved depends on the structure of the organisation and its maturity in terms of energy management practices.

Some points to consider are:

- ◆ Whether responsibility should be concentrated or distributed.
- ◆ Energy management is more than a technical function—it is management too.
- ◆ All managers are responsible in some way for energy
- ◆ Accountability for energy use should be distributed to those who control it.

The critical issue in organising for energy management is its integration into the overall management structure and process. While leadership may be placed in the hands of an individual or group of individuals, just like other management functions, energy management needs to be incorporated into the roles and responsibilities of all line managers.

Location of Energy Management Leadership

The energy management function, whether vested in one “energy manager or co-ordinator” or distributed among a number of middle managers, usually resides somewhere in the organisation between senior management and those who control the end-use of energy.

Exactly how and where that function is placed is a decision that needs to be made in view of the existing corporate structure.

Saving energy has tended to be seen as a technical activity and you may now find yourself located in a technical section within your organisation. This may be a good base for gaining control in Phase 1 of an energy management programme but it is less appropriate for training or energy information activities.

Human Resources may be a suitable location for the motivation and training activities and a finance section may, in the long term, be a good base from which to operate the financial control and accounting

procedures required in Phase 3. But both locations have disadvantages in terms of technical support and credibility.

The chief executive's office may provide the high profile and access required to kick-start energy management initially. But, in the longer term, if you want energy management to be integrated into mainstream management throughout the organisation, then this may not be the best location.

Another option is to employ outside consultants who can provide wide experience and expertise. This may be the best option in technical situations when consultants can be used to support internal personnel but it lacks the network of relationships and day-to-day contact that is crucial for informing and motivating staff.

In practice, there may be no single ideal home for all energy management activities and the optimum location may need to reflect this, altering over time as the organisation moves from one phase of its energy management programme to the next.

Each option has its own advantages and shortcomings. An important question concerns the concentration of the energy management function:

- ◆ Should all energy staff be kept together in a combined unit?
- ◆ Or is it more appropriate for them to be dispersed across the organisation?

A single unit within a particular section of the organisation has the shortest chain of command and it may also offer esprit de corps and economies of scale. But dispersed locations with responsibilities delegated between sections may be more useful in the longer term as a way of integrating energy management across the organisation's activities.

Which of these options will prove to be best, not just in the short term but in the long run, will depend on the organisation's specific circumstances. If energy management is based in a technical section, then there is a danger that 'saving energy' may be marginalized as a specialized technical activity. Energy is an organisation-wide management issue, not a technical specialty.

It is essential that:

- ◆ all managers understand that controlling energy consumption is one of their managerial responsibilities.
- ◆ they accept and act on this 'new' understanding and are made accountable for their own energy consumption.

Top Management Support

The status and authority of the person charged with energy management responsibility is often limited. To achieve corporate objectives, those in positions of authority need to be persuaded of the need to change the ways in which their units operate. The backing of top management is needed to accomplish this.

Without this endorsement from top management, energy management is likely to remain a low-level activity. As a result, it will not be accepted by mainstream managers and by their staff as something that needs to be treated as part of their everyday actions and activities.

The energy manager or co-ordinator, can increase his influence by building an alliance with a person within the organisation who holds a position of power and who will support energy management. However, influence acquired in this way is informal and transient. It is not an integral part of the organisation's energy management structure. If that person leaves or turns his or her attention elsewhere, then the influence is lost and the energy management effort may be in jeopardy.

Top management should be approached:

1. to get agreement for major spending on staff or energy measures
2. to provide a summary of progress
3. to gain recognition and prestige for energy management activities.

Roles and Responsibilities

Above all, energy management is a managerial function. It is for this reason that this Manual focuses almost entirely on management issues. Of course, the energy manager or co-ordinator must also be knowledgeable about technical concerns. Other workshops in this series provide that technical knowledge base.

Your tasks and responsibilities as energy manager are clearly wide ranging and may even vary over time as energy management becomes established. It may be helpful therefore to provide a sample job description for the role of energy manager.

