



BERKELEY LAB
LAWRENCE BERKELEY NATIONAL LABORATORY



Building Sustainability Through Institutional Behavior Change

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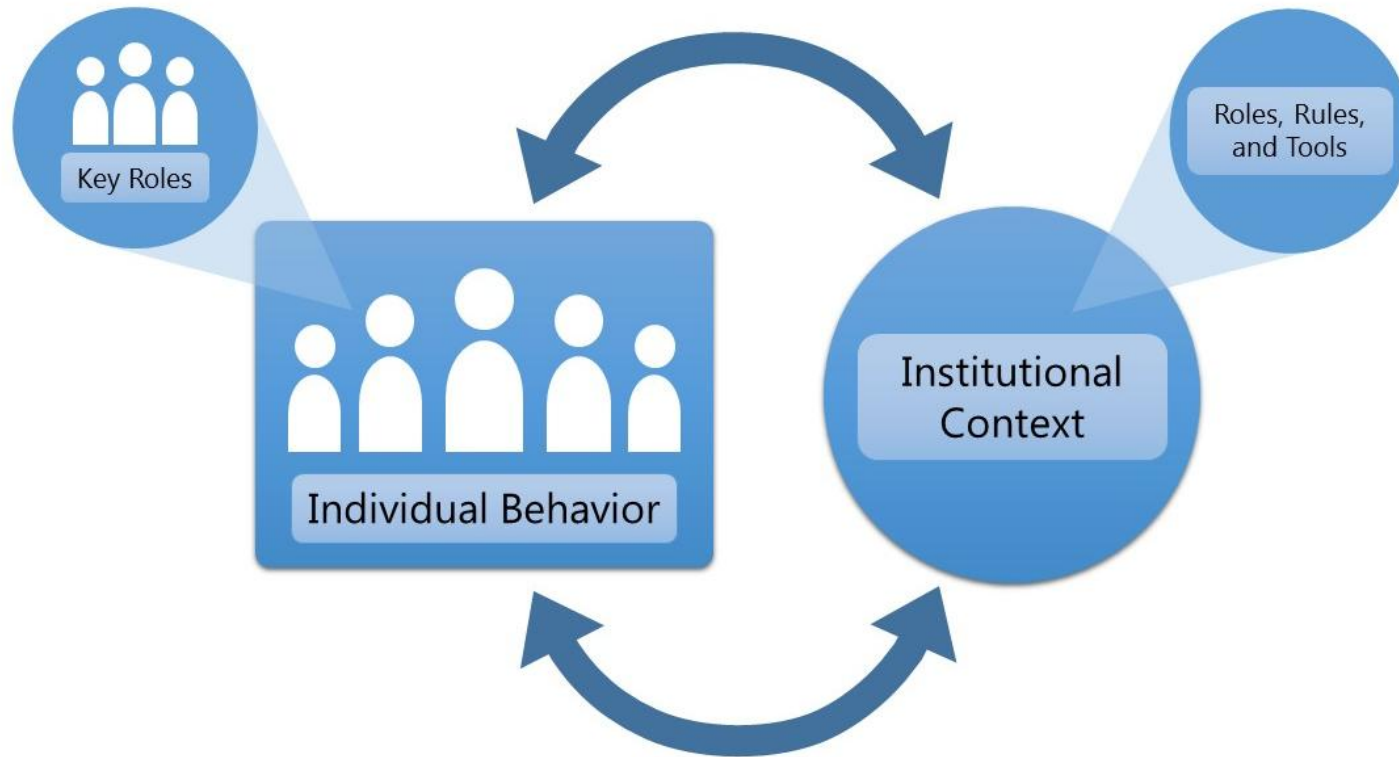


“What if we don’t change at all ...
and something magical just happens?”

Institutions and Institutional Change

1. Institutions are collections of people and processes aligned to result in specific outcomes
2. Institutional change is making the necessary changes in those collections of people and processes to result in a different or refined outcome
3. Environmental sustainability requires targeted institutional change

Creating Institutional Change



5-Step Framework for Institutional Change



Roles, Rules, and Tools

Roles

- Responsibilities essential to achievement of objectives

Rules

- Expectations of behavior that influence objectives

Tools

- Processes and systems that support realization of objectives

Develop Action Plan

Engage

- Emotional Involvement

Educate

- Logical Awareness

Enable

- Supportive Context

Evaluate

- Analysis of Results

PNNL's Rock the Watt saved 117,000 kWh/year

Roles:

- Facility managers
- R&D supervisors
- Building Sustainability Champions

Rules:

- Communicated informal rules
- Managed new ideas through formal process

Tools:

- Integrated sustainability into safety checklists
- Provided energy consumption feedback via weekly e-mail
- Awarded prizes for new ideas



Resources

FEMP Institutional Change web page:

<http://energy.gov/eere/femp/institutional-change-sustainability>

Contact:

SustainableFedOps@lbl.gov

ENERGY.GOV
Office of Energy Efficiency & Renewable Energy

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INSTITUTIONAL CHANGE PROCESS FOR SUSTAINABILITY

Continuous Improvement Process

- Determine Goals
- Assess Institutional Rules, Roles & Tools
- Develop Action Plan
- Implement Plan
- Measure & Evaluate

Process

For establishing institutional change in a federal agency to achieve sustainability or other energy efficiency goals, follow the five-step institutional change process for continuous change. In accordance with the [Continuous Change Principle](#), the fifth step leads to new or refined goal setting in a continuing cycle of improvement.

Principles

Resources

- FEMP Home
- About the Federal Energy Management Program
- Laws & Requirements
- Project Financing
- Reporting & Data
- Training
- Agency Assistance
- Products & Technologies
- Renewable Energy Projects
- Facilities
- Fleets
- Institutional Change