

SPEEDIER

SME PROGRAM FOR ENERGY EFFICIENCY THROUGH DELIVERY AND IMPLEMENTATION OF ENERGY AUDITS

D6.4 – TRAIN-THE-TRAINERS ‘EDUCATION KIT’

Lead Contractor: Politecnico di Milano (POLIMI)

Author(s): POLIMI

Date: 24 November 2021

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 847034.

Project details			
Project acronym	SPEEDIER	Start / Duration	June 2019/ 30 Months
Topic	LC-SC3-EE-8-2018-2019 Capacity Building programmes to support implementation of energy audits	Call identifier	H2020-LC-SC3-EE-2018
Type of Action	CSA	Coordinator	Padraig Lyons (IERC)
Contact persons	Padraig Lyons (IERC) Padraig.lyons@ierc.ie		
Website	www.speedierproject.eu		

Deliverable details			
Number	D6.4		
Title	Train-The-Trainers 'Education Kit'		
Work Package	6		
Dissemination level	PU	Nature	PUBLIC
Due date (M)	30 November 2021	Submission date (M)	24 November 2021
Deliverable responsible	Davide Chiaroni davide.chiaroni@polimi.it		

Deliverable Contributors		
Deliverable leader	Name	Davide Chiaroni
	Organisation	Politecnico di Milano
	Role/Title	Full Professor
	Email	davide.chiaroni@polimi.it
Contributing Author(s)	Name	Nicola De Giusti
	Organisation	Politecnico di Milano
	Role/Title	Business Analyst
	Email	nicola.degiusti@polimi.it
Reviewer(s)	Name	Rocio de la Rosa Gilabert
	Organisation	CTA
	Role/Title	Business Development Consultant
	Email	rocio.rosa@corporaciontecnologica.com

Review and quality approval	Name	Tom Flynn
	Organisation	TFC
	Role/Title	Quality Manager / WP9 Leader
	Email	t.flynn@tfcengage.com
Final review and submission	Name	Padraig Lyons
	Organisation	IERC
	Role/Title	Primary Project Coordinator/Head of Group (IERC)
	Email	Padraig.Lyons@ierc.ie

Document History			
Date	Version	Name	Changes
15/11/2021	0.1	Davide Chiaroni, Nicola De Giusti	First document version.
18/11/2021	0.2	Rocio de la Rosa Gilabert	Review of the document.
18/11/2021	0.3	Davide Chiaroni, Nicola De Giusti	Updated version.
19/11/2021	0.4	Tom Flynn	Review and QA.
20/11/2021	0.5	Ruchi Agrawal	Post QA review
24/11/2021	0.6	Nicola De Giusti	Final updates
24/11/2021	1.0	Padraig Lyons	Approval and submitted to EC portal.

ABBREVIATIONS

ECM	Energy Conservation Measure.
SME	Small Medium sized Enterprise.
WP2	Literature review and needs analysis.
WP3	Needs and opportunities for SMEs.
WP4	Development of content for SPEEDIER Training material.
WP5	Implementation of SPEEDIER Service in SMEs and large enterprises in 4 pilot regions.
WP6	Training of SPEEDIER Experts and future Trainers on SPEEDIER guidelines.

TABLE OF CONTENTS

ABBREVIATIONS 4

TABLE OF CONTENTS..... 5

EXECUTIVE SUMMARY 6

1 INTRODUCTION 7

2 OVERVIEW OF SPEEDIER SERVICE 8

2.1 SPEEDIER SERVICE DEFINITION – RECAP 9

3 TRAIN-THE-TRAINERS “EDUCATION KIT” 11

3.1 INTRODUCTION TO EFFECTIVE COMMUNICATION 11

3.2 EFFECTIVE COMMUNICATION KEY CHARACTERISTICS..... 12

3.3 EFFECTIVE COMMUNICATION KEY SKILLS 13

4 FINAL THOUGHTS 18

Executive summary

SPEEDIER (www.speedierproject.eu) is a highly innovative *one-stop-shop solution* that applies an integrated approach to energy management, providing information, advice, capacity building, energy auditing, financing, as well as implementation of energy efficiency solutions and monitoring of impacts.

The primary aim of the SPEEDIER concept is to provide a self-financing outsourced energy management service to SMEs, by outsourcing the role of the Energy Manager to SPEEDIER Experts allowing them to access the expertise needed at the required time, leading to greater uptake of energy audits and implementation of energy efficiency measures.

