

## Case Studies: Organizational Change for Sustainability

Employees can significantly impact the environmental performance of their organization. Many factors influence an organization's use of resources. Changing an organization to improve environmental performance can be daunting.

The FEMP Institutional Change Team provides expertise grounded in social science principles to help organizations make the change to sustainability.

The case studies presented in this series build on this expertise. The studies are:

- Specific to the unique aspects of federal workplaces
- Descriptive of real-world conditions
- Examples of strategies for institutionalizing change.

We encourage you to contact the team to discuss possible applications of the case study material to your organization's specific needs.

Please contact the FEMP program manager Hayes Jones: [Hayes.Jones@ee.doe.gov](mailto:Hayes.Jones@ee.doe.gov) or the rest of the team: [SustainableFedOps@lbl.gov](mailto:SustainableFedOps@lbl.gov)

### Summary

PID was an agency-wide program launched through piloting and multiple phases with strong leadership support and a cross-functional team. Outreach material spoke to multiple motivations.



The PID program logo. *Courtesy of the U.S. Forest Service*

## U.S. Forest Service's Power-IT-Down Program

The Power-IT-Down (PID) program, in effect from 2013-2015, strongly encouraged employees to shut off their computers when leaving the office. The U.S. Forest Service did not initially launch the program agency-wide, but first piloted it on a voluntary basis in one region. The PID program was implemented across the U.S. Forest Service's 43,000 computers as a joint effort by their Chief Information Office (CIO) and Sustainable Operations (SusOps). The program was implemented in four phases that expanded the number of units participating in the program and strategies deployed. At the end of phase four, manual shut down by employees was encouraged agency-wide and supplemented by the adjustment of power management settings.

Communication with employees about the expectation to shut off computers and capacity development to fulfill requirements was a key part of implementation. When a unit became part of the PID program, a designated PID Point of Contact (POC) at the unit received an email introducing the program with training material. Extensive training was made available to all employees through a PID online learning program. This program covered topics such as an overview of the program, issues and implications for effective computer power management, the business case for sustainability, and suggestions on how individuals and the CIO could advance sustainable operations across the agency.

A new cross-functional team, the PID Communication Cadre -- comprised of both SusOps and CIO employees -- provided the outreach support. The PID Communication Cadre prepared formal correspondence distributed by the Deputy Chief of Business Operations, informal emails sent directly to the POCs, flyers to post in participating offices, and national webinars.

Evaluation was conducted through the review of monthly reporting from a sample of units. Results were posted on the National PID SharePoint Site with success stories showcasing who went above and beyond or demonstrated a unique method to engage employees at their local unit.

Potential cost savings from the program were estimated to be \$2.5 million per year, based on the estimate that powering down one computer every night saves \$60 per year. Exactly 149 units (18% of participating units) reported actual energy savings through a variety of forms including meter, non-meter and sample reporting forms. Between December 6, 2013, and September 30, 2015, the 149 reporting units collectively saved 580,468 kilowatt hours and \$48,596. Since only a sample of units reported data, actual energy and cost savings for the program are assumed to be much higher.

## Roles, Rules, and Tools

### Roles

The need for an implementation team was identified and the PID Communication Cadre, comprised of both SusOps and CIO employees, was formed. Additionally, POCs were designated at local units to communicate with employees about the program and report energy use data.

### Rules

A new high-level rule was put in place: computers should be shut off on nights and weekends. POCs at some units were

also formally required to report energy use as part of the program.

### Tools

Flyers and other training materials were developed to inform POCs and employees about the details of the program and guide the fulfillment of new requirements. This included the development of a PID online learning program available to all employees. Metered data, which may have existed previously, was used to capture reductions in energy use.

## Principles Applied

The PID program educated, engaged, enabled, and evaluated using the following principles:

### Leadership

The leadership principle was applied by having the participation appreciation and reporting reminder emails signed by the Deputy Chief of Business Operations. Additionally, the PID program was officially endorsed by the Forest Service National Leadership Council and made a SusOps Corporate Priority Action.

### Continuous Change

Starting as a pilot in one region provided valuable insight into the internal partner network needed and obstacles to overcome to scale up the PID effort nationally. The program was also launched in phases, which allowed the ability to refine the program over time including substituting manual power shut down with adjustments to power management settings. This approach demonstrates the continuous change principle.

## Multiple Motivations

Reducing unit utility costs to have more funds available for other agency efforts was conveyed as a reason for the program. Other material referenced how the program supported the Forest Service Energy Cost & Consumption Reduction Plan goals and energy reduction requirements under Executive Order 13693, Energy Independence and Security Act of 2007, and the Energy Policy Act of 2005. PID was also discussed as a way the U.S. Forest Service could “walk the talk of their conservation ethic” and reduce greenhouse gas emissions.

## Lessons Learned

Committed high-level partners and a cross-functional team were key aspects of implementing the PID program. The strategy of piloting a national-level program first and implementing it in phases was successful. Overall, the U.S. Forest Service’s PID program offers lessons in the value of flexibility and careful, planned scalability for other federal agencies.

## Keywords

U.S. Forest Service, employee engagement, IT, energy conservation

**For more information about the U.S. Forest Service’s PID program contact Lara Buluc: [LarayBuluc@fs.fed.us](mailto:LarayBuluc@fs.fed.us)**

### Evidence-Based Principles Applied

- Social Network
- Multiple Motivations
- Leadership
- Social Commitment
- Information & Feedback
- Infrastructure
- Social Empowerment
- Continuous Change