

What is the real prize?

A study of energy efficiency award
winners in the federal government

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— [FEMP = Federal Energy Management Program, a program of the US DOE that helps federal agencies save energy

— [Institutional Change = attending to the key roles, rules, and tools in an organization to make saving energy how an agency fulfills its mission.

— [Find out more at Wednesday workshop, 1-4pm!



"We have lots of information technology. We just don't have any information."



Liam Walsh/The New Yorker

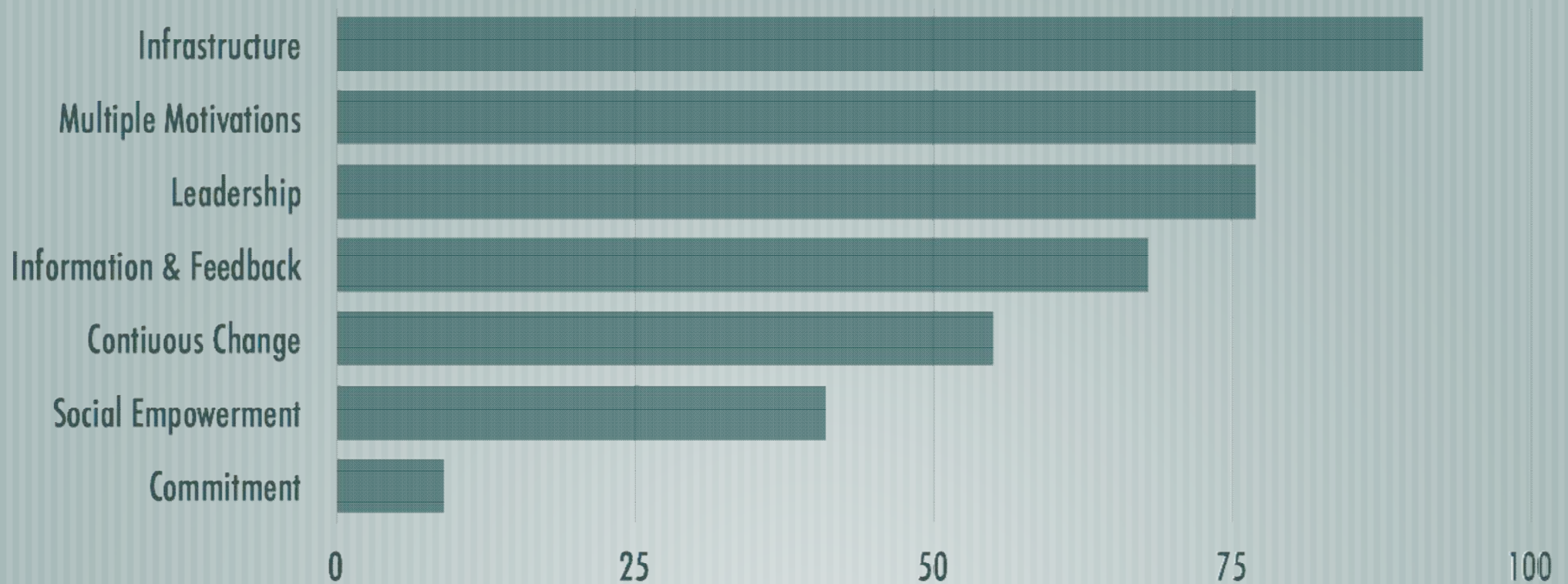
Interview study of FEMP award winners

— [22 award winners (teams and individuals) from 2011 & 2012

— [Sample represented a variety of agencies and branches of the military

