

# *Save Energy Now LEADER Web Conference Project Implementation Seminar Series*

## **5 - Preparing for Project Implementation Assigning Accountability for Each Project**

**Fred Schoeneborn, CEM, CEA**  
**April 14, 2010**



# Agenda

- Seminar **Series Overview**
- **Recap Seminar # 4 – “After”**
- **Assigning Accountability** for each Project  
Fred Schoeneborn - ORNL team  
Joe Almaguer – DOW
- **Questions/Future Seminars**



# Project Implementation Series

- **12** One-hour seminars assisting *Save Energy Now* LEADER Companies
- Conducted every **second Wednesday** of the month
- Focus on **real world** examples and solutions
- Practical **tools** made available
- **Peer** *Save Energy Now* LEADER participants



# Actions after an Assessment

- Build off the **Close out meeting**
- Develop an Implementation **Strategy**
- Employ Implementation **Tactics**
- Use a **Tracking Tool**
- Report with a **Scorecard**
- Display status with a “**Thermometer**” graph
- Utilize implementation **aids**



# Sharing by PPG

- Integrate energy with your corporate **culture**
- **Budget** expense and capital
- Grab the “**this year**” paybacks
- Stress the **benefits**
- Assemble the capital project **package**

# Management View of the Assessment

- Only **potential** savings - can't be spent
- Performance is based on **implementation** NOT identified opportunities
- Assessment has **cost time** and effort
- **You** - assessment/ implementation owner
- Help - assign **project accountability**





# Why Track Energy Projects?

- Communicate **accomplishments**
- Know what **time horizons** to focus your efforts
- Identify **problem areas**
- Replicate **best practices**



# Project Implementation Tracking Tool

Plant	Division	Business	Project Description	Owner	Technology	Annual Savings Estimate	Cost to Implement Estimate	Implementation Status	Funding Status	Project Origination	Electricity Savings (kWh)	Natural Gas Savings (MM Btu)
St. Louis	Glass	Automotive	Reduce Pressure	Paul Owner	Compressed Air	\$10,000	\$5,000	Planned	No Funding Needed	Plant Audit		

Technology	Implementation Status	Funding Status
Boilers	Identified	Not Ready for Funding
Chillers	Being Evaluated	Funding Requested
Compressed Air	Planned	Funding Approved
HVAC	Implemented	Funding Denied
Lighting	On-hold	No Funding Needed
Process	Dropped	
Other		





# Why is Tracking Results Important ?

- Projects are completed **more quickly**
- Plant **sustainability** is advanced
- Tracking facilitates completing the “**Scorecard**”
- **Management** can **focus** where required
- **Recognition** can be provided

# Project Implementation Scorecard

Key:						
ON TIME		GRACE PERIOD (DAYS) 10		LATE		
			STATUS			
Project Description	Subtask	Project Manager	Initial Assessment Due/Completed	Project Submitted Due/Completed	Project Implemented Due/Completed	Project Follow-Up and Verification Due/Completed
Steam System Repair		Joe Blow	9/1/2009	10/1/2009	12/31/2009	1/31/2009
			9/12/2009	10/3/2009	10/4/2009	10/5/2009
			10/6/2009	10/3/2009	10/4/2009	10/5/2009
			10/10/2009	10/14/2009	10/12/2009	10/13/2009
			10/10/2009			
			10/10/2009	10/11/2009	10/12/2009	10/13/2009
			10/10/2009	10/11/2009	10/12/2009	10/13/2009



# Who is accountable ?

- **You** (plant host) – for the overall assessment
- **Owner** – for individual projects



# Recognition

- **Flash** the 100% completion award
- **Use** for recognizing:
  - Project manager
  - Teams
  - Assessment completion



# 100% Implementation Completion Award



# Keep in Mind

- Move at **business speed**
- Respect the **budget cycle**
- Be realistic about typical **approval speed**
- Don't **over-promise**

# In the Future

- Ownership **continuity**
  - Host moves on
  - Project manager moves on
  - Plant manager moves on
- Commit to **periodic reviews** of implementation
- **“One Year Later”** report – a powerful tool





# Champion of Implementation

- Joe Almaguer
- DOW
- Energy Efficiency & Conservation Leader
- Focus is on Implementation

