## EF19 - Energy Management Matrix

|  | Policy | Organising | Training | Performance measurement | Communicating | Investment |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 4 | Energy policy action plan and regular review have active commitment of top management $\square$ | Fully integrated into management structure with clear accountability for energy consumption | Appropriate and comprehensive training tailored to identified needs with evaluation | Comprehensive performance measurement against targets with effective management reporting | Extensive communication of energy issues within and outside organisation | Resources routinely committed to energy efficiency in support of business objectives |
| 3 | Formal policy but not active commitment | Clear line management accountability for consumption and responsibility for improvement | Energy training targeted at major users following training needs analysis | Weekly performance measurement for each process, unit or building | Regular staff briefing, performance reporting and energy promotion | Same appraisal criteria used as for other costreduction projects |
| 2 | Unadopted policy | Some delegation of responsibility but line management and authority unclear | Ad-hoc internal training for selected people as required | Monthly monitoring by fuel type $\square$ | Some use of company communication mechanisms to promote energy efficiency | Low or medium cost measures considered if short payback period |
| 1 | Unwritten set of guidelines $\square$ | Informal mainly focused on energy supply | Technical staff occasionally attend specialist courses | Invoice checking only $\square$ | Ad-hoc informal contacts used to promote energy efficiency | Only low cost or no cost measures taken |
| 0 | No explicit energy policy $\square$ | No delegation of responsibility for managing energy $\square$ | No energy-related staff training provided | No measurement of energy costs or consumption $\square$ | No communication or promotion of energy issues $\square$ | No investment in improving energy efficiency |