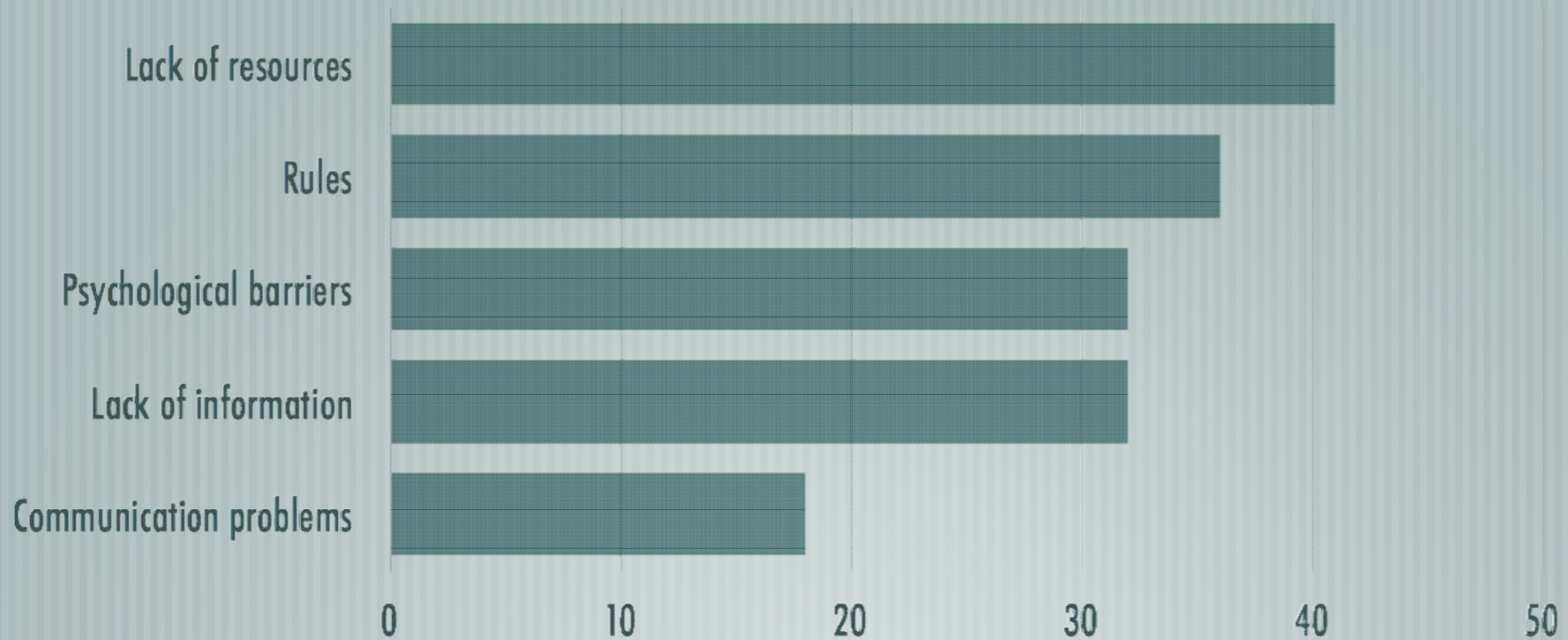
— [Asked about the process of creating and running program, helpful people and rules, people and rules that got in the way, how program is monitored.

Institutional change principles in FEMP award winning projects



Percentage of participants using strategies based on a given principle

Top 5 types of institutional obstacles



Percentage of participants who faced given obstacle type

Are awards motivating?

— [Not really.

— [However, they benefit winners by establishing credibility, sometimes making resources more available to them.

— [Awards programs can become the basis for future dissemination of “bright spots”, instead of terminating with an awards ceremony.

