

THE ENERGY SAVING COMPETITION

FOR LOCAL AUTHORITIES

**STRATEGIC HANDBOOK
FOR ENERGY TEAMS**



This project has received funding from the European Union's Horizon 2020 research and innovation program under grant agreement No 754162.

First published in November 2015, second publishing after revision in September 2018

Design and editing: **Original concept Farm, revised layout Iconica** (HU)

Graphic illustrations: **Samantha Auden, Rebekka Dold**

Photos: **István Ruzsa** (5); **GreenDependent** (9, 11, 12/2, 13, 23, 35);
DollarPhoto (2, 8, 12/1, 17, 19, 26, 28)

This COMPETE4SECAP publication is published under a Creative Commons Attribution-Non-Commercial-No Derivative Works 2.0 International License (<http://creativecommons.org/licenses/by-nc-nd/3.0/legalcode>).



Authors: **Edina Vadovics, Kristóf Vadovics**
and **Orsolya Antal** (GreenDependent Institute, HU)

Contribution from **Līga Žogla** (Ekodoma, LV) in Chapter 5
Reviewing by **Anke Merziger** (B. & S.U., DE) and
Emma Denorme (Arbeid & Milieu, BE)

This Strategic Handbook is a guideline for Energy Teams in public offices on how to implement and promote energy efficient behaviour in their buildings.

It was compiled for the save@work project in 2015, financed by the Horizon2020 Programme of the European Union (GA No.: 649660), and it was updated and reprinted for the COMPETE4SECAP project (also financed by H2020 - GA No.: 754162).



The sole responsibility for the content of this strategic handbook lies with the authors. It does not necessarily reflect the opinion of the European Union. Neither the EASME nor the European Commission is responsible for any use that may be made of the information contained therein.

grⁱⁿdependent
Intézet

C4S 
TEAM UP FOR ENERGY

THE ENERGY SAVING COMPETITION

WWW.COMPETE4SECAP.EU



STRATEGIC HANDBOOK FOR ENERGY TEAMS

COMPETE4SECAP carries out a year-long energy saving competition for local authorities and their employees between January and December 2019. Why? Because the public sector has an exemplary role in energy efficiency as well as adapting to climate change.

Public sector employees are taking action for climate change and are promoting energy efficient behaviour in their buildings.

TABLE OF CONTENTS

Introduction	5
CHAPTER 1	6
Climate change, energy use and behaviour change in offices	
CHAPTER 2	8
EU, national and local policies supporting COMPETE4SECAP	
CHAPTER 3	9
What is COMPETE4SECAP?	
CHAPTER 4	11
Energy Teams	
CHAPTER 5	14
How to start your campaign?	
CHAPTER 6	18
Communication	
CHAPTER 7	22
Keeping up interest and motivation	
CHAPTER 8	27
Managing groups	
CHAPTER 9	30
Best practice examples from other energy saving campaigns in office buildings	
CHAPTER 10	34
After COMPETE4SECAP	
CHAPTER 11	36
Resources	
ANNEX	38
Questionnaire for colleagues	
PARTNERS	39

INTRODUCTION

First of all, let us thank you for your **concern**, **courage** and **determination**!

For what?

Climate change, fossil fuel depletion and energy security are only a few of the numerous challenges we hear about and which we have to confront these days. Yes, thank you for:

- your **concern** not to turn away from these grave issues and dig your head into the sand;
- your **courage** to face them and thus care about others and future generations; and finally,
- your **determination** to do something beside talking about and discussing it with your colleagues for making our world and your closer environment a better place.

We know that energy saving and energy efficiency at your workplace, in your offices will not solve all the problems, but together with many other initiatives and actions they can contribute to a greater change. That is why the European Union, among other things, has set objectives to reduce greenhouse gas emissions by 40%, to increase the share of renewable energy to 27%, and to make a **27% improvement in energy efficiency** by 2030.

This is where you and the COMPETE4SECAP project come into the picture. 32 brave and determined municipalities – including yours – from 8 countries all over Europe have joined forces to take action in realizing their Sustainable Energy Action Plans and also in involving public employees in about 100 buildings in a year-long energy saving competition between January and December 2019. (See more details on the COMPETE4SECAP project in Chapter 3.)

You may ask ‘why me and the public sector, we already do our share by serving the public’. And you are right, everyone must participate in this grand action, and thus every sector (industry, households, services, etc.) have also been targeted in various campaigns throughout Europe. But you, the public sector, have an important

exemplary role in energy efficiency as well as adapting to climate change. In COMPETE4SECAP we would like to help you in this effort by providing you with support, knowledge and tools (including online tools, handbooks, personal trainings, consultation possibilities, posters, flyers, etc.). Please feel free to seek guidance and help from your national COMPETE4SECAP partner anytime!

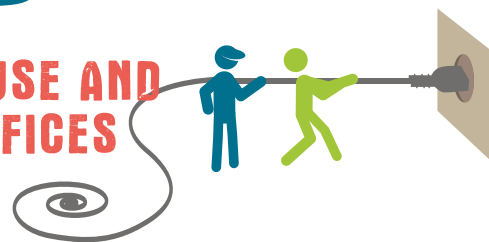
It is evident that you participate in the COMPETE4SECAP campaign because you are concerned, courageous and determined, but to help you motivate your colleagues, numerous prizes await the best performing buildings in the participating countries.

This handbook contains best practice examples of office buildings, case studies and tips for the Energy Teams in the participating buildings on how to help, organize and motivate your colleagues for a more energy efficient behaviour at your workplace. **But it is not meant to be read as a book**, from beginning to end! Read only those parts which interest you or which help you the best and make your activities easier. Use it as a guidebook: take it up whenever you face some challenges or have some questions, we do hope that you will find some useful information in it. And please, do contact us anytime you need help, and don't forget: battling climate change can only be done as a joint team effort, as a community.

We wish you a joyful and energy efficient competition!

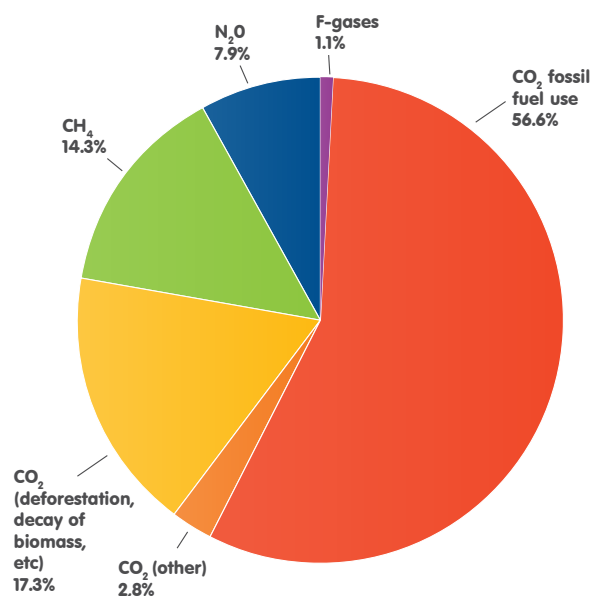


CHAPTER 1

CLIMATE CHANGE, ENERGY USE AND
BEHAVIOUR CHANGE IN OFFICES

6

Climate change is one of the global environmental challenges – such as biodiversity loss, deforestation, ozone layer depletion, ocean acidification, soil erosion, etc. – we are facing today. Climate change also happens naturally; however, **"97 percent or more of actively publishing climate scientists agree: Climate-warming trends over the past century are very likely due to human activities."**¹ The main contribution to human made climate change is the accumulation of greenhouses gases (GHGs)² in the atmosphere. The two main human activities that contribute to this process, and thus to climate change are the burning of fossil fuels to produce energy and to power transport, and deforestation (see figure).



The share of different anthropogenic GHGs in total emissions in 2004 in terms of CO₂-eq (worldwide).³

Furthermore, there is an ever more widespread agreement in society that if we do not start acting to mitigate and adapt to the impacts of climate change, the global and local changes occurring as a result will be irreversible. Countries in the European Union agree that it is everyone's responsibility, and all sectors need to act to reduce humanity's contribution to climate change – and the aim of this Handbook is to help public offices to take on this responsibility and reduce their energy use, and thus GHG emissions through changing their everyday behaviour.

You can find out more about the consequences of climate change at http://ec.europa.eu/clima/change/consequences/index_en.htm or consider watching the movie 'An Inconvenient Truth' (see details in **Chapter 11**).

Offices and climate change

People tend to think that offices are not really problematic from an environmental point of view – in comparison to industry, transport as well as households surely they do not contribute so much to pollution and, in the case of climate change, GHG emissions.

However, contrary to this belief, in the EU buildings are responsible for 40% of energy consumption and 36% of CO₂ emissions⁴ (one of the most significant GHGs). Offices do contribute considerably to climate change through:

1 Source: <http://climate.nasa.gov/scientific-consensus/>

2 See more about GHGs and the greenhouse effect at https://en.wikipedia.org/wiki/Greenhouse_gas

3 Source: IPCC (2007) Climate Change 2007: Synthesis Report. Available from: http://www.ipcc.ch/publications_and_data/publications_and_data_reports.shtml

4 Source: <https://ec.europa.eu/energy/en/topics/energy-efficiency/buildings>

- using energy for heating, cooling, lighting;
- consuming energy to power office equipment;
- consuming energy for work-related travel as well as commuting to work;
- embodied energy in products and services purchased (e.g. the energy used to manufacture office equipment and paper, the energy used to transport these to the office, etc.); and
- last but not least, since the general public visits public buildings, they also have an indirect impact of the energy use of the population. Good energy use practices in public buildings can potentially influence energy use elsewhere, in other offices as well as in households, especially if these practices are made visible and are communicated well.

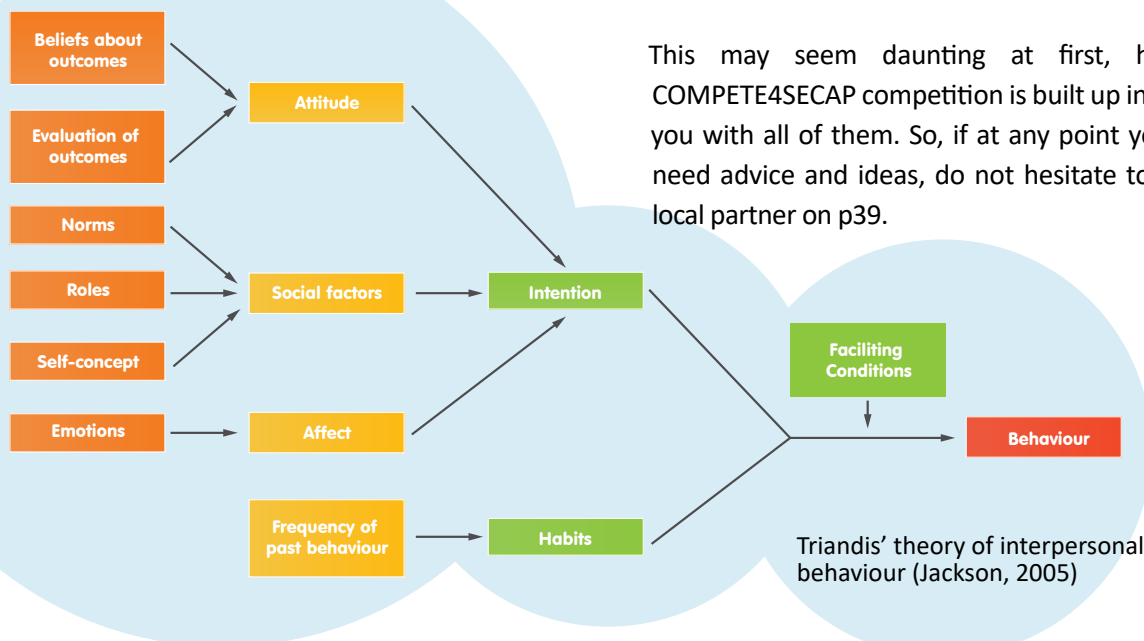
As an increasing number of people work in offices, it is of great importance that attention is paid to energy consumption and use there. Research and experience suggest that **up to 20% energy saving can be achieved through activities focusing on behaviour change**⁵ – and this is also one of the foci of COMPETE4SECAP.