This report contains the details of the “Train-the-Trainers Education kit” that has been developed as part of and to support the SPEEDIER implementation. This supports the other material that has been prepared as part of the SPEEDIER training for experts and enables the trainers to deliver clear, concise and useful information to new SPEEDIER experts.

The first training event was organised on December 2nd and 3rd, 2020 from 10:00 to 12.30 (CET Time). The second training event was organised on 29th and 30th, September 2021 from 10:00 to 12:30 (CET Time).

1 Introduction

SPEEDIER (www.speedierproject.eu) is a highly innovative *one-stop-shop solution* that applies an integrated approach to energy management, providing information, advice, capacity building, energy auditing, financing, as well as implementation of energy efficiency solutions and monitoring of impacts.

The primary aim of the SPEEDIER concept is to provide a self-financing outsourced energy management service to SMEs, by outsourcing the role of the Energy Manager to SPEEDIER Experts allowing them to access the expertise needed at the required time, leading to greater uptake of energy audits and implementation of energy efficiency measures.

Work Package 6, led by CTA, tests and evaluates the training materials developed for SPEEDIER Experts and SPEEDIER Trainers that were developed in Work Package 4. These materials were originally planned to be tested in two phases. In the first phase, draft training materials were developed for the first round of energy experts training (2-3 December 2020). In the second phase, final training materials were developed using the energy expert's feedback on draft training materials. The final training materials were used for delivering second round of energy experts training (29-30 September 2021).

After the development of Task 6.1, which consisted in the engagement and recruitment of potential SPEEDIER Experts and SPEEDIER Trainers, Task 6.2 and Task 6.3 were developed together at the same time to join efforts. By December 2019, during the first General Assembly, SPEEDIER partners decided to carry out the 1st SPEEDIER Experts and Trainers training event in each pilot country instead of in Brussels.

Due to the COVID-19 situation, the SPEEDIER partners decided to carry out the first training virtually and jointly on two separate days in a row. One of the expected benefits of joining future SPEEDIER Experts and Trainers in the event is to boost the networking among them.

The first training session was originally scheduled to take place between June 2020 (M13) and September (M16). Finally, it was postponed to December (M19) due mainly to special situation provoked by COVID-19. Additionally, this postponement enabled the quality of the training material to be improved and presented in the sessions.

The first training event was organised on December 2nd and 3rd, 2020 from 10:00 to 12.30 (CET Time). The second training event was organised on 29th and 30th, September 2021 from 10:00 to 12:30 (CET Time) as part of the activities undertaken for WP5 - Implementation of SPEEDIER Service in SMEs and large enterprises in 4 pilot regions.

During the second training session, the SPEEDIER partners supported the already trained SPEEDIER Trainers in delivering the training content to other SPEEDIER Experts.

This report contains the details of the "Train-the-Trainers Education kit" that has been developed as part of and to support the SPEEDIER implementation. This supports the other material that has been prepared as part of the SPEEDIER training for experts and enables the trainers to deliver clear, concise and useful information to new SPEEDIER experts.

2 Overview of SPEEDIER Service

The SPEEDIER Service brings together several facets of the energy efficiency agenda for delivery to individual SMEs under the supervision of the SPEEDIER Expert. Other project deliverables deal with topics such as the SPEEDIER Tool, the SPEEDIER mobile App and SPEEDIER financing contracting options.

SPEEDIER is an innovative one-stop-shop service that takes an integrated approach to energy management. SMEs will outsource the energy management of their business to a SPEEDIER Expert who should provide information, advice, energy auditing and assistance to implement energy efficiency solutions. Moreover, SPEEDIER follows a self-financing mechanism. Indeed, savings from low-cost measures can be ring-fenced and reinvested in medium cost measures and, in turn, in higher cost measures.

Therefore, a fundamental aspect of the SPEEDIER Service is that it removes from energy management and ensures the SME receives tailored advice that suits their business.

Following, the description of the 5 main steps of the SPEEDIER Service: Engage, Identify, Implement, Review and Repeat.