3 findings to take away

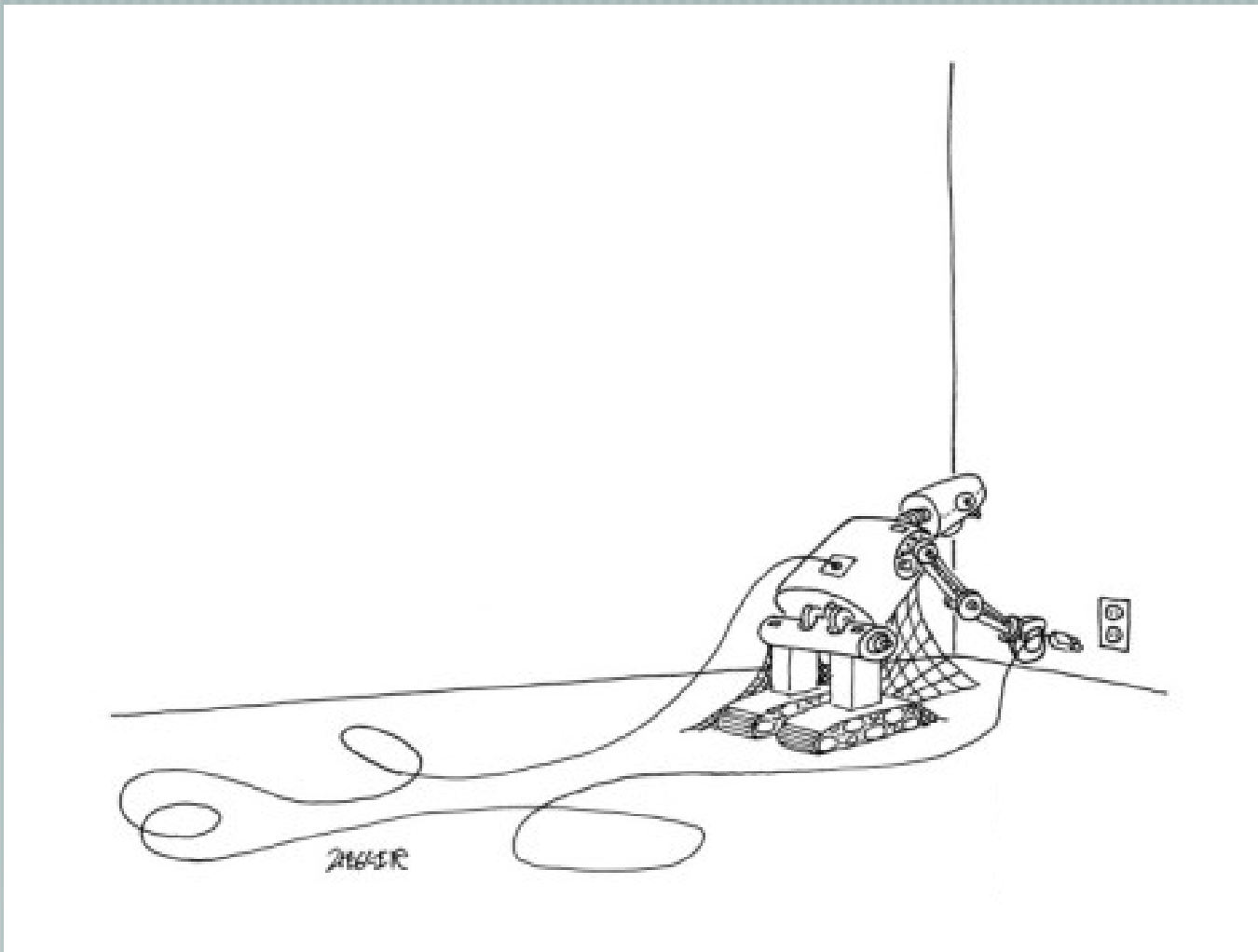
— [1. Award winners succeed by addressing the social and organizational aspects of their program.

— [2. Award winners recognize the institutional obstacles they face.

— [3. Awards programs do not motivate people to do energy efficiency projects, but awards bring recognition and credibility which is beneficial. They also provide a base for a community of practice.

Recommendations

- [Include institutional and social change criteria in awards criteria. These factors demand explicit attention!
- [Make winning strategies known.
- [Create capability through development of knowledge-sharing groups or communities of practice.



More examples at
energy.gov/eere/femp/institutional-change-sustainability