What do we mean by behaviour change in COMPETE4SECAP? And how does it work?

By focusing on behaviour change, we target everyday, often routine behaviour such as turning lights on and off, setting the temperature for the heating and cooling system, using office equipment, maintaining the different systems (heating, lighting, etc.) and equipment, organizing events, eating and drinking, travelling, etc. If asked, people tend to think that their behaviour is already energy efficient and they could not save a lot by altering their habits and practices. However, research and experience finds that this is often not the case: with expert help, training, practical tools, and, obviously, some effort on our part, we can manage to save quite a lot through behaviour change, as much as 20%!

There are various theories and models about how behaviour change occurs. Here we present Triandis' Theory⁶ to illustrate that in order to change behaviour we need to focus on a lot of different aspects (see figure). Triandis recognized the importance of social factors and emotions as well as of past behaviour, or in other words, currently existing ways of doing things in the office. The behaviour that occurs is the result of intention (influenced by attitude, social factors and emotions) as well as by what we would usually do in a similar situation, and finally, by the presence of facilitating (or hindering) conditions.

This may seem daunting at first, however, the COMPETE4SECAP competition is built up in a way to help you with all of them. So, if at any point you feel lost or need advice and ideas, do not hesitate to contact your local partner on p39.



⁵ Source: European Environment Agency (EEA) (2013) Achieving energy efficiency through behaviour change: what does it take? Copenhagen, Denmark. 52 p. Available from: <http://www.eea.europa.eu/publications/achieving-energy-efficiency-through-behaviour>

⁶ Source: Jackson, T. (2005). Motivating sustainable consumption- A review of models of consumer behaviour and behavioural change. A Report to the Sustainable Development Research Network. London, UK. Available from: http://www.sustainablelifestyles.ac.uk/sites/default/files/motivating_sc_final.pdf



CHAPTER 2



EU, NATIONAL AND LOCAL POLICIES SUPPORTING COMPETE4SECAP

8

There are several EU, national and local policies to help us creating a better future for ourselves, our children and grandchildren.

The European Council in 2014 adopted ambitious energy and climate change objectives for 2030 – to reduce greenhouse gas emissions by 40%, to increase the share of renewable energy to 27%, and to **make a 27% improvement in energy efficiency**.

While we are mainly on track for the 27% target for renewables, we are a long way from achieving the objective set for energy efficiency! You, the public sector has been assigned an exemplary role to lead by example in the field of energy efficiency by the European Commission. As your sector spends around €1,500 billion – 16% of EU GDP – each year, there is a huge potential for saving. Energy efficiency needs to be mainstreamed into all relevant policy areas, including education and training, to change current behavioural patterns. (You can read more on the EU Energy policy here (in English).⁷

Luckily, there have already been numerous initiatives by public authorities in the past decade to become more energy efficient, so you are not alone!

- **Covenant of Mayors** – is the mainstream European movement involving local and regional authorities, voluntarily committing to increasing energy

efficiency and use of renewable energy sources on their territories (<http://www.covenantofmayors.eu>).

Besides the above, there are several citizens' initiatives that also aim at or incorporate energy efficiency in their objectives, which you can also take motivation from and can contact in your area.

- **Transition Towns** – is a grass-root community project that seeks to build resilience in response to peak oil, climate destruction, and economic instability by creating local groups that uphold the values of the transition network (<http://www.transitionnetwork.org>).

And last, but not least, many public organisations, institutions – maybe including yours too – have policies and standards, which can also help you in your COMPETE4SECAP campaign, such as:

- ISO 50001 – Energy Management System
- ISO 14001 – Environmental Management System
- energy, environmental, sustainability or climate change policies and (or) Action Plans

Please, inquire at the relevant departments of your workplace if your town happens to belong to one of the above mentioned initiatives, has its own policies, or if your building has one of the standards, and ask for the documents to skim through. They might provide you with some good ideas on which direction to pursue.



⁷ http://www.consilium.europa.eu/uedocs/cms_data/docs/pressdata/en/ec/145397.pdf

CHAPTER 3



WHAT IS COMPETE4SECAP?



9

The COMPETE4SECAP project (C4S) aims at helping local authorities put their existing Sustainable Energy Action Plans (SEAPs) into action. The project promotes the adoption of standardized energy management systems in municipalities through the coordination of national energy saving competitions and peer-to-peer exchanges which steer the attention and involvement of local to national authorities in 8 European countries. The project also helps facilitate the upgrade of SEAPs into Sustainable Energy and Climate Action Plans (SECAPs), as per new planning approaches promoted by the Covenant of Mayors.

The Energy saving competition is a year-long energy saving competition for public authorities. It takes place between 1 January and 31 December 2019 with lots of prizes awaiting the best public workplaces. As highlighted in the Introduction chapter, about 100 buildings – including yours – from 8 European countries (Croatia, Cyprus, France, Germany, Hungary, Italy, Latvia and Spain) compete in the following areas, namely, who can:

1. save more energy through changing their energy use behaviour,
2. organize the most creative energy saving campaign (ONLY IF IT IS RELEVANT IN YOUR COUNTRY).

Besides the obvious positive result of saving energy in the buildings many **prizes** will be distributed among the best performing public employees:

- The main prize is for the best national teams in category one above – energy saving –, three members of the team and their mayor can join the other national winners in Brussels in June 2020, as well as the whole team will receive other prizes too;
- numerous different prizes will be also distributed among the other best teams (ONLY IF IT IS RELEVANT IN YOUR COUNTRY).

By entering the energy use information of the building into the online calculator you will be able to see and monitor how much energy your building has saved so far. The energy and CO₂ savings of your building will be displayed continuously on the project website to motivate you, your colleagues and the city leadership, and also to promote the project to the general public by presenting the verified results.

Naturally, you – the Energy Team – do not have to do everything by yourselves in the buildings, the COMPETE4SECAP national partner (see contact info on p39) will provide you with the necessary knowledge, tools and support to control and reduce the energy consumption in your office buildings. You will receive continuous professional assistance, training, all kinds of printed and electronic materials, regular energy saving tips to help you and your colleagues to remain engaged, a simple office audit, this present handbook, and many more... The COMPETE4SECAP team will

- help you to set up your **Energy Team** in your building, which is responsible for running the year-long motivation and information campaign;
- conduct individual **energy audits**,
- hold **trainings** for your Energy Team (and other employees in your building if necessary);
- give you **information** on how to reduce the energy consumption in your building, mainly through behaviour change;
- provide you with **materials** to help you advertise the programme in your building;
- set up an **online tool** for monitoring the energy consumption of your building;
- **Energy Saving Tips** to help you and your colleagues reduce your energy use in your day to day activities;
- provide you with a **starter pack** so that you have a set of simple tools to reduce consumption, e.g. thermometers, an energy meter and stickers to remind colleagues.


So what is going to happen in the COMPETE4SECAP energy saving competition and when?

10

TIME	ACTION	PARTICIPANTS FROM THE MUNICIPALITY / BUILDING	TASKS OF THE ENERGY TEAM MEMBERS	SUPPORT PROVIDED BY THE NATIONAL PARTNER
Sept – Oct 2018	Identification of 20 office buildings – signing cooperation agreements	City leadership		
Nov – Dec 2018	Compilation of basic building energy reference data for competition	Energy experts, building managers		
Nov – Dec 2018	Identification of Energy Teams in each building	City leadership, building managers, enthusiastic colleagues	Creation of Energy Team	help in setting up Energy Team hand out flyers and posters
Nov – Dec 2018	Initial workshops (in each building)	Energy Team and other interested, significant colleagues	Participate at training Invite colleagues to training Create Action Plan for building	organize trainings hand out strategic handbook
Jan – Dec 2019	Energy Saving Competition (12 months)	All employees of the buildings (motivated by the Energy Team)	Manage Energy Team Enter energy data into online tool Motivate colleagues Hand out flyers and posters Hand out starter kit content Send out Energy Saving Tips Use Green Clicks	online tool for entering data Green Clicks tool for individuals two weekly Energy Saving Tips continuous support to Energy Team
Jan – March 2020	Evaluation of competition results	Country Energy Management Team (representatives and experts of participating municipalities)	Continue saving (details in Chapter 10)	online tool for entering energy data
May – Jun 2020	National Award Ceremony	City leadership, Energy Team, press	Participate in event Invite colleagues to event	organize national event
Jun 2020	International Award Ceremony	national winner group		organize trip for winner group

CHAPTER 4

ENERGY TEAMS



Energy Teams are very important in the COMPETE4SECAP programme and competition: they are the ambassadors of the competition, and the heart and soul of energy saving efforts in each participating building. Even though in some buildings the top management selects one or several members of the Energy Team, they are formed mainly on a voluntary basis: they are a group of office employees feeling enthusiastic, responsible and ready to drive change towards more sustainable energy use in their building. At the same time, they do not need to do everything themselves – but they are the ones who make sure that things get done, information is spread, and people working in the office start using energy in a more sustainable way.

What do you, as a member of an Energy Team, do?

- You are responsible for running the competition in your building, by using the given tools and input;
- You help develop and implement the campaign;
- You inform and motivate your colleagues;
- You measure the energy consumption (i.e. collect meter readings) in your building at regular intervals (bi-weekly or monthly);
- You may participate in the training workshop (especially organised for the Energy Team), the starting event, and at the end of the competition, the prize event

knowledge, experience and ideas to teams, so there is a lot of opportunity for sharing, helping each other as well as giving support and encouragement. However, in order to have a good and successful team, you need to pay attention to building and maintaining your group – see more about this and some ideas and tips in **Chapter 8**.

"Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only thing that ever has." (Margaret Mead)

How big is an Energy Team?

Energy Teams usually consist of 3-10 people depending on the size of the building and the number of employees, and also on the number of employees wishing and ready to work more actively towards energy saving, and ultimately, towards working in a greener, more sustainable office.

Why is it good to be an Energy Team member?

Actually, for a great many reasons! Here is just a few:

- You can work for something new (not your usual work tasks) and positive with your colleagues;
- You become part of a group, and will likely have a lot of fun besides working towards saving energy;
- You can get to know colleagues from other departments you may not know well and become friends;
- You can try yourself and your skills in a new field, and also learn new skills;
- You can learn about energy saving and climate change together with your colleagues;
- You can use what you learn to save energy (and money!) in your own home;

Why do you need a team?

Research and experience both show that it is easier, more effective as well as more enjoyable to save energy in teams. People bring different skills,



- You can get to know and make contact with similar teams in your country as well as in 7 other countries;
- You can help save energy and money for your office; and finally,
- If you organize a successful and creative campaign and/or save the most in your country, you can win nice prizes! If your office saves the most energy in your country, you can also travel to the final event in 2020 to meet other similar teams from 8 different European countries.