Among the responsibilities often assigned to energy managers are:

1. Overseeing the formulation and implementation of an energy policy.
2. Introducing and maintaining cost-effective ways of providing management information about energy consumption and attendant environmental pollution.
3. Reporting such information appropriately and regularly to the staff accountable for this consumption and to senior managers.
4. Introducing and maintaining efficient and environmentally benign policies and practices for the purchase and combustion of fuels.
5. Raising and maintaining energy awareness throughout your organization.
6. Introducing and maintaining effective 'good housekeeping' and plant operating practices throughout your organization.
7. Identifying your organisation's training needs for energy-related skills and understanding.
8. Identifying cost-effective opportunities for increasing energy efficiency whether in new or existing premises.
9. Formulating an investment programme for reducing energy consumption and environmental pollution.

10. Introducing and maintaining review procedures for establishing the value for money of energy management activities, both to top management and other relevant staff.

The integration of energy management into the regular management functions involves identifying the activities that need to be carried out and determining who should be responsible for them.

Accountability

Good line management is as important as location. What is needed is:

- ◆ unambiguous delegation of responsibility for controlling energy consumption to appropriate budget holders in each section in the organization.
- ◆ one person assigned overall responsibility for co-ordinating all energy management activities and reporting regularly on how well each section is controlling the amount of energy it consumes.
- ◆ clear lines of reporting and accountability to that person from energy users.
- ◆ clear lines of reporting and accountability for energy management activities leading from that individual right up to top management.
- ◆ a clear inter-departmental committee structure for managing energy.

Regular reporting through the normal management structure is important. In the case of energy management reporting, some companies find it helpful to create an inter-departmental energy management committee. If this is the case in your company, the committee also would expect to receive regular reports. The advantage of such a committee is that it provides access to areas of decision-making affecting energy consumption otherwise denied you. Finally, periodic reports would normally be filed with senior management—the CEO and/or the company board.

It is also desirable to separate two key functions within energy management so that one set of individuals is responsible for making investments in energy saving measures and another for auditing the return on those investments.

Energy accountability centres

Many companies that are successful in managing energy have adopted an “energy accountability centre” (EAC) structure that places responsibility for energy budgets in the hands of line managers. The EAC structure is based in the principle that, if a manager responsible for a department in a plant is made accountable for the energy costs of the department, and is supplied with the required information on costs and consumption, there is an incentive to find ways of improving performance.

Implementing an EAC structure involves identifying where management accountability is defined by location, installing meters on energy utilities at the point of entry to the area or department, and providing information on consumption and activity on a routine (daily, weekly or monthly) basis. Energy metering schemes are mapped on to the organisational structures.

In this way, energy consumption is managed in the same way that finances are. EACs are also integral to the implementation of energy MT&R; indeed, management responsibility for energy performance demands that the techniques associated with MT&R be employed.

Employee Motivation

Employee motivation is a critical aspect at the workplace which leads to the performance of the department and even the company. Motivating your employees needs to be a regular routine.

There are companies that sadly fail to understand the importance of employee motivation. Research shows that many companies have disengaged employees with low motivation; only 13% of employees are engaged at work.

Importance of Employee Motivation

There are several reasons why employee motivation is important. Mainly because it allows management to meet the company's goals. Without a motivated workplace, companies could be placed in a very risky position.

Motivated employees can lead to increased productivity and allow an organisation to achieve higher levels of output. Imagine having an employee who is not motivated at work. They will probably use the time at their desk surfing the internet for personal pleasure or even looking for another job. This is a waste of your time and resources.

Note that this is based on one employee. Try picturing the majority of your employees doing the same thing. This is not a position anybody wants to be in.

Benefits of Motivated Employees

Employee motivation is highly important for every company due to the benefits that it brings to the company. Benefits include:

Increased Employee Commitment

When employees are motivated to work, they will generally put their best effort in the tasks that are assigned to them.

Improved Employee Satisfaction

Employee satisfaction is important for every company because this can lead towards a positive growth for the company.