# Implementation Phase The Dow Chemical Co.



Joe Almaguer  
14 April 2010



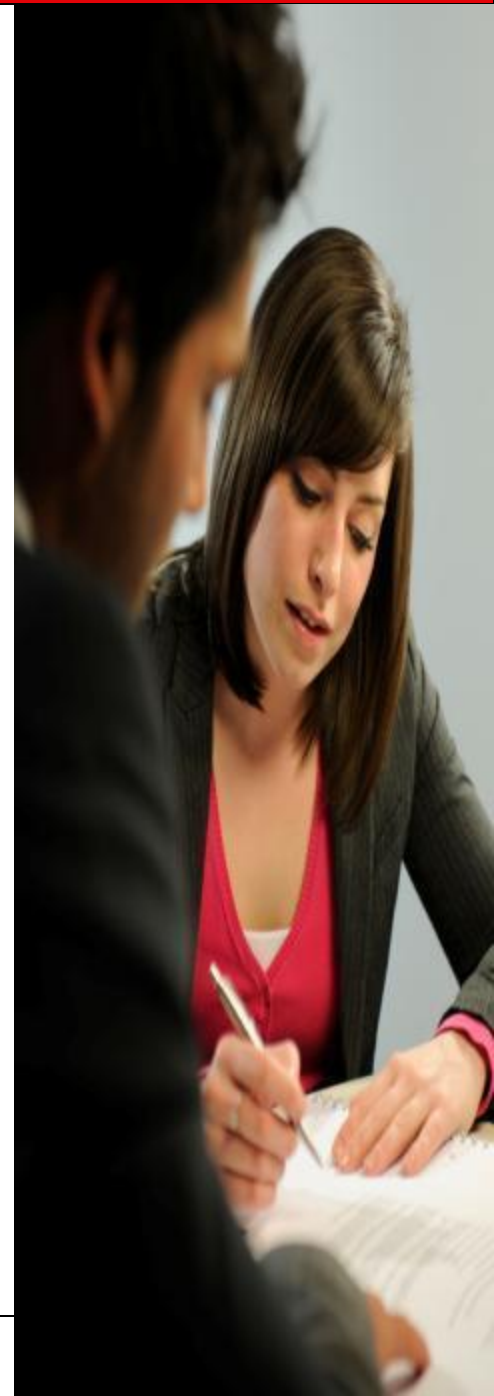
# Implementation Phase

- The “Assessment” is complete
- Opportunities have been identified
- Projects have been defined
- Assessment close-out is generally the transition
- Assessment team will be disbanded – “leaving”
  
- Now who is accountable for implementation?
  - This is a critical transition
  - Results in either success and failure
  - Could be overwhelming if not done right



# Establishing Accountability

- Begins before the assessment, during planning phase
- Is built into the assessment charter – terms of reference (The charter spells out: Why, Who, When, How, Etc.)
- Roles are defined and the hand-off is defined
- Is approved by the Owner - Assessment Sponsor(s)
- Is communicated ahead of time
- No surprises



# Establishing Accountability

- If a large area, consider an overall local champion to drive implementation, report progress, etc.
- Each project must have an owner
- Selection of project owner
  - Generally one who already has accountability for the system or equipment
    - Operation – Maintenance – Modification
  - Has the skill set to drive the implementation
- Must have endorsement of his people leader (manager)



# Establishing Accountability

- The roles of the “project owners” must be well defined
- Expectations made clear
  - Schedule
  - Milestones
  - Reporting frequency
  - Success – completion criteria
  - Escalation
  - Final Deliverables – including sustainability plan
  - Performance Feedback



*Now Your*  
***Questions***





# Next Seminar in the Series

- **May 12, 2010**
- 2:00 p.m. Eastern
- “Providing Resources for Implementation”
- Guest Speaker from Schneider Electric
- Please register



# Your Implementation Case Studies

- Let DOE help you **CELEBRATE**
- **Accomplishments in Implementation**
- **Recognize** your team's efforts

# Feedback

- Welcome comments regarding Seminar Series
- Seminars are your sessions
- Make seminars meaningful
- Feedback aids continuous improvement
- Send comments to Lindsay Bixby at:  
[lbixby@bcs-hq.com](mailto:lbixby@bcs-hq.com)