Who can be part of the Energy Team? ■

Anyone can join the Energy Team, there is no need for any prior knowledge or experience, you should just be ready to spend a few hours of your working time on saving energy and helping to involve your colleagues in the effort.

Ideally, energy teams should have members from different departments and with different skills and knowledge, as there are different tasks that need to be done:

- management and organization:
 - overall management of the energy saving competition in your workplace,
 - managing the Energy Team: organizing meetings, organizing the sharing of tasks, making sure that things get done, reminding people, motivating people, etc.,
 - organizing events, talks, etc. for colleagues,
 - putting up signs and posters to guide and remind colleagues;
- communication:
 - writing emails and reminders for colleagues,
 - writing interesting and motivating materials to help colleagues save energy,
 - writing and posting news items about the energy saving competition on your website, on your intranet or internal magazine,
 - writing about the competition in local newspapers,
 - talking about the competition and your efforts and results to your colleagues, the management, at local events, to the media, etc.,
 - preparing reports about the competition and your results for the management of your workplace/ city leadership;
- measuring and keeping track of energy consumption data:
 - making sure that meters are read and the consumption data is entered into the online calculator regularly (every 2 weeks or every month),
 - helping to make use of the energy meters through using it with colleagues: discovering which equipment uses the most energy, how to save energy, etc.;
- designing interesting materials, activities and events for colleagues to help everyone save energy and have a good time while doing it; and
- making sure that the Energy Team and your colleagues have a great and fun time in the process.



How to form your Energy Team?

It is necessary to **be strategic about forming the Energy Team** and recruiting members. It is important to have various people in the team, people who:

- can make things happen in the organization either because they are in a position to do so or if not, have the right connections,
- have or can give you access to energy consumption data and meters,
- are enthusiastic and ready to invest time and effort in helping to save energy in the offices,
- are good at talking to others, involving and convincing them, and
- are good at managing groups.

If your municipality or building has a sustainability, environment, climate change or energy related strategy and action plan, make sure to invite the person responsible for it to your Energy Team: you will find that linking your work and efforts will help both of you, and together you will be able to achieve more.

There are different ways to attract people to become part of the Energy Team. As people prefer and are open to different ways of communication (see more about this in **Chapter 6**), it is important to use various communication channels:

- To begin with as well as to inform people about this opportunity, it is a good idea to **put up posters and distribute flyers**.
- If you have an **internal website or an internal newsletter**, consider putting a news item, a call and contact details about the competition there.
- If possible, you can also **send a circular email** to colleagues explaining about the COMPETE4SECAP, the competition, and the fact that they can join their local Energy Team.

Although not everyone responds to such general invitations, you will find that some interested people will get engaged this way, often people you would not have thought of approaching otherwise because they

work in a department/area you are not so familiar or have close contact with in the building.



13

Following, or in parallel to these ways of recruitment, it is also important to:

- **approach people individually:** people you enjoy working with and people who you think would have useful and important skills to offer to the Energy Team and the energy saving competition. You can either talk to them or send a personal email.

If there are a few of your colleagues already interested in and committed to forming the Energy Team, but you would like to attract more members, you may consider **organizing an informal meeting** in a lunch break or just before the working day ends where you inform others about the competition and the possibility of joining your Energy Team. You can advertise the meeting in the same ways we suggested for advertising the competition (e.g. posters, circular email, personal invitation, etc.).

It is always a good idea to offer some food (e.g. cookies) and coffee or tea to increase the attractiveness of joining the Energy Team – serving some (homemade) food is a great way to help people relax, increase enjoyment and build the group spirit.

CHAPTER 5



HOW TO START YOUR CAMPAIGN?



14

The success of a campaign depends a lot on how well it is started, so it is important to spend time and effort on planning and preparation, and making sure that all people participating have a shared understanding of the aims, know their roles and responsibilities. The ideas and tips below will help you to achieve this.

Securing the commitment of the city leadership and involving them in the campaign

If you are in the COMPETE4SECAP energy saving competition, you are lucky: the city leadership has been convinced already that saving energy through behaviour change, and thus participating in this programme is important.

All the same, it is important to regularly communicate with them. It is possible that they already specified for your Energy Team how and how often they wish to communicate with you and what kind of reports they would like to receive on your work and efforts. If not, taking into account the 'traditions' for reporting already existing in your workplace, consider doing some or all of the following:

- invite representatives of your city leadership to key campaign events. For example, if you are having a campaign opening event, ask them to take on a 'special' role, e.g. to open the event;
- set up regular short meetings to discuss progress and any challenges you encounter; and
- send regular, but brief reports to the representative of the city leadership in charge of the energy saving competition (e.g. monthly or bi-monthly reports on the progress of the campaign).

Clarifying the rules of working with the management

Apart from agreeing on how to communicate with the city leadership and report on your activities and progress, it is also very important to be clear about other aspects of your work related to the campaign:

- how much of your working time you can spend on the campaign and when;
- what kind of resources you can use (e.g. rooms for meetings, supplies for campaign materials, working time of other employees, etc.);
- what aspects of the competition you can communicate to the wider public;
- who can authorize resource use and external communication;
- etc.

Thus, we suggest having at least one meeting with the city leadership to discuss these framework conditions for your campaign work.

Setting up the Energy Team and defining how you are going to work

In **Chapter 4** we discussed how to attract people to join the Energy Team. Now we draw attention to how to start working with your team. As with the campaign, the first meeting is important as it will have a great influence on your cooperation throughout the campaign. At this meeting, it is important to do and discuss the following:

- **get to know everyone** and why everyone decided to participate in the team;
- **discuss and clarify aims and objectives/targets** for the campaign so that you have a shared understanding. It is useful to have **more general aims** (e.g. through the COMPETE4SECAP campaign we will increase energy use awareness in our building)

as well as **very specific objectives and targets** (e.g. by the end of the competition we will reduce our energy consumption at least by 10% and will involve at least 70% of our colleagues);

Consider inviting someone from your city leadership to your first Energy Team meeting to open the meeting and also to show everyone that there is high-level commitment for participating in the energy saving competition.

- **list and discuss everyone's knowledge and skills** that may be useful during the competition. When doing this, make sure to think of all kinds of things, for example, who can help with photocopying, who has access to the meters, who is good at writing funny invitations, who knows some things already about energy saving, who is very organized and will make sure that you keep to your timeline, who can play a musical instrument, etc.;
- **agree on how often you will meet** and the date of the next meeting;
- **discuss how you will communicate** between themselves and with your colleagues, e.g. whether you want to have your own mailing lists, a social media group, a designated space on the internal website, etc.;
- **decide on a working plan for your Energy Team.** For example, on a flipchart, make a simple plan for the whole year of the campaign as you see it at the first meeting: what is going to happen and what you would like to happen and when. It will most likely change later on, but it is still very useful to draw up a plan to ensure that everyone has the same vision, and then return to your plan each time you meet;
- **list and discuss tasks** that will need to be done during the campaign;
- **divide responsibilities** between team members;
- and last but not least: make sure to **have a bit of fun and enjoyment** ☺ For example, prepare something nice to eat and drink at the meeting, e.g. some homemade cookies, juice; do a fun climate change and/or energy efficiency questionnaire together; watch a short, related video or listen to song, like the Earth Song by Michael Jackson (see more suggestions for movies and songs in **Chapter 11**).

It is possible that you will feel this is too much for the first meeting, or that you do not have the full results

of the baseline assessment (see below) yet and you find that without this it is difficult to make good plans. If yes, then we suggest you leave making the plan and related tasks for the next meeting (which should not be too far away from the first one) as well as the training workshop that will hold for you, and where you will be discussing making an action plan for the year as well as sharing responsibilities (see the timeline in **Chapter 3**).

At the beginning of the campaign you will need to invest a bit more time to get things going and set up the structures for working. It is important to do this as it will help ensure later success.

Doing a baseline assessment about energy use – for your building as well as for yourselves

Before you can really start saving energy, you need to know where you are at the moment. In other words, there is need for carrying out a baseline assessment with the involvement of the energy expert of your municipality. In COMPETE4SECAP we provide different tools to help you with the baseline assessment, an Energy Audit and Energy Analysis tool (checklists) for assessing energy use in the office. Both of these tools will be introduced at the training workshop.

When doing the baseline assessment, it is useful to consider and collect data on the following:

- the **current and past energy consumption** of your workplace;
- the **strength and weaknesses in terms of energy consumption and use** in your office. It is very important to collect both strengths and weaknesses: it is very motivating for everyone to be aware of what they are already doing right, and how much they may already have saved with this. In COMPETE4SECAP we provide some tools for this (see more in **Chapter 3**), but there are other tools that you can use as well, and in **Chapter 11** we list some additional options (e.g. checklists for offices, eco-mapping tool).
- the **general energy use habits** of employees;
- the general, **already existing knowledge** of the

Energy Team and your colleagues on climate change, energy use, and what could be done at your workplace (see the Annex for an example questionnaire that you can use right away or modify to better fit your local circumstances); and

- the **specific energy use habits of employees**, of Energy Team members to begin with, but later on all colleagues.

Asking your colleagues about existing energy use practices and ways to improve them to save energy may seem strange at first (after all, they are not the experts). However, experience shows that the people using a building, its systems (heating, lighting) and the equipment in it know a great deal about where and how they could modify their behaviour and habits to save, even if they are not energy experts. So, it is worth asking them! Also, if they feel their opinion and experience is important, they will be more likely to join the campaign actively later on.

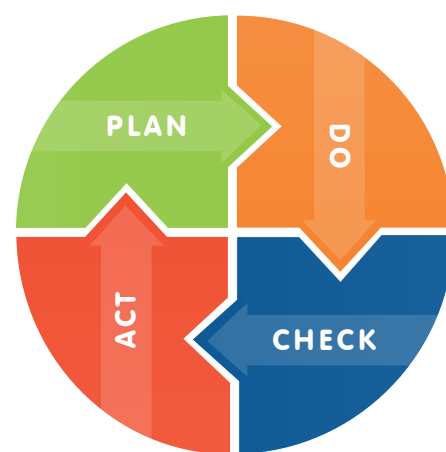
This may appear to be a great deal of work, but do not worry, you will receive a lot of support, tools and assistance (see also **Chapter 3** for details). For example, you will be invited to attend a starting event and a training workshop where you can learn more about these things, and even start doing the baseline assessment together. At the training workshop you will also receive a lot of help and input about how to draw up an action plan for the campaign year (and after) based partly on the baseline assessment.

Making an Action Plan for the campaign year

Remember that a successful implementation starts with a good plan. Therefore, before beginning the competition and involving other colleagues, it is important to draw up an Action Plan on how the campaign will be implemented in your building and office.

Here are some suggestions for topics to include in the Action Plan:

- A brief analysis of the state of energy use and saving at the office with strengths, weaknesses and what needs to be changed;
- Energy saving targets (percentages, kWh, specific indicator) indicated for a certain time period;
- List of energy saving measures you plan to implement to reach the target with a short description, time schedule and the person responsible for implementation;
- Different events you are planning to have for or with your colleagues, e.g. presentations, competitions, discussion forums, social events, etc.;
- Plan for informative materials such as newsletters, reminders, news on energy saving issues, posters etc.;
- Plan for how you intend to monitor your activities to make sure that changes in behaviour and energy saving occur;
- Communication plan: information about how you plan to communicate your efforts outside your building/office, Consider also interaction with other employees, e.g. in municipality buildings not taking part in the energy saving competition, and how you could inform and perhaps involve them, or how you could involve them in energy saving after this competition.
- Apart from energy saving, consider including topics such as renewable energy, sustainable transport and mobility, sustainable food, and waste management, etc. in the content of your campaign.
- It is useful to include the results and outcomes of your first meeting (work plan for your Energy Team).

