



The ENERGY MANAGEMENT MATRIX

One tool ERM has long used in working with clients is the energy management matrix developed for BRECSU, an office of the UK's Building Research Establishment. It is time I shared this tool with you as well.

This tool is by no means new. It was first developed in 1984 as an outcome of a report published the year before by the UK's Department of Energy. Just as we still do today, that report emphasised the importance of an organisation's management approach to energy matters.

The beauties of this tool are manifold. Firstly, because it has nothing to do with technology, it allows organisations to compare themselves against others without any of the common excuses that are used to devalue many numerically based tools. Secondly, it provides a means of comparing progress, period by period, again without being diverted by discussions of the validity of the chosen measurement method. Thirdly, more than any other tool we use, this matrix has been successful in engaging management in the discussion of energy management. More successful, surprisingly, than some of the sophisticated financial modelling tools,

The fourth beauty of this matrix is that it is simple to use. So although at ERM we run a series of six one-hour sessions to work through this matrix in depth, by spending just five or ten minutes you can easily come up with an energy management profile for your own organisation. Why not do it now?. Take one column at a time, reading each box and deciding where your business or institution currently stands. Put a dot in each column, then connect up the dots. If you want to have a finer scale than 0 to 4, you could put your dot higher or lower in a particular box.

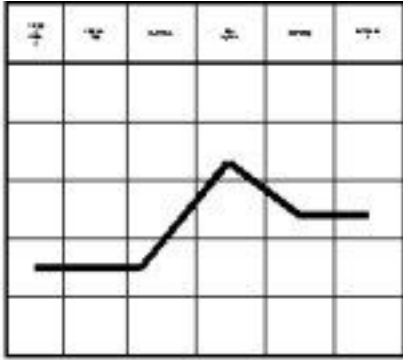
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2/F, Kam Chung Commercial Bldg., 19-21 Hennessy Road, Wanchai, Hong Kong

Tel: (852) 2528 2285 Fax: (852) 2834 2983 info@energy-rm.com.hk

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Don't be surprised if your line reveals an organisation whose energy management practice is not well balanced: some aspects done well, others done poorly. But do let the line indicate to you which areas need more work (or, more positively, provide you with the greatest scope for improvement).

One enlightening approach is to then have relevant individuals at other levels on your organisation's hierarchy complete the matrix, and to compare your results. This step alone has proven time and time again

to be a real eye-opener. It is not at all necessary that you agree (a superior might easily get their subordinate to agree that the former's line represents the true state of affairs) but it is immensely valuable when various levels of management understand the perspective of others.

As I mentioned at the beginning, this tool is not new. Other industries have been treating energy management as a management issue rather than a technical issue for 20 years or more. But it is never too late to start.

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L e v e l	Energy Policy	Organising	Motivation	Info. System	Marketing	Investment
4	Energy policy, action plan and regular review have commitment of top management as part of an environmental strategy	Energy management fully integrated into management structure. Clear delegation of responsibility for energy consumption	Formal and informal channels of communication regularly exploited by energy manager and energy staff at all levels	Comprehensive system sets targets, monitors consumption, identifies faults, quantifies savings and provides budget tracking	Marketing the value of energy efficiency and the performance of energy management both within the organisation and outside it	Positive discrimination in favour of 'green' schemes with detailed investment appraisal of all new build and refurbishment opportunities
3	Formal energy policy, but no active commitment from top management	Energy manager accountable to energy committee representing all users, chaired by a member of the managing board	Energy committee used as a main channel together with direct contact with major users	M&T reports for individual premises based on sub-metering, but savings not reported effectively to users	Programme of staff awareness and regular publicity campaigns	Same payback criteria employed as for all other investment
2	Unadopted energy policy set by energy manager or senior departmental manager	Energy manager in post, reporting to ad-hoc committee, but line management and authority are unclear	Contact with major users through ad-hoc committee chaired by senior departmental manager	Monitoring and targeting reports based on supply meter data. Energy unit has ad-hoc involvement in budget setting	Some ad-hoc staff awareness training	Investment using short term pay back criteria only
1	An unwritten set of guidelines	Energy management the part-time responsibility of someone with only limited authority or influence	Informal contacts between engineer and a few users	Cost reporting based on invoice data. Engineer compiles reports for internal use within technical department	Informal contacts used to promote energy efficiency	Only low cost measures taken
0	No explicit policy	No energy management or any formal delegation of responsibility for energy consumption	No contact with users	No information system. No accounting for energy consumption	No promotion of energy efficiency	No investment in increasing energy efficiency in premises

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