

CONTINUOUS IMPROVEMENT MODEL

	Energy management policy	Organization & Accountability	Staff Motivation & Communication	Tracking, monitoring and reporting systems	Awareness, training and promotion	Investment		
LEVEL 0	No explicit policy. No energy manager 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/sites.		
LEVEL 1	Unwritten set of guidelines. Energy management the part-time responsibility of someone with only limited authority and influence.	Informal contacts between energy manager and a few users.	Energy manager compiles reports for internal use within technical department.	Cost reporting based on invoice data.	Informal contacts used to promote energy efficiency.	Only low-cost measures taken.		
LEVEL 2	Unadopted energy management policy set by energy manager or senior departmental manager.	Energy manager in post, reporting to ad-hoc committee, but line management and authority 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 and training.	Investment using short-term payback criteria only.		
LEVEL 3	Formal energy management 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 main channel together with direct contact with major users.	Monitoring and targeting reports for individual premises based on submetering, but savings not reported effectively to users.	Program of staff training, awareness and regular publicity campaigns. Some payback criteria employed as for all other investment.	Cursory appraisal of new building, equipment and refurbishment opportunities.		
LEVEL 4	Policy, action plan and regular review have commitment of top management as part of corporate strategy. Energy management fully integrated into management structure.	Clear delegation of responsibility for energy consumption.	Formal & informal channels of communication regularly exploited by energy manager at all levels.	Comprehensive system sets targets, monitors consumption, identifies faults, quantifies savings and provides budget tracking.	Marketing the value of energy efficiency and performance of energy management in and outside the organisation.	Positive discrimination favouring energy saving schemes with detailed investment appraisal of all new building, equipment and refurbishing opportunities.		
	TOTAL POINTS This Column (Max. 4):	TOTAL POINTS This Column (Max. 4):	TOTAL POINTS This Column (Max. 4):	TOTAL POINTS This Column (Max. 4):	TOTAL POINTS This Column (Max. 4):	TOTAL POINTS This Column (Max. 4):	External Evaluation 2 points	Total Score (of 24)
2008								
2009								
2010								
Sample	2	2	3	1	0	2	0	10