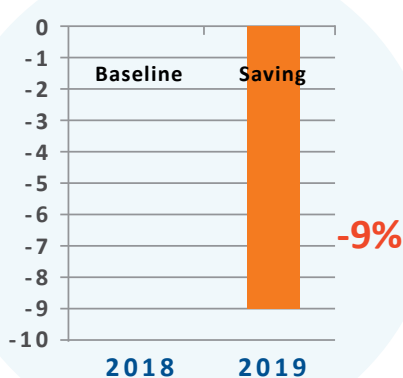


Don't forget that one of the prizes in the energy saving competition goes for the best action plan! So, making a good action plan is not only useful for your work, it will also help you win one of the prizes!

To continue with energy saving and related activities after the competition, consider revising and updating the Action Plan that you developed for the competition with information on how to continue the campaign after the end of the COMPETE4SECAP project.

Involving your colleagues

In order for your campaign to be really successful, in other words, to save as much energy as possible, you need to involve your colleagues. They need to be convinced and motivated to take action and participate in the energy saving competition.



Below, we share some ideas and tips on how you can start involving them at the beginning of your campaign, but please read **Chapter 7** as well which gives you further thoughts on how to keep up the interest and motivation.

First of all, your colleagues need to **know about the competition**, and learn **why it is good for them** and your building. It is crucial to emphasize why saving energy may be good for individual employees. Here are some examples (see more details in **Chapter 7** on Motivation) – but it is useful to spend some time with your Energy Team to list any additional benefits that are specific to your team, your building and town.

- If we use less energy, we reduce our costs as well;
- Getting involved in an energy saving competition improves our group spirit, we need to cooperate in non-work-related situations, and this ultimately leads to a better working atmosphere;
- In the energy saving competition we can learn about new things, acquire new skills and use skills we have but do not usually use in our every work;
- Examining our office from the point of view of energy will also lead to better working conditions

(e.g. better lighting, improved thermal comfort, etc.), so has health benefits;

- We can also take saving ideas home and save money and energy for our families.

So, make sure to advertise the competition and why it is useful on posters and mailing lists, in internal newsletters, on internal websites, and so on. You may also consider organizing a fun opening party to kick-off the competition: a lunch time or end-of-work gathering with some basic information on the COMPETE4SECAP campaign, some food and drinks, and perhaps a brief quiz on the theme of the energy saving competition between different departments or groups of employees.

The next very important step is to let your colleagues know about **how they can participate** in the campaign as well as **how they can save energy** in their work. Here are some ideas on how to ensure these:

- have a regular, informative and fun newsletter for your colleagues (e.g. monthly);
- make sure everyone knows about the tools provided by COMPETE4SECAP: the website, the thermometer and energy meter, etc.
- use the regular energy saving tips you receive from from your local partner to help saving efforts;
- invite interested people to Energy Team meetings (you can advertise their time and place in your newsletter and encourage them to attend);
- put up engaging (and funny) signs and reminders in the building to remind people of specific energy saving measures (e.g. to turn off the computer when going home, to adjust the heating), and change these periodically;
- set up an internal site or social media group for the competition where you post all relevant information, and make sure your colleagues know about this; and
- approach them directly when you need additional help for some campaign tasks or events.



CHAPTER 6



COMMUNICATION



Another really important key to success in any energy saving competition – apart from how we start our campaign – is how, when and what we communicate towards our different target groups.

In **Chapters 4, 5 and 7** you can find a lot of ideas and help on how to involve, secure the commitment of and motivate different participants and employees. In this chapter we focus on what and how we should communicate about the importance of energy saving and its relevance to climate change and how we can convince the "deniers" and the unwilling.

Typical excuses and effective messages to address them

People are really good with excuses when it comes to changing their everyday habits and lifestyle. Especially, if they are not so much on the green side, they can easily explain why they cannot make too much effort to take part in any saving activities.

If we plan to involve not only the already conscious, but also the less interested and sceptic colleagues in the campaign, it can be useful to prepare for their possible excuses and have a few convincing answers at hand.

A few of the most typical excuses:

- Climate change is still far away, why would I do anything to stop it?
- Scientists see the future as too dark, nothing dangerous is going to happen soon.
- It is already too late to do anything anyway...
- I am not going to give up my comfort, neither at home, nor at my workplace!
- Why should I be the one to start saving energy and change my lifestyle? Others are not doing anything! They should start first!
- Why don't we just simply offset our carbon emissions?
- The management is not going to let us change things.
- Science and technology will help us with this whole climate change and energy use problem.
- It is impossible that everybody in the office will cooperate.
- Who cares about energy when there are so many other problems?
- We are too busy to be part of this campaign.
- How can I know what to do and how to do it?
- Our building should be renovated first, it would help much more than changing our behaviour.

A typical climate change attitude...

Source:

<https://teamchiptkd.files.wordpress.com/2013/02/accountability.jpg>



Useful and effective messages to address the excuses:

If the above mentioned "leave-me-out" arguments come up, we can try and use the following reasonable points to convince our colleagues:

1. Climate change is not a theatre play that we watch as viewers from far away – it is inevitably happening and we are all on stage! But – though it might sound strange – we are the directors too! Our actions will influence how it all turns out, we are all responsible.
2. If we do not face reality now, it might frighten us later! Climate change is already affecting the lives of millions around the globe, and the extreme weather patterns that we are experiencing or the rapid melting of the glaciers are not accidental either. It is indeed one of the biggest challenges of our times and not some small "enough-to-be-solved-tomorrow" problem.
3. It is much better for all humanity if we consider climate change as a chance to slow down, rethink our lifestyle, and we voluntarily start to transform our life and make it low-carbon and sustainable.
4. Climate-friendly life does not equal suffering, hardship and self-denial. It can actually be fun, rewarding, satisfying, happy and you might even find a new "you" on the way!



Climate-friendly life =

- less fossil fuels, cleaner alternative energy...
 - more reasonable consumption (energy, water, goods), less emissions, less waste...
 - less cars, less traffic, less stress...
 - more fresh air and more green areas...
 - slower life, less useless stuff...
 - active local communities...
 - healthy food, healthy cosmetics and cleaning products...
 - shorter working hours, more free time...
 - more humane working conditions (environmentally and socially)...
 - more independence...
5. Climate change is directly connected to how we use energy. The purpose is not to waste the same amount or more than we did until now and offset our emissions afterwards to ease our guilt, but to reduce our consumption as much as possible – and have less to offset!
 6. Science and technology cannot solve this growing threat alone. As we mentioned above, the problem is global and we all have to be part of the solution. It is never too late, and even the smallest actions, like turning off lights, do count!

Switching off 5 lights in hallways and rooms when you don't need them, for example, can save 60€ and avoid 400kg of CO₂ emissions per year⁸.

7. Public offices pioneering in energy saving not only reduce energy costs, but also improve the municipality's social responsibility, not to mention employee morale. By participating in COMPETE4SECAP and similar campaigns your workplace can also set an example for other offices.
8. Lots of great ideas for efficient energy use are already out there, there is no need to invent ways and methods from scratch. But individual creativity is of course always welcome ☺. During energy saving campaigns participants can also learn a great deal from each other and exchange valuable ideas.
9. There have already been several successful European energy saving campaigns organised for companies and offices – to get some inspiration and encouragement check out their results and best practice examples in **Chapter 9**!

⁸ Source: http://ec.europa.eu/clima/citizens/tips/index_en.htm

How to talk about climate change and the importance of saving energy at your workplace?

Saving energy helps to slow down climate change – and the more we save, the more we help! Involving people in the campaign, either in the Energy Team or in the team of supportive colleagues, can be a lot easier if they all see the bigger picture: that their efforts are not only about public image and decreased energy bills, but also about a global action to actually save our planet for future generations.

Your message will get through effectively if...

- ...**you consider it a scientifically proven fact that human activities also contribute to climate change**, and you do not spend time trying to prove that climate change actually exists.
 - ...**you are positive**, and do not forget to mention how advantageous it is for a society, if it takes climate change seriously and acts in a pro-active way.
 - ...**you emphasize that we have all the necessary means to act**: knowledge, skills, expertise, technology and the will to act. These can help us to make a step forward.
 - ...**you present all the aspects** from which it seems reasonable to try to slow down climate change, e.g. the social, environmental, moral, cultural, economic, intellectual, security and ethical aspects (e.g. energy-security/independence, cohesive power of communities, new jobs, better air quality, social justice, moral satisfaction, improving health, increasing savings, protecting biodiversity)
 - ...**you emphasize how much better climate-friendly life is** compared to our current quality of life in our consumer and wasteful society: healthier life, more free time for our families and ourselves, vibrant community life, cleaner environment etc. All part of a promising and desirable sustainable future: who would not want a life like that?
 - ...**you avoid presenting the picture of a threatening and dangerous future** that might give the impression to your audience that 'our world is doomed anyway'. It is only up to us if we see climate change as a chance to start a new, more sustainable life, or we see it as a huge threat and we hide in fear. You have
- to inspire people, not dishearten them. However you have to be clear about what dangers climate change can bring on humanity, the flora and fauna of the planet – and also on our own life.
 - ...**you try to give a clear picture about a possible future**, introducing different versions based on different levels of action to slow down climate change.⁹
 - ...**you talk about everyday green, energy saving habits like obvious choices** that 'people like us do all the time, thus making sustainable energy use natural.
 - ...**you repeat the main messages** several times and in several communication channels.
 - ...**you do not use 'carbon slang'**, you should try to be understandable for everybody.
 - ...**you use effective visual tools** (posters, films, etc.).
 - ...**we have to present data**, like how much energy we can save with simple behavioural changes and how much it can mean on a company level.
 - ...**you make sure that people understand**: with their help and with everyone's involvement it is possible to change!



Simple and smart messages are the easiest to get through to people's hearts and minds!
Source: <http://airforcelive.dodlive.mil/2009/12/air-force-is-full-of-energy-about-saving-energy>

⁹ You can read about different global pathways and future scenarios in: IPCC, 2014: Climate Change 2014: Synthesis Report. Contribution of Working Groups I, II and III to the Fifth Assessment Report of the Intergovernmental Panel on Climate Change [Core Writing Team, R.K. Pachauri and L.A. Meyer (eds.)]. IPCC, Geneva, Switzerland, 151 pp., available from: http://ar5-syr.ipcc.ch/ipcc/resources/pdf/IPCC_SynthesisReport.pdf and The Living Planet Report 2014 available from http://cdn1.footprintnetwork.org/Living_Planet_Report_2014.pdf

- ...you build on the values, moral attitude and expectations of your audience towards themselves when you try to change their energy consumption habits. Do not blame them for their current behaviour, but point out that it is not in line with their values and expectations.
- ...you address different messages to different types of people*.

*You can get a detailed guidance on how to talk to different types of people in the following publications:

George Marshall (2007) Carbon Detox: Your step-by-step guide to getting real about climate change or Psychology of Climate Change Communication <http://www.cred.columbia.edu/guide>
And also see Chapter 7 for some quick ideas.