2.1 SPEEDIER Service Definition – recap

Step	Speedier Service Activity	Activity definition
1	Engage	<ul style="list-style-type: none"> • SPEEDIER Expert contacts the SME directly to advertise the service. • Presentations at public events attended by SMEs. • Adverts in trade and professional publications. • Social media posts by SPEEDIER account and partners. • Promotion of the wider benefits of energy assessment and energy management. • Introduce the idea of <i>ring-fencing savings</i> and <i>making provision in budgets</i> for spending on energy projects. <p>Introduce concept of a staged energy assessment process so that the SME doesn't feel they are entering into a very big commitment. Breaking the process into stages that allows them to take the initial step forward, implement what they are comfortable with, and then review before deciding whether or not they wish to take another step in the process.</p> <ul style="list-style-type: none"> • <u>Obtain commitment</u> from senior management at this stage. If possible, SME could nominate an employee to take on the role of SPEEDIER Champion, a person with in-depth knowledge of the business. With guidance from the SPEEDIER Expert, the champion would lessen the workload of the Expert and thus, the cost to the SME. The champion could perform tasks such as gathering data on energy consumption, provide a register of equipment, organize training events and manage the implementation of ECMs. • SPEEDIER Expert provides SME with quotation for initial site visit.
Step	Speedier Service Activity	Activity definition
2	Identify	<ul style="list-style-type: none"> • Typically, a one-day site visit by the SPEEDIER Expert. • Prior to the visit, the SME (via the SPEEDIER champion if one has been nominated) is requested to assemble all energy related bills. • On the day of the visit, the SME make key personnel available (e.g. SPEEDIER Champion) to assist the Expert to review bills, discuss business/production processes and energy uses. • Baselining of energy consumption in accordance with best practice for energy assessment. • Gather the data outlined in D9.2 Impact Analysis methodology to ensure impact can be measured. • Using the SPEEDIER Tool for Experts, prepare a high-level list of ECMs. • Present and discuss the proposed energy saving and the cost saving for the second stage of energy assessment with decision making authority of the organization. • Decide on the next step of the SPEEDIER process and the next involvement of the SPEEDIER Expert – training/further analysis/ECM implementation. • Plan the implementation of next step including duration, monitoring requirements and reporting plan. • As required, the SPEEDIER Expert aids regarding the accessing of finance or government supports. • Expert provides quotation for involvement in next step (implementation and review).

3	Implement	<ul style="list-style-type: none"> • Expert and SME organize training or ECM implementation. • Training can be carried out by the SPEEDIER Expert or by others. • Expert to provide advice on ECM savings, monitoring and re-use of savings. • To maintain independence, Expert shall not be directly involved in the implementation of capital projects but will provide advice where necessary (e.g. reviewing quotes from suppliers and advising if they will achieve the predicted energy savings). • Expert shall be fully independent of any product or service used in the implementation of ECMs. • On conclusion of this phase, complete a report on the implementation, measured savings, commitment to re-invest savings, options for actions in the next phase of SPEEDIER activity.
4	Review	<ul style="list-style-type: none"> • SPEEDIER Expert meets with Decision makers to review progress and plan the next steps. • Explicit discussion about how savings will be ring-fenced. • Expert provides quotation for involvement in next step (implementation and review).
5	Repeat	<ul style="list-style-type: none"> • Repeat steps 2, 3 & 4. • Continue to repeat this process moving through the list of ECMs from no- cost right through to high-cost. • Before each implementation/review cycle, the expert provides a quotation for their input indicating when payment is expected.

3 Train-the-trainers “Education Kit”

This section presents the “Education kit” targeted at SPEEDIER Trainers, which are some methodological and teaching notes that help in manage and support the “Train-the-trainer” program. The following modules have been chosen to properly describe the concepts and the importance of communication in order to effectively deliver a training session.

3.1 Introduction to Effective communication

Effective communication is a fundamental aspect when delivering training sessions where important concepts and knowledge needs to be delivered to an audience (in this case the SPEEDIER Trainers).

With “effective communication”, we define the process of exchanging ideas, thoughts, knowledge and information in order to fulfil the purpose of the training in the best possible manner. It regards the presentation of views and concepts by the sender (i.e. the speaker) in the best way possible in order that the receiver (i.e. the audience) can understand what is communicated.

What is effective communication?



Effective communication

- It is a process of exchanging ideas, thoughts, knowledge and information in order to fulfill the purpose/intention in the best possible manner. It is nothing but the presentation of views by the sender in a way best understood by the receiver.