Ongoing Employee Development

Motivation can facilitate a worker reaching his/her personal goals, and can facilitate the self-development of an individual. Once that worker meets some initial goals, they realise the clear link between effort and results, which will further motivate them to continue at a high level.

Improved Employee Efficiency

An employee's efficiency level is not only based on their abilities or qualifications. For the company to get the very best results, an employee needs to have a good balance between the ability to perform the task given and willingness to want to perform the task. This balance can lead to an increase of productivity and an improvement in efficiency.

How to Increase Employee Motivation

Communication

The easiest way to increase employee motivation is by having positive communication at the workplace. Not relying only on emails but by making sure they talk to their employees in person and even on a personal level, if possible.

Try setting aside some time each day to talk with employees or you can join them during coffee breaks instead of sitting at your desk. By doing so, you actually make employees feel as though you are part of the team; a leader instead of just the boss.

Employees also want to see the company that they are working for succeed. Many have excellent ideas, ranging from money saving to operational improvements. Management must make an effort to take some time to ask and listen to suggestions. Nothing is more worthwhile than feeling valued.

Value Individual Contributions

Management should ensure their employees on how their individual efforts and contribution plays an important part of the company's overall goals and direction. Employees will take pride and be engaged in their work if they are aware how their efforts create an impact the organisation; regardless of how big or small their contributions are.

Management does not have to reward their employees with gifts every single time they did a good job at a task. At times, a simple "Thank You" or "Great job" will suffice. These meaningful words acknowledge effort, build loyalty and encourage people to work even harder.

Positive Workplace Environment

Sometimes, the employees lack motivation because their workplace does not have a positive work environment. To fix this, management could sent out surveys and get feedback from employees in order to solve the issues that they may face.

Management could also post a positive quote or picture by the copier, coffee machine or somewhere else that is visible and that receives high foot traffic so that others can see. Flora and fauna also helps create a serene workplace environment for your employees, so why not add a couple of plants around the office.

Management could also find creative ways in which to consistently keep their employees motivated as much as possible.

Strategic Marketing Plan

10 steps to developing a strategic marketing plan:

1. Set goals and objectives. Before you create a marketing plan, you must have a purpose for it. This purpose is based on the long-term goals that guide all of your efforts. Once these long-term goals are established, break them down into specific objectives. Your objectives should be measurable over a period of time. For example, your goal may be to establish a social media marketing strategy. Meanwhile, an objective related to this goal could be to gain 100 followers on social media during the first month on the platform.

2. Analyze your situation. A Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis can give you a snapshot of the situations you face as you market your business. Your strengths are what make your business unique, while your weaknesses are what you can improve on. The economy, your competitors, technology, and other external factors contribute to your opportunities and threats. By analyzing your situation this way, you can improve your marketing strategies, while overcoming challenges that may or may not be in your control. Create customer personas to help figure out who your ideal customers. This will help with your analysis. To get you started, we've created a Customer Persona Checklist.

As part of our analysis, Pulse uses a template that outlines an ideal customer persona, the tone of our content, and the benefits of our services.

3. Map your messages. Your messaging is part of your marketing strategy and your brand. To create a message map, start by writing an XYZ statement or boilerplate that contains basic information about your business. Then, center other messaging related to your products, clients, and services around the XYZ statement. These messages can then be incorporated into your mission statement, press releases, and other marketing materials. To learn how to craft messaging that creates the best image of your business, check out our Content Writing Checklist.

4. Live out your mission. Your business has a set of values that guides it. Creating a mission statement outlines these values and ensures that the people who interact with your business are aware of them. Just be sure that this message reflects your brand honestly so you can actively demonstrate the values outlined in the mission statement through your interactions with clients. This statement and how it is carried out can make or break your clients' trust.

Pulse takes pride in being your local, friendly marketing team, which is why it is our tagline. We demonstrate those values by being involved in our community.