USEFUL TOOLS FOR COMMUNICATION DURING THE CAMPAIGN

WITH WHOM?	HOW?	FOR WHAT PURPOSE?
Energy Team members	meetings	<ul style="list-style-type: none"> • secure commitment • keep up the spirit • motivate each other • collect ideas • share updates • inform about events • share practical information • send reminders
	emails	
	mailing list	
	"fun" tools, like video clips, movies, comics etc.	
	a social media group, or a designated space on the internal website	
	report	<ul style="list-style-type: none"> • share interim results of the campaign
Colleagues	emails / mailing list	<ul style="list-style-type: none"> • establish support for the project • inform about events • give updates on achievements • collect and share ideas • provide general information about campaign • discuss ideas • motivate each other
	newsletter	
	meetings	
	posters	
	stickers, posters and other signs around the office	
	informal trainings	<ul style="list-style-type: none"> • remind about saving practices • help saving become regular practice
	events	<ul style="list-style-type: none"> • share knowledge and information • explain why campaign is happening and what can be achieved
	social media page or group	<ul style="list-style-type: none"> • increase involvement • connect with others and strengthen community
	report	<ul style="list-style-type: none"> • share ideas • have fun and enjoy saving • connect with others and strengthen community
People/customers visiting the office	posters	<ul style="list-style-type: none"> • evaluate • summarize progress and results
	posting on website or social media page of organization	
	stall, etc. at local community event	
People in the town, etc. – external communication	press release	<ul style="list-style-type: none"> • raise publicity and awareness • introduce the project • give updates on the results and achievements • introduce the participating organisations, the project partners and the project sponsors who have contributed to the programme • give ideas to other organisations • "exhibit" the exemplary role in energy efficiency of the local authority
	article in local media	
	interview with local media	
	presentation at local event	
	project homepage	

CHAPTER 7



KEEPING UP INTEREST AND MOTIVATION



22

The COMPETE4SECAP campaign and competition is luckily – lucky as we need a long time to achieve behaviour change that 'sticks' – quite long: it stretches over 12 months. Although this is great, it also poses challenges as we need to keep everyone interested and motivated, and have to ensure that people constantly challenge themselves towards more saving, and thus more sustainable energy use behaviour.

In **Chapters 5 and 6** we already provided some tips for motivating people to join the competition. Here we are focusing on how we can keep up this motivation, and

how we can ensure that we use a diverse set of tools to keep different people engaged.

To keep up interest and motivation, it is important to remember that different people are motivated by different things, so make sure to vary the content of your messages accordingly. The table below provides a brief summary, but as we suggested in **Chapter 5**, it is useful to spend some time thinking about what could motivate you and your colleagues at your Energy Team meetings.

WHY PARTICIPATE AND WHY WORRY ABOUT ENERGY SAVING?	FOR WHOM, FOR WHICH DEPARTMENT?
To have better environmental performance (as a result of reduced greenhouse gas emissions and fossil fuel use)	Management, Environmental
To save money (as a result of reduced energy consumption)	Financial
To increase productivity (as a result of more aware use of heating, lighting, etc. systems as well as equipment / better equipment purchased)	Management, Financial, Maintenance
To have a better public image (as a result of more environmental awareness)	Communication, PR, Mayor's Cabinet
To have a more comfortable and healthier workplace (as a result of better controlled heating, lighting, etc. and more aware use)	All employees
To perform the role of the public sector and lead by example (as a result of communicating environmental efforts)	Management, Communication
To do something for society, future generations (everyone is responsible for acting to mitigate climate change)	All employees
To learn something new, develop new skills, achieve personal development (during the campaign there will be a lot of opportunity for learning)	All employees
To work together with others and have some fun	All employees

In order to keep up interest and motivation, you need to

- **keep regular contact** with your Energy Team and colleagues;
- **provide feedback and updates** about how the campaign is progressing, what results the saving efforts made by people have, and how much progress is made towards the aims and objectives set at the beginning;
- **reinforce desirable behaviour** through various means, e.g. regular updates and feedback as well as rewarding saving behaviour;
- **provide background information, learning material and tips** throughout the campaign to allow for continuous development;
- **use diverse ways and channels to communicate** to cater for different preferences and personality types; and
- **make competition interesting and enjoyable** – make sure to have fun while saving energy!

Keeping regular contact

All through the campaign year, your colleagues will need to be reminded that your office is participating in the energy saving competition. There are different ways to do this:

- put up signs – like posters, stickers, etc. – all over the office;
- provide regular updates on the campaign;
- have regular meetings;
- have events to mark milestones in the campaign (e.g. the start, when an objective has been reached, etc.); and
- provide an opportunity for people to give ideas and feedback to you, even anonymously. Having a suggestion box is a good way to do this.



Your local partner will provide you with several tools to help you with keeping contact, for example flyers, stickers, etc. that you can put up all over the office. They will also provide templates for you to create your own signs, as you know your office and your colleagues best, so you will be able to create the best messages. It is best to regularly (e.g. every 2-3 months) to change the signs you put up so that your colleagues do not get used to them too much.

You know your office and your colleagues best! Use this knowledge to decide in your Energy Team how often, in what ways and using which messages it is best to communicate in the energy saving campaign.

Providing feedback and updates

Providing information on the progress of your campaign is essential for keeping up motivation as your colleagues need to know whether their saving efforts are producing results. There are several tools in COMPETE4SECAP that will help you with this, among others:

- the calculation tool that helps each office building to monitor its energy consumption. With the help of this tool you will be able to see how successful your efforts to save energy are.

However, you will need to remind people to use these tools, and your Energy Team should also use the data gained from the calculation tool to prepare brief reports to your colleagues. It is useful to send these reports to people regularly through email, put them in your internal magazine or post it on your website. It can also be motivating to print and post these reports on the message board in your office: by doing this you can easily show the progress you are making!

If you decide to have a suggestions box, remember to check its content regularly and provide feedback on it to people!

Posting progress reports on the wall around places where people have tea and coffee helps to encourage discussions about the energy saving competition. It has been found that charts on little or no progress made people discuss reasons for the situation and then motivated them to make more effort.

Reinforcing desirable behaviour

24

Changes in everyday and routine behaviour are not easy to make: this type of behaviour is often automatic, we often do not consciously think about switching things on and off, turning off taps, adjusting temperatures, etc. So, in COMPETE4SECAP everyone needs to make a conscious effort to consider and modify such behaviour. For this reason, it is important to reinforce desirable behaviour. You can do this by thanking people when you see them 'in action', putting up stickers and signs, noting it when writing the reports, and also by having various rewards. For example:

- you can decide to vote on people to be the 'energy saver of the month' based on criteria you draw up in your Energy Team;
- you can announce monthly saving challenges and reward everyone who completes them; or
- you can decide to have a competition for people to submit the most creative/unusual/useful saving tip for your office.



The COMPETE4SECAP national and international prizes are also important sources of motivation: don't forget to remind your colleagues of them several times during the campaign!

Remember that rewards do not have to be big, it is already very motivating to see yourself named as 'saver of the month' or as the person submitting the most creative saving tip. However, if you also want to give something to people, consider baking a cake or preparing something homemade for them.

Providing materials for continuous development

People need to know why you are asking them to save energy, how exactly they can save energy, as well as how they progress in their efforts to save. In the COMPETE4SECAP campaign we provide different materials to help you with this:

- saving tips on a different theme every two weeks – with tips for beginner as well as more experienced savers;
- training events where you and your colleagues can learn more about issues related to energy saving;
- a website with a lot of additional information; and
- templates to inspire you to design your own materials.

When you are preparing the action plan for your campaign, you could consider drawing up a thematic saving plan by assigning a different theme for each of your campaign months (e.g. lighting, heating, office equipment, kitchen, etc.). Then, apart from making a general effort to save, you could focus on learning more about a specific theme each month. The learning and quiz could be organized by a different person or team for each theme. At the end of the month, you could have a brief quiz to see who or which department managed to learn the most

As it is likely that some of your colleagues are more knowledgeable about energy saving and climate change than others, ask them to help design materials (e.g. leaflets, information posters, etc.) and activities (e.g. discussions, quizzes, competitions). It is a significant source of motivation for people to be engaged in the design phase as well as participate in the activities!

In **Chapter 11** you can find a number of useful resources (links, readings, films, etc.) to help you provide interesting learning and activity materials.

Using diverse ways to communicate

People are different and as a result they are motivated by different things and also prefer to receive information in different ways. So, remember to communicate using various channels (see table in Chapter 6) and also varied

motivating messages. The table below provides a brief overview of four different personality types and how to communicate with them¹⁰. You can probably find which type most resembles your personality, but will also find that you have traits from the other three as well. It is important to remember that we are all like this!

PERSONALITY TYPE A: SURVIVOR	PERSONALITY TYPE C: WINNER
<p>Survivors feel under pressure from many directions, but against the odds they manage to hold everything together. They hope that things will ease up at some point in the future. Time and money are precious in their life, and when they have some extra from either of which, they want to spend it on themselves. So, the last thing they need is another problem – such as climate change and energy saving – to deal with. Surely, someone else should sort them out? They get irritated when people suggest that they should, e.g., drive less for the environment.</p> <p>So, for Survivors it is important to emphasize that climate change will not turn their life upside down if they are prepared. Also, focus on actions that are straightforward and make life easier, more comfortable while also saving money. They also need to be assured that they are not on their own, others are doing their bit as well.</p>	<p>Winners enjoy living in the modern world and are excited about new technology. They look at life as a game which they intend to win, and look to famous people for their role models. They enjoy travel and shopping, and living for the moment.</p> <p>Winners believe that the challenge of climate change is exaggerated, and are not sympathetic to environmentalist whom they consider killjoys. They are not afraid to change, especially for the good life, but are suspicious of everyone who tells them to give things up, especially when no one else seems to be doing it.</p> <p>For Winners, it is important to point out that climate change threatens their success and, if nothing is done, their good life. But, as they like being modern and trendy, place emphasis on the fact that high-carbon lifestyles will go out of fashion. However, there are smart and energy efficient solutions and products available that they can buy. And if they embrace the challenge posed by climate change, achieving a good life is possible.</p>
PERSONALITY TYPE B: TRADITIONALIST	PERSONALITY TYPE D: STRIVER
<p>Traditionalists like things the way they are. They love traditions, history and their town/country. They are proud of what they have achieved and also of the fact that they have always managed to live within their means. They admire people who managed to achieve something while playing by the rules.</p> <p>Traditionalists notice that the climate is changing, but find it hard to believe that human behaviour can cause this. When asked to change or give up things to mitigate climate change and save energy, they are automatically concerned and want to defend what they already have. They are suspicious that climate change is just used as an excuse to get people to do more and accept fewer rewards.</p> <p>So, with Traditionalists it is important to point out that climate change and energy saving is their issue as it will affect all aspects of their life. Also, emphasize that a number of things they already do are important and other should follow, such as preferring to travel locally as well as strengthening the local community, being careful with money (and energy) and focusing on saving, etc.</p>	<p>Their motto is that "I want to be better and I want the world to be a better place." Principles are very important to them. They are not very concerned with money or possessions and choose a job and lifestyle that best matches their ethical values. For many Strivers finding a spiritual dimension to their life is important.</p> <p>They are keenly aware of problems in the world and sometimes feel pessimistic about the future. They like living simply, but also enjoy change if it brings an enriching experience. They also like travelling and diversity, and see themselves as global citizens.</p> <p>Strivers are the most likely to accept that climate change is happening and things need to be done to mitigate its impacts and adapt to the change. They also believe that they have a moral responsibility to do something and lead the way.</p> <p>For Strivers, emphasize that climate change has an impact on all issues they care about. Also, potential solutions contribute to solving other issues as well (e.g. insulating homes creates jobs and reduces energy poverty as well), and a low-carbon life can be a more fulfilled life.</p>

10 Source and further reading: Marshall, G. (2007) Carbon detox: Your step-by-step guide to getting real about climate change. Octopus Publishing Group Ltd. UK.

