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Engagement	Very little or no engagement at any level on energy management in the organisation. Top management not engaged other than authorising payment of energy invoices.	Some level of engagement by top management with a policy and overall energy reduction goals set and specific roles/responsibilities delegated to key practitioners and significant users. Minor levels of engagement elsewhere.	Medium level of engagement at some levels and growing levels of engagement among colleagues on the issue and the need to take action, coming about from a shared vision communicated across the organisation.	Specific reduction targets set by top management, delegated for action by practitioners/significant users/others who reflect good team working in a co-ordinated way towards a common goal. Most colleagues understand the importance of and actively looking for ways to save energy.	Very high levels of engagement at every level of organisation on energy management including top management practices, significant users and all colleagues. All levels enthused and taking positive action.
Alertness	Little alertness/awareness at any level in the organisation to save energy and no mechanisms in place to alert people of energy waste when it occurs.	Top management have allocated resources and processes in place to alert practitioners and significant users of opportunities (use of energy data, observation).	Practitioners and significant users prioritise and action identified opportunities reactively, and proactively seek new opportunities and apply preventative measures (e.g. maintenance).	Increased alertness evidenced by top managers, practitioners and significant users on how energy management integrates and positively impacts other key areas (co-benefits, lifecycle, business objectives, improved working practices/environments, health/safety, environmental objectives).	High levels of alertness/awareness across organisation to eliminate energy waste, mechanisms to register waste with clear responsibilities delegated and practical responses regularly actioned.
Skills	Few or no skills in energy management at any level of the organisation.	Top management have sufficient skills and competency and enabled to set policy and prioritise energy management activities. Skills gap analysis conducted for practitioners and significant users and plan in place to close identified gaps.	Skills in place for practitioners in energy management to address all core energy management functions.	Significant users skilled to address energy issues competently in their areas of responsibility and working constructively with top management and practitioners.	Top management, practitioners and significant users fully skilled in their energy management roles. Commitment to continual learning and up-skilling by ongoing investment in education, competency and training.
Recognition	No recognition of the benefits of energy management, savings achieved or those making savings.	Data systems in place with capacity to recognise savings achieved against targets but not widely known, as seen as a technical function. Some informed recognition of those making savings.	Practitioners and significant users recognise where savings can be made, how to make them and are implementing an action plan. Increasing levels of recognition of those making savings.	Growing evidence of increased recognition of energy management at most levels of the organisation supported by data to identify where savings are being achieved. A system in place to formally recognise those making savings.	The benefits and co-benefits of energy management are widely recognised and data systems track savings against robust energy targets. Those making savings are routinely recognised and celebrated.
Adaptability	No energy policies, procedures and control mechanisms in place to adapt to changes in business needs and internal and external issues.	Change can be viewed as a threat rather than a positive challenge and opportunity.	Mechanisms are in place to understand how changing business needs impact energy use but metrics used and data systems lack sufficient scope and granularity to adapt fast enough to make effective decisions.	Energy strategies and procedures continually under review and development using adequate feedback and evaluation mechanisms to facilitate greater flexibility, optimum response and momentum.	The organisation positively expects and embraces change, adapting and responding to minimise risk and maximise opportunities in a timely way to maintain continual improvement in energy management.