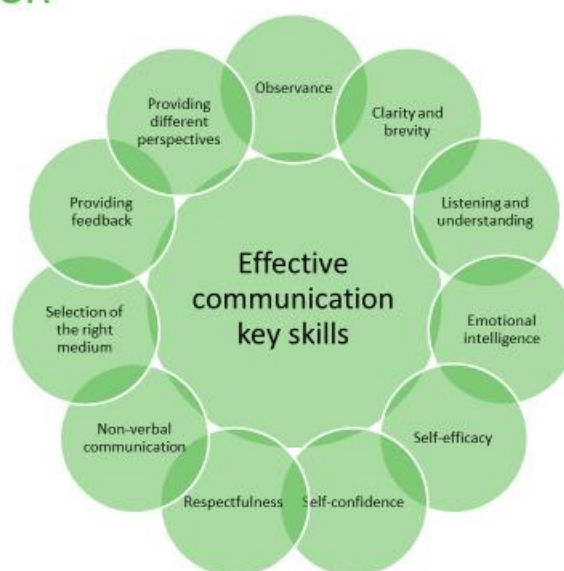
3.3 Effective communication key skills

All the characteristics abovementioned can be followed and satisfied with a set of communication key skills that should be developed and incorporated by the trainers:

- Observance
- Clarity and brevity
- Listening and understanding
- Emotional intelligence
- Self-efficacy
- Self-confidence
- Respectfulness
- Non-verbal communication
- Selection of the right medium
- Providing feedback
- Providing different perspectives

Effective communication Key skills

- Conveying a message effectively is an art as well as a skill developed after continuous practice and experience. The set of skills required for an influential communication process represented here.



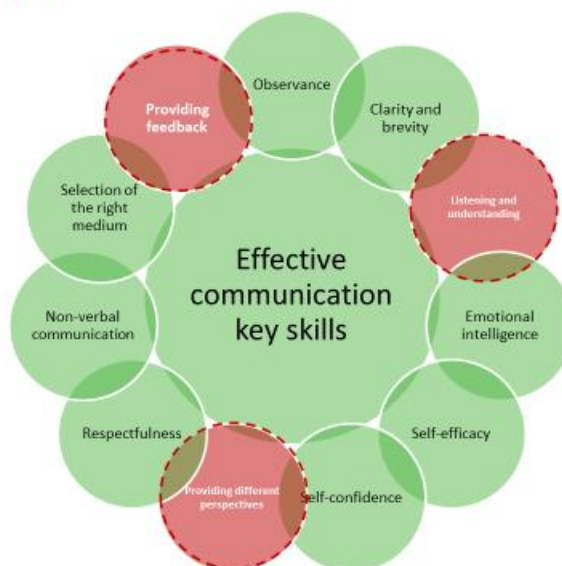
In this context, it is important to focus the attention of three main communication skills: providing feedback, providing different perspectives, and understanding and listening.

Effective communication

Key skills



- In the followings some key skills to effective communication will be deepened.



Focusing on the skill “Listening and understanding”, there are three main steps that need to be considered:

- Door openers: in this first step it is important to start forming a connection with the audience, creating empathy and a pleasant environment where everybody feels comfortable in sharing his/her own ideas, doubts and feelings.
- Listen is silent: afterwards, it is important for the trainer (i.e. speaker) to create space and time to listen to the audience questions, doubts and point of views in order to create interaction and a moment of confrontation which is fundamental to understand if the messages presented were clear enough and the audience got the important concepts.
- Mirroring: in this final step there is an exchange of content and feeling by the speaker and the recipient where all the topics addressed are consolidated.

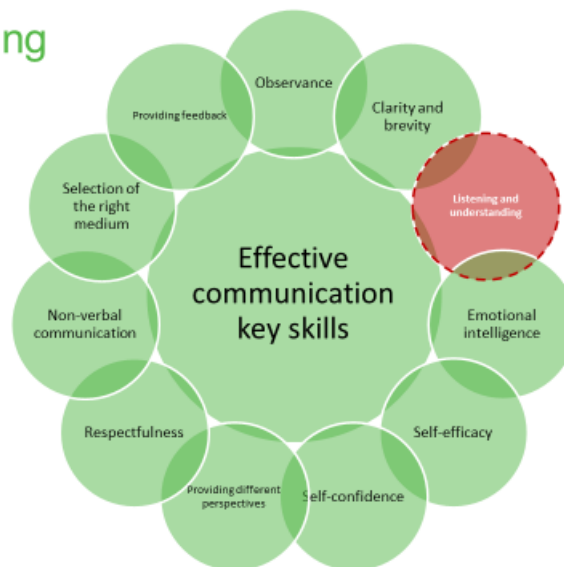


Effective communication

Listening and understanding



- In the following, the skill related to listening and understanding will be deepened.