Making COMPETE4SECAP energy saving competition interesting and enjoyable

26

We are most motivated to work towards things that we find interesting and enjoyable. So, throughout the campaign it is important to be creative in order to attract people to the energy saving competition as well as help everyone enjoy saving energy. You do not need to think of complicated things, here is a list to provide some ideas you can start with:

- make sure to have some nice food (e.g. homemade cookies) and drinks at your meetings;
- watch and discuss interesting films about environmental issues, climate change and energy saving (see **Chapter 11** for ideas);
- invite interesting people to talk about climate change and energy saving;
- organize fun activities and challenges related to the campaign:
 - cycle to work events,
 - give a lift to your colleagues,
 - shared breakfast/lunch with the Energy Team and its supporters,
 - green your office environment by planting flowers, etc. together or organize seed/plant exchange with your colleagues,
 - plan a green and energy efficient office Christmas party,
 - participate with a stall at a local community event and prepare a quiz for people on saving energy, etc.

To have some extra fun, consider having a 'twin' Energy Team and/or office in another country participating in COMPETE4SECAP. You can exchange ideas, experience, share stories, and maybe even have virtual meetings. You can ask your local partner to help you with this.

Last but not least: groups are important

Do not forget to use your group and work as a team! It is a lot harder to initiate and implement change on your own, so work closely with your Energy Team. Consider having some kind of an identifier for your team, for example a badge that you can wear at work, a sign to put on your desk or door, etc.

Why are groups important? Research and the analysis of behaviour change programmes tell us that:

1. to change behaviour, we first need to critically analyze our current behaviour and existing social conventions, and this is much easier and more rewarding to do in groups. For example, we need to think about what we mean by a 'comfortable office' (e.g. does it mean having 26 or 23°C?), what a formal letter should look like (e.g. can we print it on recycled paper? can we use both sides of the paper?), how it is acceptable to travel to work, what kind of water we drink (e.g. is tap water acceptable?), etc. In order to change behaviour, we (1) first need to identify our current practices, (2) discuss whether they are energy efficient or not, and (3) establish energy efficient practices. Thus, it is possible to modify our conventions, but for that, the agreement of the group will be needed.
2. people often feel that climate change is an enormous challenge in comparison to which individual action like turning down the temperature or cycling to work may feel small and pointless. This is why we need to see that we are not on our own with our efforts and others are doing their bit as well.
3. individuals often feel helpless when faced with a global problem like climate change. They are unsure what to do, in addition to which they are locked into existing practices and routines (e.g. printing only on one side of the paper). However, in groups they can discuss new ways of doing this, share experience as well as think of group solutions for establishing more energy efficient solutions (e.g. setting up a new office practice for programming the printer to allow for single or double sided printing, and educating employees on how to use it).

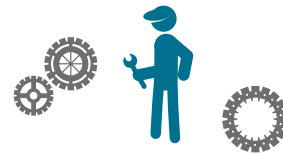


So, for a really successful energy efficiency campaign, it is best to work with groups and use a lot of group-based activities, not only with your Energy Team but also with your colleagues. In **Chapter 11** you can find some additional ideas on group development and group-based methods.

CHAPTER 8



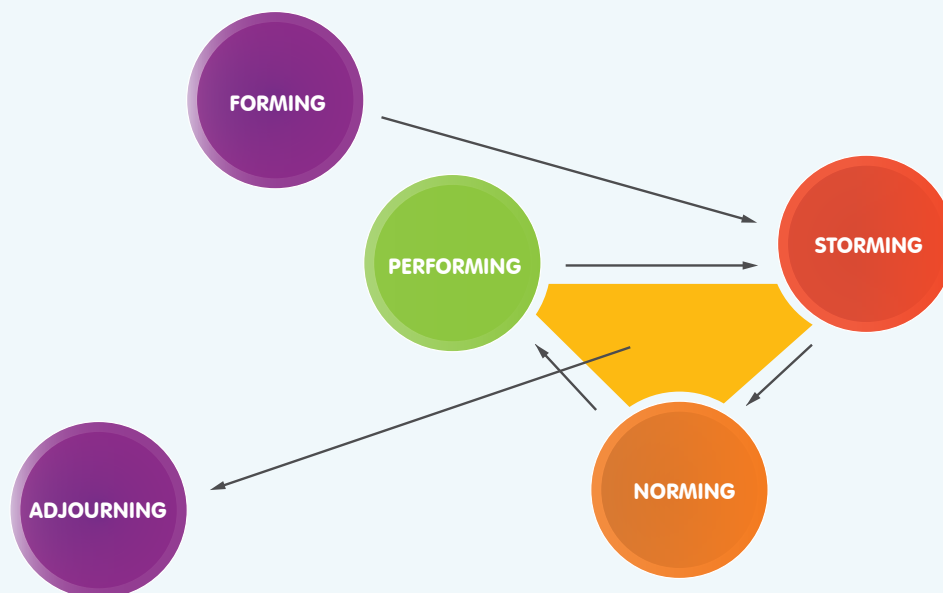
MANAGING GROUPS



27

It is important to remember that groups do not usually perform well when they first come together – and this will also be true for your Energy Team, and the larger working group that you may establish around the Energy Team. The ideas and tips below will help your Energy Team become a well-functioning group.

The dynamics and working culture of groups need to be developed and worked on so that a collection of individuals can become a well-performing team. In this process, groups go through specific stages of development that are called FORMING, STORMING, NORMING, PERFORMING and ADJOURNING¹¹, each of them characterized by different behaviour by group members.



Stages of group development

Source: <http://garthholloway.com/2014/01/12/saving-the-team/>

FORMING: In this stage, group members are typically on their best behaviour, excited about finding out more about the group, its aims and objectives, and getting to know one another. Members are concerned about organizing the group and establishing its routines, e.g. when and how often to meet.

Thus, this is not a productive stage yet in terms of achieving group aims and objectives – it is important to remember this and not get discouraged about it as well as to spend a sufficient amount of time on creating a friendly and positive group atmosphere.

¹¹ The group development process used in this publication was first described by psychologist Bruce Tuckman. His original articles are available at <http://www.freewebs.com/group-management/BruceTuckman%281%29.pdf> and http://web.mit.edu/curhan/www/docs/Articles/15341_Readings/Group_Dynamics/Tuckman_1965_Developmental_sequence_in_small_groups.pdf

Useful activities for supporting this stage (see **Chapter 5** for more ideas):

- Get to know everyone in the group: share information about work and study background, hobbies and skills. One way of doing this is dividing the group into pairs of people who do not yet know one another well, but can tell each other about themselves. Then pairs introduce each other to the whole group.
- Discuss aims and objectives for the group;
- Clarify and share everyone's expectations about the campaign, and discuss whether they are relevant or need to be modified;
- Discuss and establish the working rules for the group: e.g. how often you will meet, how you will communicate, how you will share tasks and responsibilities, etc.

To facilitate creating a friendly group atmosphere and that everyone gets to know each other, you can do the following:

- make sure to sit in a way that everyone can see everyone else at meetings, e.g. arrange the chairs in a circle or around a table;
- people tend to sit at the same place when meeting the same group, which may result in less flexible structures and relationships. To avoid this, vary the seating arrangements, e.g. put name cards on chairs prior to meetings and ask everyone to sit where their name is.

STORMING: This stage occurs once enough trust has been established and group members have got to know one another well enough to start challenging both the group and one another. Thus, it is very important to be patient and tolerant, and place emphasis on these values in the group. At this stage, group members still act more like individuals than members of the group.

Activities that can help your group through this stage:

- study the group developmental process together, or invite an experienced group facilitator to explain it to you: it can help all of you understand and appreciate what you are going through and see that the future will be better;

- make sure to discuss differences in opinion and approach, spending time to really understand each other's point of view;
- as an exercise, pick a particular task (e.g. sharing saving tips with all your colleagues) and discuss your different ways of approaching this task, the benefits and drawbacks of doing it in your different ways. This can help you understand each other's ways of working as well as provide a useful way of learning.

NORMING: This is where the group manages to resolve its goals and focus on them. An activity and action plan accepted by all members is created, and tasks and responsibilities are shared. In order for the group to be successful, some members give up their individual ideas, and differences of opinion are not always voiced to avoid conflicts. All group members take responsibility for achieving group goals.

At this stage, it may be useful to do a team building activity together such as going on a walking trip, cook something together or have a potluck dinner party, take part in a challenge together, plant trees and flowers around your building or for a non-profit organization, etc.



PERFORMING: This is the stage when members of the group work hard together to reach their aims and objectives. The structures, rules and other processes set up earlier support this well. If there is a disagreement, the group can deal with it constructively.

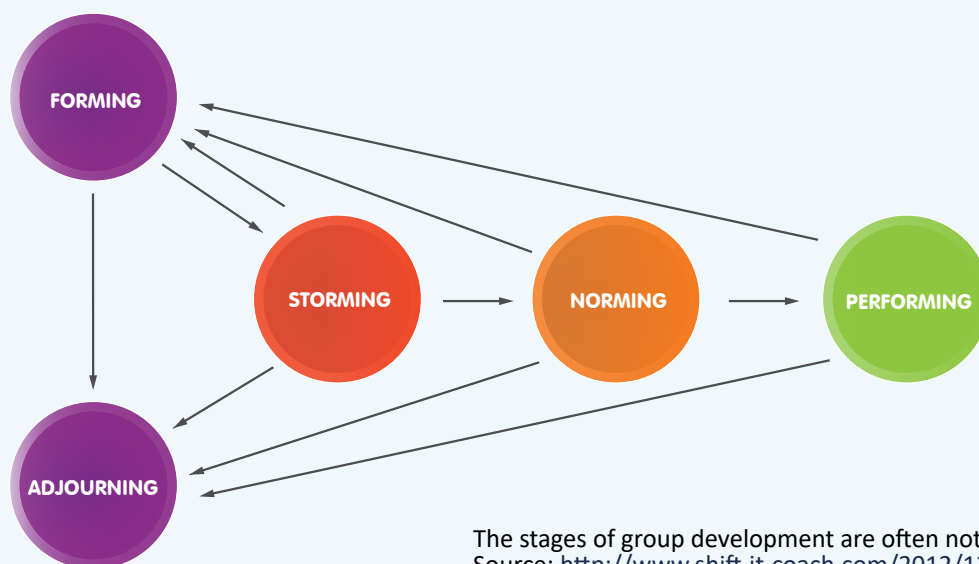
During this stage it is still important to maintain the group, make sure that everyone feels involved and included as well as have some fun. Thus, regular meetings are important. For further ideas for motivation and having fun, see **Chapter 7**.

As the competition is long, it may happen that new members join your group, i.e. the Energy Team. In this case, make sure to go back to some of the activities we suggested for the Forming stage. It is important that new members get to know you and that everyone in the group learns about them as well! Also, it is important that new members are familiarized with the aims, objectives as well as working structures of the group.

ADJOURNING: This is the stage when the life of the group comes to an end because its goals have been achieved, i.e. in the case of the energy saving competition the campaign has finished! It is important to mark this occasion, evaluate the life and work of the group, and celebrate its many achievements.

As it is possible that members of the group will work together again – or maybe even keep the group with redefined aims and objectives to ensure the sustainability of the energy saving campaign and develop energy saving and greening the office further, it is important to end the competition year with a positive feeling. In addition, make sure to carry out some kind of an evaluation exercise, if possible with the involvement of your top management/municipality leadership to review what has worked well, what has not worked so well and could be improved, how you could continue saving and becoming more sustainable, etc.