5. Outline your tactics. A successful marketing strategy is made up of many different tactics, including both online and offline options. Your goals, target audience, and industry factor into this decision. For example, if your target audience is young, focusing on social media is more beneficial as this is primarily where this group consumes content. If your industry is product-based (for example, if you design jewelry), then using a more visual platform would better showcase your products. To be most effective,

you have to choose which methods are right for your business. Once you've selected your tactics, list them in your marketing plan and determine how they'll help you reach your goals.

6. Make a timeline. Your time is precious, especially when it comes to your marketing strategies. Based on the goals and objectives you've set for your business, create a timeline that will determine what will be completed and when. Remember to allow extra time for unexpected events that may delay some of your goals.

Using project management software can help you to create a timeline. At Pulse, we use Wrike, a program that enables us to schedule projects on a timeline, as seen below.

7. Mind your budget. Creating a budget for your marketing strategies can inform your efforts by determining what you can and can't afford. Choosing the most cost-effective options for your business ensures the success of your overall marketing plan. This doesn't have to limit your options. Paid advertising on social media and search engines allows you to choose the amount you can afford to pay, making them accessible to even the smallest of budgets.

8. Divide and conquer. Once you've created a timeline for the creation and distribution of your marketing materials, assign these tasks to members of your staff. If your business is small and doesn't have the staff required to carry out your plan, you may need to consider hiring another person or a marketing agency. Ultimately, your staff's size and qualifications will determine this for you.

9. Measure up. Measuring the effectiveness of your marketing strategies will inform your current plan and your future efforts. Your website, social media, and other marketing materials are sources of this information. To help you track this, there are many free online analytics tools available. Just be sure to only track data relevant to your business so these measurements are effective.

10. Stay current. Your marketing goals and needs will change over time. Ideally, you should revisit your marketing plan once a year and make adjustments as necessary. You should write your marketing plan with this growth in mind so you can measure it. In the meantime, follow industry news and trends that you can add to your own strategies.

Establishing a marketing plan keeps your business goals organized and focused, saving valuable time and money. Even if you already have a marketing plan, you can still reap these benefits by keeping it up-to-date.

Communications training

Communications training or **communication skills training** refer to various types of training to develop necessary skills for communication. Effective communication is vital for the success in various situations. Individuals undergo communications training to develop and improve communication skills related to various roles in organizations.

In organizations, it is necessary to communicate with different sub-groups and overcome difficulties in effective communication. Since each sub-group has a unique sub-culture, an effective communications trainer may assist organizational members in improving communications between sub-groups of the organization. It is necessary to ensure that communications between individuals the various sub-cultures serve to meet the mission and goals of the organization. Communications training can assist leaders to develop the ability to perceive how various individuals and subgroups relate to each other and make appropriate interventions

Types of skill development:

- Listening skills
- Influence Skills
- Responding to conflict
- Customer service
- Assertiveness skills
- Negotiation
- Facilitation
- Report writing; business and technical writing
- Public speaking, effective presentation
- Speaking skills
- Interacting skills

Why a Communication Plan?

Employee engagement and satisfaction surveys consistently report poor communications as a leading cause of employee disenchantment. The lack of quality communication is also a major reason for project failure. If your training program is a key component of an organizational change or improvement initiative, getting the communications right will save you a lot of heartache further down the track.

A large program will involve multiple stakeholders over a considerable period of time. People who need to be involved may span departments, buildings, provinces or even countries. The duration of your program may be many weeks, months or even years. Planning for the *what, where, who, when* and *why* of your communications up front will achieve two key objectives. Communicating effectively will:

1. keep the relevant people informed at appropriate times of the key information that they will use to further the aims of the program, and
2. keep people onside during difficult periods by conveying the feeling that you are considering their interests

An all too common example of communications neglect occurs when human resources or training personnel invite employees to a training program without a prior discussion about why their attendance is required. In these cases, neither the employee's manager nor the trainer nor anyone else engages the employee in a dialogue about the upcoming program. The employee turns up to the session already frustrated and disenchanted. This is a sure-fire way to guarantee the program's failure.