Resources, and the Investment That Was Never Refused

GUIDING QUESTION *List everything your property has provided to its energy management system over the last three years. If every item on that list is capital spent on equipment, ask a second question: how many hours a week does the person running the system actually have for it, and what does the property own that tells anybody whether the last thing it bought worked? Money is one of five kinds of resource, and it is the only one most hotels have ever supplied.*

Property: _____ Completed by: _____ Date: _____

How to use this sheet: work through the five parts with the people who own the process. The text in the left-hand columns comes from the book; the empty columns are for what is true in your property.

1. Verification Pact: what is commonly believed, what actually holds, and your property

What is commonly believed	What actually holds	In our property
«We resource the system: we have approved every request.»	You have approved every request of the kind your process can approve. Four of the five resource categories may never have been requested.	
«Resources means budget.»	Human resources, specialised skills, technology, data collection infrastructure and financial resources. Money is the fifth.	
«The energy manager has the role, so he has the time.»	Time is a resource and is the one a hotel least willingly releases. A system that gets what is left gets nothing in the season.	
«A meter has no payback, so it is hard to justify.»	It has no payback because it produces knowledge, not saving. A payback test is the right test for a machine and the wrong one for an instrument.	
«We have never refused an energy proposal.»	A criterion that makes certain proposals unthinkable refuses them without anybody deciding. Nobody has to say no.	
«We funded the improvements, so we did our part.»	Without data collection infrastructure, nobody can establish what the funding achieved, including the person who granted it.	

2. What the standard requires, and what demonstrates it

From Table 1.13.a. The third column of the book (what is method, not requirement) is left out here: write what your property actually holds as evidence.

What is required	What demonstrates it in a hotel	In our property
Resources determined	A statement of what the system needs, covering all five categories	
Resources provided	Evidence that something other than capital was actually supplied	
Human resources	A protected quantity of hours, including in the high season	
Specialised skills	Four days of somebody who can do what nobody inside can	
Technology	Equipment that consumes less, funded on its own merits	
Data collection infrastructure	One instrument that exists because somebody had a question	
Financial resources	A line that existed before the objective was set	
Measuring equipment accurate and repeatable	A note of when the instrument was last checked	

3. The instrument: Table 1.13.b, The five resources, and how each one is actually obtained

The instrument of this subchapter. Fill the third column before the next budget conversation.

Resource	What it means in a hotel	How to ask for it	What happens without it
Human resources	Protected hours, not a new post	A stated quantity, with a season rule	The system stops for eleven weeks a year
Specialised skills	Four days of somebody who can do one thing	By the day, for one question	Analysis stalls at the first hard problem
Technology	Equipment that consumes less	On payback, the right test here	Nothing improves
Data collection infrastructure	One instrument attached to one question	Inside the project it will verify	You cannot evaluate what you funded
Financial resources	A line that exists before the objective	In the budget cycle, with a range	The objective lapses unfunded
Accuracy of the instruments you have	A check on the meters you already own	A single verification, once	Confident wrong answers

The rows above are the book's; the empty rows are for lines your property needs to add.

4. Common mistakes: self-check

Common mistake	Present here? (Yes / Partly / No)	Where we see it
Treating resource as a synonym for budget.		
Never asking for time, and therefore never being refused it.		
Submitting instruments to a payback test they cannot by nature pass.		
Funding equipment generously and the means of verifying it not at all.		
Concluding from a record of approvals that the system is well resourced.		
Bundling four modest requests into one project that competes with a capital scheme.		

5. Action plan

Step from the book / gap found	Action in our property	Owner	Deadline
Write the five categories and put what the system currently receives against each.			
Ask for time in hours, protected, with a rule for the high season.			
Present information as an enabling cost, not through a payback gate.			
Attach the verifying instrument to the investment it will verify, in the same paper.			
Buy specialised skills by the day, for one named question.			
Check when your existing meters were last verified.			
Ask what has been requested and refused, and if nothing, ask what was never proposed.			

Step from the book / gap found	Action in our property	Owner	Deadline
Before placing the order, decide how this result will be separated from everything else.			
Keep the four non-financial requests separate and small.			

In brief

Resources are five things and hotels supply one. Human resources, specialised skills, technology, data collection infrastructure and financial resources, and a property that has approved every capital request it ever received may still have provided the system with nothing it most needed, because four of the categories were never named and therefore never asked for.

Source: The Helm and the Lens, Volume 4a: The Helm, subchapter 1.13. This sheet does not reproduce the text of the standard; work with your own copy of ISO 50001:2018 from an authorised source.