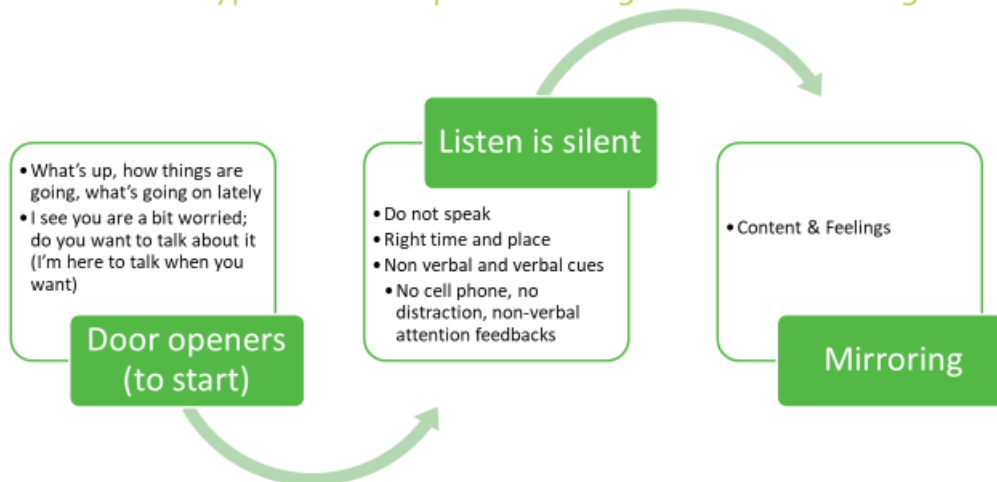


Listening and understanding

The three main steps



- There are three typical main steps to listening and understanding:



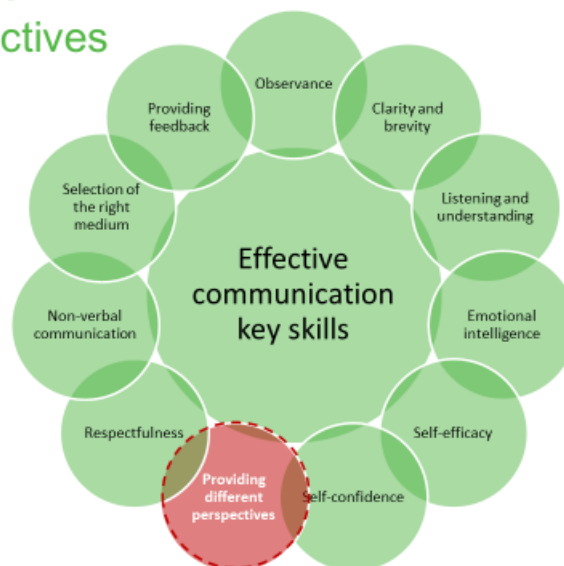
The skill “Providing different perspectives” highlights the importance of presenting every topic taking into consideration the different perspectives that can be involved. As mentioned before, it is fundamental to give a complete message and for this purpose the speaker has to provide the “big picture” of what is presenting, enabling the audience to fully and clearly understand what the key messages of the training are.

Effective communication

Providing different perspectives



- In the following, the skill related to providing different perspectives will be deepened.



Providing different perspectives

Consumers' perspective



- It is important to show evidence of different perspectives (e.g. consumers' perspective) to company decision makers, who can be used to stick to their company perspective other than assuming other point of views.



