Leadership, and the Decision That Precedes the Meter

GUIDING QUESTION *Take ten minutes and list the decisions taken in your property over the last twelve months that changed what it consumes: an opening hour extended, a machine replaced, a wing brought back into service, a supplier changed. Beside each one write who took it. Then ask whether the person you have made responsible for energy was in the room for any of them. That answer, and not the objective you gave them, is the measure of your leadership on this subject.*

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 appointed an energy manager, so energy is covered.»	You discharged one duty on a list of thirteen. Several of the others can only be discharged in departments that have nothing to do with engineering.	
«We delegated the responsibility.»	Responsibility can be delegated. Accountability cannot, and the standard uses the word ensure precisely to say so.	
«Integration into business processes is a statement of intent.»	It is a set of forms, agendas and approval routes. A requisition form with no field for consumption data is a business process that has not been integrated.	
«The commercial decision was not an energy decision.»	It was both. The requirement is not that it move to somebody else, but that its energy consequence reach the person taking it beforehand.	
«He had the objective, so he had the job.»	An objective given without authority over its determinants is an exposure, not an objective.	
«Our indicator improved, so performance improved.»	Top management is separately obliged to ensure the indicators adequately represent performance. That duty sits with the reader of the report.	

2. What the standard requires, and what demonstrates it

From Table 1.4.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
Objectives compatible with strategic direction	The energy objective discussed in the meeting where the capital plan is approved	
System integrated into business processes	A consumption field on the requisition form; an energy line on the capital paper	
Action plans approved and implemented	A plan with an owner and a date, signed by somebody who can release the budget	
Resources available	A budget line that existed before the objective was set	
Energy team formed, with authority	One occasion on which the team required something and it happened	
Indicators adequately represent performance	A question from the owner about what the indicator would do if occupancy rose	
Processes to identify and address changes	The three largest decisions of the year, each showing an energy input	

3. The instrument: Table 1.4.b, Last year's decisions, and who took them

The instrument of this subchapter. The third column is the one that decides whether you have integrated anything.

Decision taken	Who took it	Did the energy function see it first	Effect on consumption
Opening hours of a significant use changed	Commercial or general management		Usually large, and permanent until reversed
Equipment replaced at end of life	Procurement, or maintenance under pressure		Fixed for the life of the machine
Equipment replaced after failure	Whoever was on duty		Fixed for the life of the machine
Space reopened, closed or converted	Ownership or board		Large, and often unexamined
Service moved in house or contracted out	Ownership or general management		Moves consumption across the boundary
Energy supply contract renewed	Procurement or finance		Affects cost more than consumption
Refurbishment specified	Architect or designer		Sets the ceiling for a decade
Concession agreement signed or renewed	Ownership		Consumption you pay for and may not control

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
Believing that appointing an energy manager transfers accountability as well as responsibility.		
Assigning responsibility in writing and leaving authority unstated.		
Setting an objective for somebody who controls none of its determinants.		
Leaving the requisition form, the capital paper and the commercial agenda untouched.		
Treating a commercial or procurement decision as though it were not also an energy decision.		
Accepting an indicator without asking what it would do under a change in occupancy.		

5. Action plan

Step from the book / gap found	Action in our property	Owner	Deadline
List last year's decisions that changed consumption, and mark who took each one.			
Add a consumption field to the requisition form that already exists.			
Give the energy function two minutes on the agenda where operational decisions are taken.			
Write the appointment to include authority, thresholds and who it reports to.			

Step from the book / gap found	Action in our property	Owner	Deadline
Ask, at every report, what the indicator would do if occupancy rose and nothing else changed.			
Name in four lines the decisions that require an energy input before approval.			
Match the objective to the authority, or move the authority.			
Keep the decisions where they belong, and make the energy consequence travel to them.			
Hold the energy objective and the capital plan in the same meeting, once a year, with the same people present.			

In brief

The standard gives top management a list of duties and hotels discharge the easy half. Appointing a team, approving plans, releasing resources and communicating importance are all real and all insufficient, because the decisions that set consumption are taken in commercial, in procurement and in the boardroom, and the standard requires the system to be integrated into those processes, not placed alongside them.

Source: The Helm and the Lens, Volume 4a: The Helm, subchapter 1.4. This sheet does not reproduce the text of the standard; work with your own copy of ISO 50001:2018 from an authorised source.