Finally, it is important to keep in mind that the group development process is often not as linear as it was described here. As suggested already by the figure above, groups often return to some of the stages. For example, when faced with a new task or a specific difficulty during the COMPETE4SECAP competition, or if somebody has to leave your group or joins it, you may find that you return to the storming or norming stages. This is natural, but it is useful to be aware of it, and use some of the activities that were suggested above.



The stages of group development are often not linear
Source: <http://www.shift-it-coach.com/2012/12/the-joys-and-challenges-of-group-dynamics/>

Useful further learning and tips:

- http://www.mindtools.com/pages/article/newLDR_86.htm
- <http://www.shift-it-coach.com/2012/12/the-joys-and-challenges-of-group-dynamics/>

CHAPTER 9




BEST PRACTICE EXAMPLES FROM OTHER ENERGY SAVING CAMPAIGNS IN OFFICE BUILDINGS

30

We took a look around and collected the most successful European or Europe-based energy saving projects that concentrated on offices in the past few years. We can all learn a lot from the great saving ideas used in these campaigns and also from the results that prove how effective these initiatives can be.

NAME OF PROJECT/PROGRAMME/CAMPAIGN:	<div>SAVE@WORK</div> <div>  </div>
When and where was it organized?	The save@work project was organised in 9 EU countries between 2015 and 2017.
Brief summary:	<p>The aim of the project was to influence and help the behavioural change of employees of public buildings and municipalities to become more climate conscious. 9 countries with 180 public buildings participated in the 3-year-long project reaching about 17,000 employees. The one-year-long energy saving competition - running from March 2016 to February 2017 - helped the participating buildings to reduce their energy use in a fun way. Our international partners were from Austria, Belgium, France, Germany, Italy, Latvia, Sweden and the UK.</p>
Energy saving example from project:	<p>Greatest Energy Savings in Belgium - Gemeentehuis Zemst -25%.</p> <p>Big ideas: Make sure everyone sees the message! Producing a home video which can be circulated around the office can really raise the profile of the campaign or perhaps have your message ready with top tips load automatically when employees first turn on their computers. You can watch their video on http://tinyurl.com/saveatworkdiest</p> <p>We all appreciate being acknowledged for doing something worthwhile, the distribution of chocolate rewards for computers turned off at the end of the day was very popular. The circulation of a trophy during the campaign period, given to individuals who had done something of note, was also much appreciated.</p> <p>Organise a picnic or event half way through the project as a thank you to everyone who has taken part and as a little nudge to carry on with their energy saving efforts during the second half of the campaign period.</p> <p>Holding competitions between groups of employees is always a winner.</p> <p>Greatest Energy Savings in Latvia – Smiltene City Council, 19.5%.</p> <p>Big ideas: Based on the experience from save@work Smiltene City Council is planning to open energy saving competition for schools in their region. Following participation in the project the energy team of Tukums City Council managed to convince the senior management of their municipality to ring-fence a chunk of the budget for energy-efficiency measures in the future.</p> <p>As far as possible, try to involve a member of staff from every department to ensure communication across the organisation and meet as regularly as possible.</p> <p>Talk – don't rely on emails to get your message across!</p> <p>The energy teams organised and encouraged staff to take part in other 'environmental' activities such as green mobility day. .</p>

NAME OF PROJECT/PROGRAMME/CAMPAIGN:	SAVE@WORK 
Useful resources or tools from the project:	Green Clicks tool: https://tool.saveatwork.eu/
Further information:	https://saveatwork.eu/

NAME OF PROJECT/PROGRAMME/CAMPAIGN:	EUROPEAN GREEN OFFICE 
When was it organized?	The three-year project was launched on the first of January, 2011.
Where was it organized?	There were seven project partners from six countries, including Hungary, Belgium, Bulgaria, Estonia, Romania and Slovenia.
Brief summary:	<p>The project – which was coordinated by KÖVET Association for Sustainable Economies in Hungary – focused on Green Offices Standards, Office Footprint Calculator and to build a European wide Green Office Network.</p> <p>The main goal of the project was to</p> <ul style="list-style-type: none"> develop a standardized Green office guidelines and office ecological footprint calculator in the EU; contribute to environmental and human friendly way of transformation of offices; and enhance the skills and knowledge of employees. <p>Main outputs of the project:</p> <ul style="list-style-type: none"> Training package for KÖVET green office professionals. Printed materials and toolkit to company trainings. European version of the Office Ecological Footprint Calculator. European Green Office Standards. EU Green Office competition.
Energy saving example from project:	A creative solution from AS Starman, Estonia: Starman has installed (in spring 2013) a cooling system for office and server rooms. They use the excess heat from the cooling system to heat the building's hot water and heating system. The cooling system generates 98% of the heating needs.
Useful resources or tools from the project:	<p>Green Office Handbook http://eugreenoffice.eu/handbook</p> <p>Virtual Learning System http://eugreenoffice.eu/virtual_office</p> <p>Green Office Checklist http://eugreenoffice.eu/checklist</p> <p>Office Ecological Footprint Calculator http://eugreenoffice.eu/eco_footprint_calculator</p> <p>Good practices from Green Offices http://www.eugreenoffice.eu/good_practices_from_green_offices</p>
Further information:	http://www.eugreenoffice.eu/

NAME OF PROJECT/PROGRAMME/CAMPAIGN:	WWF GREEN OFFICE 
When was it organized?	The scheme has been in operation since 2003, preceded by a pilot phase (1999-2002).
Where was it organized?	Green Office network in Finland is comprised of 168 organisations and 447 offices. In addition to Finland there are Green Offices in 12 other countries around the world (June 2015).
Brief summary:	<p>Green Office is a programme operated by WWF Finland. The aim of the programme is to offer offices a simplified environmental management and certification system, with a special focus on greenhouse gas emissions. The ultimate goal is to combat climate change through energy efficiency and renewables, reduce natural resource use, and promote sustainable lifestyles through enhanced employee awareness.</p> <p>Green Office is an environmental service that is subject to a fee paid by the target group who participates voluntarily in the programme. The fees are used to support WWF's conservation work.</p>
Energy saving example from project:	<p>To reduce energy usage, the central air-conditioning system was optimised, which reduced idle time cooling. Halogen lamps were replaced with energy saving bulbs, and an awareness campaign focused on reminders to switch off lights when leaving a room. Through these Green Office measures, the Head Office consumed 24% less energy in 2012 compared to 2011.</p> <p>http://www.en.bestpractices.wwf.fi/en/energy-saving-reminders-unilever-pakistan</p> <p>The Green Office team engaged in a lot of co-operation with IT services, and they also invited a representative from the IT services to join the team. Particular attention was paid to the energy saving settings of computers. When updating the computer system, the new centralized workstation power saving and monitoring tool was introduced. The staff were given specific instructions by mail to turn off the computers and monitors. Signs were placed above the switches to guide staff and students to turn off the lights.</p> <p>http://www.en.bestpractices.wwf.fi/en/electricity-consumption-mitigation-metropolia-university-applied-sciences</p>
Useful resources or tools from the project:	<p>Climate Calculator http://www.climatecalculator.net/en</p> <p>WWF's Consumer Habit Questionnaire http://goquestionnaire.wwf.fi/survey/index.php?sid=34985&lang=en</p> <p>Best Green Office Practices http://www.en.bestpractices.wwf.fi/en</p>
Further information:	<p>http://wwf.fi/en/green-office/</p> <p>http://www.energychange.info/casestudies/162-case-study-4-green-office-programme</p>

NAME OF PROJECT/PROGRAMME/CAMPAIGN:	
When was it organized?	
Where was it organized?	
Brief summary:	
Energy saving example from project:	
Interesting tip from the project:	
Useful resources or tools from the project:	
Further information:	



CHAPTER 10

AFTER COMPETE4SECAP



34

What happens after the competition?

Though the public servants of the different participating buildings will have worked really hard during the competition – which we thank everyone very much in advance – energy efficiency and energy saving should not stop in January 2020. There are numerous areas we can continue and even improve so in this chapter some ideas are listed the Energy Teams and the buildings can perform after the campaign.

First of all, an evaluation of what happened during the one year of the competition is beneficial to determine the success and failure factors of the campaign in your building. Luckily, this is the second part of the energy saving competition ('Best campaign conducted') in some participating countries to which a template will be provided, so this can be done relatively easily if relevant.

Based on the results of the above evaluation further action plans can be prepared to continue the energy efficiency campaign in your workplace. These plans may be the key to the sustainability of your campaign.

Below 'extracurricular' ideas and initiatives are listed which can be pursued in each building – if not already done yet – and the list is just an indication of where and what we all can do:

- **Investment in energy saving:** Now that the campaign has finished we are allowed to implement larger scale energy efficiency investments such as insulating the walls, replacing the windows or installing better heating and lighting systems. Naturally, investments into renewable energy sources (PV, solar panels, geothermal, etc) are permitted during the competition too and encouraged if the municipality can afford it. In case of interest an independent Energy Service Provider Company (ESCO) or an EPC facilitator should also be consulted before the investment if no energy expert is employed by the municipality.
- **Energy saving at home:** A campaign or different actions can be initiated in which the public employees are encouraged to continue at home in their households what they already did during the COMPETE4SECAP campaign. There are various national and international tools and campaigns to assist you in this field (calculators for online energy use, carbon or ecological footprint calculators, etc.)
- **Moving to other areas of sustainability:** Those buildings and municipalities advanced in battling energy overconsumption are also encouraged to take on other challenges in supporting other areas of sustainability, such as:
 - green procurement (see below in more detail);
 - consuming only as much resources as we really need (saving resources for the future generations and not only for saving money for ourselves);
 - social aspects – helping social justice by buying fair trade and/or socially responsible products and services – NOT only in public procurement but for small quantities as well (<http://ec.europa.eu/social/main.sp?langId=en&catId=89&newsId=978&furtherNews>).
- **Green procurement:** In certain cases it is already regulated by European and national law, but still there are areas we can extend and apply the environmental, sustainability and fair trade principles in our procurement practices. For further information you can read here <http://gpp-proca.eu>, http://ec.europa.eu/environment/gpp/index_en.htm.
- etc.

What happens to our energy savings?

Changing our energy use behaviour is one of the most difficult tasks. It is much easier to insulate the walls, replace the boiler or the windows as these lead to instant energy savings – naturally, we must do them too –, but unless we also work on our habits and attitude these savings can easily vanish. Actually, if possible, both – the technical development and the behaviour change – should proceed hand in hand.

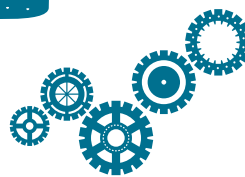
Let us avoid the ‘rebound effect’! The so-called rebound effect occurs when some of your savings from energy efficiency are cancelled out by changes in your behaviour. On an individual level it can be **direct** (turning up the heating in a newly insulated building) or **indirect** (spending the money saved on bills on a flight to somewhere you had not planned to go beforehand)¹². So you really ought to pay attention to this issue – not to nil your savings due to the rebound effect – when preparing your future action plans.



