Indicators That Cannot Be Achieved by Doing Nothing

GUIDING QUESTION *Take your main energy indicator and spend four minutes on one question: what would somebody have to do to improve this number without making anything in the building more efficient? If you can answer in a sentence (sell more rooms, serve more covers, have a milder winter), then the number moves for reasons that have nothing to do with management, and you have been reporting those reasons to your owner as a result.*

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
«Consumption per occupied room night measures our performance.»	In a building with a large fixed load it largely measures occupancy. The fixed half is divided by a bigger number and the quotient falls.	
«If total consumption rises, the indicator must be wrong.»	Not necessarily: the guidance allows it. But only where there is one relevant variable and no base load, which is not a hotel.	
«It is the indicator everybody uses.»	That is a reason to produce it for the people who ask. It is not a reason to steer by it.	
«One clear number is better than three.»	Not every indicator has to improve. Two that disagree tell you where the movement came from; one tells you nothing about its source.	
«Choosing the indicator is a technical decision.»	Top management is separately obliged to ensure indicators adequately represent performance. The duty sits with whoever receives the report.	
«The number improved three years running, so the system works.»	Nobody interrogates a favourable number. The same arithmetic error is equally present when it flatters you.	

2. What the standard requires, and what demonstrates it

From Table 1.6.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
Indicators appropriate to the organisation	An indicator chosen after the base load was measured, not before	
Indicators enabling demonstration of improvement	A value that cannot move without somebody having done something	
Method for determining and updating maintained	One paragraph saying how each indicator is calculated and when it is revisited	
Relevant variables taken into account	The occupancy, season and covers data used when the indicator was chosen	
Values reviewed against the baselines	The indicator and its baseline in the same table, every time	
Indicators adequately represent performance	A question from the owner about what the number would do under a change in occupancy	
Not every indicator value need improve	Two indicators reported together, including the one that got worse	

3. The instrument: Table 1.6.b, The indicator test

The instrument of this subchapter. Run it on every number you currently report.

Indicator	How it could improve with nothing done	What it actually measures	Keep, pair or drop
Consumption per occupied room night	Sell more rooms	Commercial performance, in a building with base load	Keep for clients; do not steer by it
Consumption per square metre	Open floor area that was closed	Area in service	Pair with absolute
Total consumption	Close a wing; have a poor season	Size of operation, not efficiency	Pair with a ratio
Consumption per cover served	Serve more covers	Covers, unless kitchen base load is separated	Pair with kitchen base load
Night minimum consumption	Nothing: it moves only if something changes	The fixed load: plant, controls, standing decisions	Keep and steer by it
Marginal consumption per room sold	Nothing: base load is already removed	Housekeeping, laundry, catering, guest behaviour	Keep and steer by it
Consumption per degree day	A mild season	Weather, unless normalised properly	Normalise, then keep

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
Choosing the indicator before anybody has measured what the building draws when empty.		
Adopting a ratio because it is comparable between properties and then steering by it.		
Reporting the ratio without the absolute figure beside it.		
Receiving a favourable indicator without asking what would move it.		
Looking for one perfect number instead of two that check each other.		
Leaving the calculation method unwritten, so the series breaks silently at a handover.		

5. Action plan

Step from the book / gap found	Action in our property	Owner	Deadline
Measure the base load: the lowest night hour across a month, or a closed period.			
Run the test on every indicator you report: could it improve with nothing done?			
Split the number in two: what the building draws empty, and what each room adds.			
Report the absolute figure beside the ratio, in the same table, every time.			
Keep supplying the outward indicator to clients; stop steering by it.			

Step from the book / gap found	Action in our property	Owner	Deadline
Write one paragraph per indicator saying how it is calculated and when it is revisited.			
Ask, at every review, what the number would do if occupancy rose and nothing else changed.			
Report indicators that disagree, including the one that got worse.			

In brief

An indicator has to be appropriate to the building it is applied to, and appropriateness is decided by the structure of consumption underneath it. A simple ratio is legitimate where there is one relevant variable and no fixed load. A hotel has a fixed load of roughly half, and dividing it by a rising denominator produces an improvement that nobody earned.

Source: The Helm and the Lens, Volume 4a: The Helm, subchapter 1.6. This sheet does not reproduce the text of the standard; work with your own copy of ISO 50001:2018 from an authorised source.