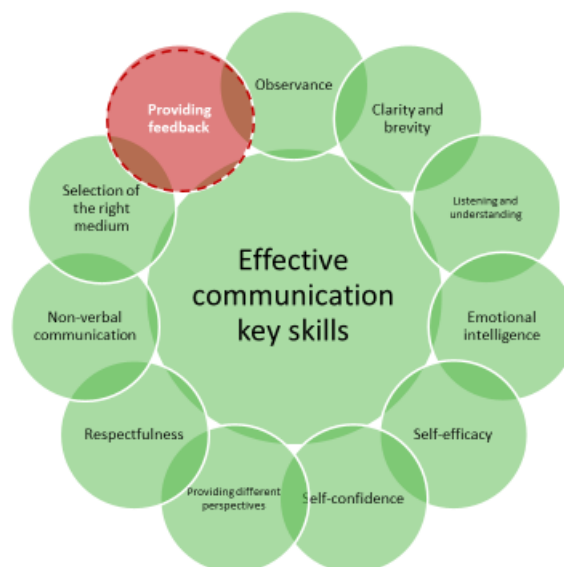
Finally, “Providing feedback” is considered a key skill because the feedback process helps in building both self-confidence and self-efficacy. In fact, feedback leads to a greater understanding of yourself, of what you understood from the training and a deeper appreciation of others’ understanding.

Effective communication

Providing feedback



- In the following, the skill related to providing feedback will be deepened.

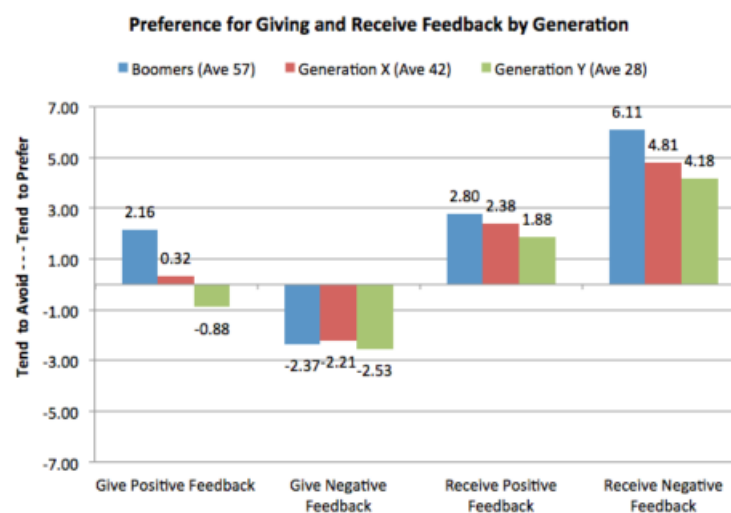


Providing feedback

The importance of providing feedback



- Builds self-confidence and self-efficacy through both disclosure and feedback.
- Feedbacks lead to a greater understanding of yourself, plus a greater understanding of others.



4 Final Thoughts

Deliverable D6.4 points out the importance of effective communication to deliver training sessions. Training sessions are fundamental to deepening the knowledge, the competences and the understanding on SPEEDIER project, tools and concepts.

Therefore, the methodological and teaching notes presented in this deliverable help with the management and therefore, the replication of the train-the-trainer program.

It is fundamental that the train-the-trainer program continues beyond the end of the SPEEDIER project, as this is central to enabling the replication of SPEEDIER and enabling as many SPEEDIER Experts and Trainers to be developed as possible in the 4 pilot countries (and possibly also in other geographical areas). This has the impact of creating awareness of the SPEEDIER concept and other energy efficiency possibilities.

The development of this training content took into consideration that the SPEEDIER Expert is an energy auditor, energy consultant or other energy expert that has to be trained to deliver the SPEEDIER Service, while a SPEEDIER Trainer is an individual from an energy agency, national energy forum, professional body or other multiplier organizations that has to be trained to train others to become SPEEDIER Experts.

Therefore, the training events presented competences and knowledge regarding energy efficiency and conservation that the SPEEDIER Expert and Trainers must develop and consolidate to effectively engage with both the staff and managers of SMEs in implementing the SPEEDIER Service and energy efficiency and conservation measures. These required competences vary and range from the typical barriers, drivers and technologies of energy efficiency in SMEs to the SPEEDIER tool and app functionality and usage.

The SPEEDIER Trainers need not only be able to support addressing energy efficiency barriers, drivers and benefits but also to effectively deliver the training material to the SPEEDIER Expert with proper pedagogical methods and techniques, learning what are the most important communication skills and characteristics to be developed. For this purpose, this deliverable presents the main communication skills and characteristics that help SPEEDIER Trainers in their objective and activity.