12 <http://www.theguardian.com/environment/blog/2011/feb/22/rebound-effect-climate-change> (14-08-2015)

CHAPTER 11

RESOURCES



RESOURCES USED FOR PREPARING THE HANDBOOK

Antal, O., Vadovics E. (2005) Zöld iroda kézikönyv. [Green Office Handbook]. KÖVET-INEM Hungária, HU

European Environment Agency (EEA) (2013) Achieving energy efficiency through behaviour change: what does it take? Copenhagen, Denmark. 52 p. Available from: <http://www.eea.europa.eu/publications/achieving-energy-efficiency-through-behaviour>

Heiskanen, E., Johnson, M., Robinson, S., Vadovics, E., Saastamoinen, M. (2010) Low-carbon communities as a context for individual behavioural change. Energy Policy 38: 7586-7595. (A version of this paper is available from: <http://unipub.lib.uni-corvinus.hu/222/1/suscon2009proceedings.pdf>, pp. 116-134.)

Hopkins, R. (2008) The Transition Handbook, From oil dependency to local resilience. Green Books Ltd.

IPCC (2007) Climate Change 2007: Synthesis Report. Available from: http://www.ipcc.ch/publications_and_data/publications_and_data_reports.shtml

Jackson, T. (2005). Motivating sustainable consumption- A review of models of consumer behaviour and behavioural change. A Report to the Sustainable Development Research Network. London, UK. Available from: http://www.sustainablelifestyles.ac.uk/sites/default/files/motivating_sc_final.pdf

Marshall, G. (2007) Carbon detox: Your step-by-step guide to getting real about climate change. Octopus Publishing Group Ltd. UK.

Moloney, S. Horne, R E. and Fien J. (2010) Transitioning to Low Carbon Communities – From Behaviour Change to Systemic Change: Lessons from Australia, Energy Policy 38: 7614-7623. Available from: <https://researchbank.rmit.edu.au/view/rmit:5869/n2006016057.pdf>

Putt del Pino, S., Bhatia, P. (2002) Working 9 to5 on Climate Change: An Office Guide, World Resources Institute. Available from: http://www.wri.org/sites/default/files/pdf/wri_co2guide.pdf

The Carbon Trust (2013) Creating an Awareness Campaign. The Carbon Trust, UK. Available from: https://www.carbontrust.com/media/13089/ctg056_creating_an_awareness_campaign.pdf

Vadovics, E., Antal, O. (2011) Klímabarát háztartásoktól a klímabarát közösségekig – útmutató szervezőknek. [From Low-Carbon Households to Low-Carbon Communities – a Guide for Organizers] GreenDependent Sustainable Solutions Association, HU. Available from: http://kislabsnyom.hu/sites/default/files/letolt/koordinator_utmutatoii_web.pdf

Websites

Doing practical things to combat climate change: <http://www.celsias.com>

Group dynamics, stages of group development:

http://www.mindtools.com/pages/article/newLDR_86.htm

<http://www.shift-it-coach.com/2012/12/the-joys-and-challenges-of-group-dynamics/>

The save@work website: <https://saveatwork.eu>

FURTHER RESOURCES

Green management of municipalities

Covenant of Mayors: http://www.covenantofmayors.eu/index_en.html

Energy Cities: <http://www.energy-cities.eu/>

ICLEI, Local Governments for Sustainability: <http://www.iclei.org/>

Resilient Cities series, Annual Global Forum on Urban Resilience & Adaptation: <http://resilient-cities.iclei.org/>

100 Resilient Cities: <http://www.100resilientcities.org/>

Tips and advice for green and energy efficiency office programmes

Energy saving tips for public buildings of the save@work project: <https://www.sporolunk.org/letoltheto-anyagok> (bottom of page)

10 tips for an energy efficient workplace: <http://www.eonenergy.com/for-your-business/small-to-medium-energy-users/saving-energy/business-energy-saving-guide>

Choosing the right instruments to influence behaviour:

https://ec.europa.eu/energy/intelligent/projects/sites/iee-projects/files/projects/documents/energy_trophy_promoting_energy_saving_behaviour_en.pdf

City of Portland Office of Sustainable Development, Green Office Guide: http://www.oregon.gov/ENERGY/cons/bus/docs/green_office_guide.pdf

Green Office Handbook: <http://eugreenoffice.eu/handbook>

MacKay, J.C.D. (2009) Sustainable Energy – Without the Hot Air. Available from: <http://withouthotair.com/>

Night Walks to identify wasteful practices: <http://www.night-hawks.eu/night-walks/>

Organizing green and climate-friendly events: http://www.klimaklub.greendependent.org/letoltheto/eng/climate_friendly_events.pdf

Putt del Pino, S., Bhatia, P. (2002) Working 9 to5 on Climate Change:

An Office Guide, World Resources Institute. Available from: http://www.wri.org/sites/default/files/pdf/wri_co2guide.pdf

Save Energy. Save @ Municipalities: <http://www.nhsaves.com/save-municipalities/>

Tools for baseline assessment and evaluation, and the management of programmes

Eco-mapping tool: <http://www.ecotoolkit.eu/ecomapping.php>

Checklists for offices available in different languages: <http://www.eugreenoffice.eu/checklist>

DEEP (Dissemination of Energy Efficiency Measures in the Public Buildings Sector) project, self-assessment and procurement tools: <http://deep.iclei-europe.org/index.php?id=75>

EMAS Easy – Environmental Management Systems for Small and Medium Enterprises: <http://www.emas-easy.eu/>

Virtual Learning System: http://eugreenoffice.eu/virtual_office

WWF's Best Green Office Practices: <http://www.en.bestpractices.wwf.fi/en>

WWF's Consumer Habit Questionnaire: <http://goquestionnaire.wwf.fi/survey/index.php?sid=34985&lang=en>

Group development methods, methods for working with groups

Open Space: <http://openspaceworld.org/wp2/>, http://www.openspaceworld.com/users_guide.htm

World Café: <http://www.theworldcafe.com/>

Fishbowl technique: https://en.wikipedia.org/wiki/Fishbowl_%28conversation%29 and <http://transitionculture.org/2008/04/04/12-tools-for-transition-no12-how-to-run-a-fishbowl-discussion/>

Transition town network tools: <https://www.transitionnetwork.org/support/12-ingredients>

Calculators

Carbonfund.org's Business Calculator: <https://www.carbonfund.org/business-calculator>

CoolClimate Network's Business Calculator: <http://coolclimate.berkeley.edu/business-calculator>

Eco-footprint calculator for offices: http://www.eugreenoffice.eu/eco_footprint_calculator

Ecopassenger, the calculator that compares different transport modes: <http://www.ecopassenger.org/>

The Office Footprint Calculator: <http://www.thegreenoffice.com/carboncalculator/calculator/>

WWF Climate Calculator: <http://www.climatecalculator.net/en>

Environmental labels

Ecolabel Index: <http://www.ecolabelindex.com/ecolabels/>

EU Ecolabel: <http://ec.europa.eu/environment/ecolabel/>

EU Energy Label: <http://www.newenergylabel.com/index.php/start/>

EU organic products label: http://ec.europa.eu/agriculture/organic/index_en.htm

Fairtrade: <http://www.fairtrade.net/>

Short movies

EnergyNeighbourhoods movies: http://www.energyneighbourhoods.eu/en_uk/film-competition

Blue Man Group on climate change: https://www.youtube.com/watch?v=eKBI_N3g6ro

Polar bear talking about responsibility for climate change: <https://www.youtube.com/watch?v=EDIP71Lviys>

Planned obsolescence: <https://www.youtube.com/watch?v=vfbfF3oxf-E>

Tainted tin: the deadly cost of smart phones: http://www.youtube.com/watch?v=sWepnneC4FY&feature=player_embedded

The Story of Stuff Project videos: <https://www.youtube.com/user/storyofstuffproject>

The Story of Stuff Project is changing the way we make, use, and throw away stuff so that we have a happier and healthier planet.

There's No Tomorrow: <https://www.youtube.com/watch?v=VOMWzjrRiBg&feature=youtu.be>

Top 5 tips for saving energy in your office: https://www.youtube.com/watch?v=jVYw7_cg378

Vampire energy (GOOD Magazine) <https://www.youtube.com/watch?v=zgZfry82LC4>

Long movies

Tomorrow by Melanie Laurent and Cyril Dion, 115 minutes (2017): <https://www.tomorrow-documentary.com>

The Age of Stupid by Franny Armstrong, 92 minutes (2009): <https://www.youtube.com/watch?v=ScTvxtNSY4>

An Inconvenient Truth by Davis Guggenheim, 100 minutes (2006)

In Transition 2.0: a story of resilience and hope in extraordinary times, 50 minutes (2012): <https://www.youtube.com/watch?v=FFQFBmq7X84>

Home by Yann Arthus-Bertrand, 93 minutes (2009): <https://www.youtube.com/watch?v=jqxENMKaeCU>

The End of Suburbia by Gregory Greene, 52 minutes (2004): <https://www.youtube.com/watch?v=Q3uvzcY2Xug>

The ten best movies supporting change, as chosen by Transition initiatives: <http://transitionculture.org/2012/12/05/the-top-ten-films-as-chosen-by-transition-initiatives/>

Disruption, by Kelly Nyks & Jared P. Scott, 52 minutes (2014): <https://www.youtube.com/watch?v=ktgEzXZDtmc&index=2&list=PL3Q1TdGq2gabsZ9eYHB9PZsWgzGvozOz>

Songs

Climate songs: <http://www.climatesongs.com/>

Top 8 songs about climate change: <http://music.tutsplus.com/articles/top-8-songs-about-climate-change--audio-2734>

ANNEX

This is a sample questionnaire for your colleagues at the beginning of the campaign to gauge the level of their awareness and knowledge.

38

Please answer the following questions by rating the extent to which the statement is true.

1 = Not at all; 5 = To a great extent

1. **Our office is doing its best to save energy with our lighting choices.**
☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
2. **We are using a lot of natural light.**
☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
3. **We try to save as much energy as possible with our heating and cooling practices.**
☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
4. **We pay attention to our hot water usage and try to reduce our consumption.**
☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
5. **We are very serious about the energy consumption of our computers and other electric office equipment and do our best to minimize electricity use and stand-by consumption.**
☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
6. **We have strict rules for printing and copying in order to avoid unnecessary usage and further increase our energy savings.**
☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
7. **The office kitchen is also a great place to practice our energy awareness - we try to ensure that the equipment is used efficiently**
☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
8. **We also use renewable energy in our offices**
☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
9. **In our practice of organizing and catering events we put a high emphasis on the green and energy saving aspects of the event**
☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
10. **The energy awareness of our management is outstanding**
☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
11. **The energy awareness of our staff is outstanding**
☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
12. **Overall, our working environment is green and energy efficient**
☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
13. **In my opinion we could save the most energy with (please explain where and how the office could save the most by changing behaviour):**
☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

.....

.....

.....

PARTNERS

**Ekodoma**

<http://www.ekodoma.lv/>

Latvia

Coordinator

**B.&S.U. Beratungs- und Service-Gesellschaft Umwelt mbH**

<http://www.bsu-berlin.de>

Germany

**Cyprus Energy Agency (CEA)**

<http://www.cea.org.cy>

Cyprus

**DOOR (Society For Sustainable Development Design)**

<http://door.hr/>

Croatia

**EuroVértice**

<http://www.eurovertice.eu/>

Spain

**GreenDependent Institute**

<http://greendependent.org/>

Hungary

**MT Partenaires Ingénierie**

<http://www.mt-partenaires.fr>

France

**SOGESCA**

<http://www.sogesca.it>

Italy

**ICLEI – Local Governments for Sustainability**

<https://iclei.org/>

**Wuppertal Institut**

<https://wupperinst.org>

Germany

