



Implementing Effective environmental Management Systems Across the Army

**West Point EMS Kick-Off Meeting
January 11, 2005**

William J. Herb

William.herb@aec.apgea.army.mil
U.S. Army Environmental Center
Aberdeen Proving Ground-Edgewood
Area, Maryland
(410) 436-1578
DSN 584-1578





Briefing Objectives:

1. Provide general awareness of eMS implementation in the Army;
2. Share lessons learned in implementing effective eMSs across the Army;
3. Present a new perspective on how Army manages environmental risks using eMS.





Bottom Line Up Front

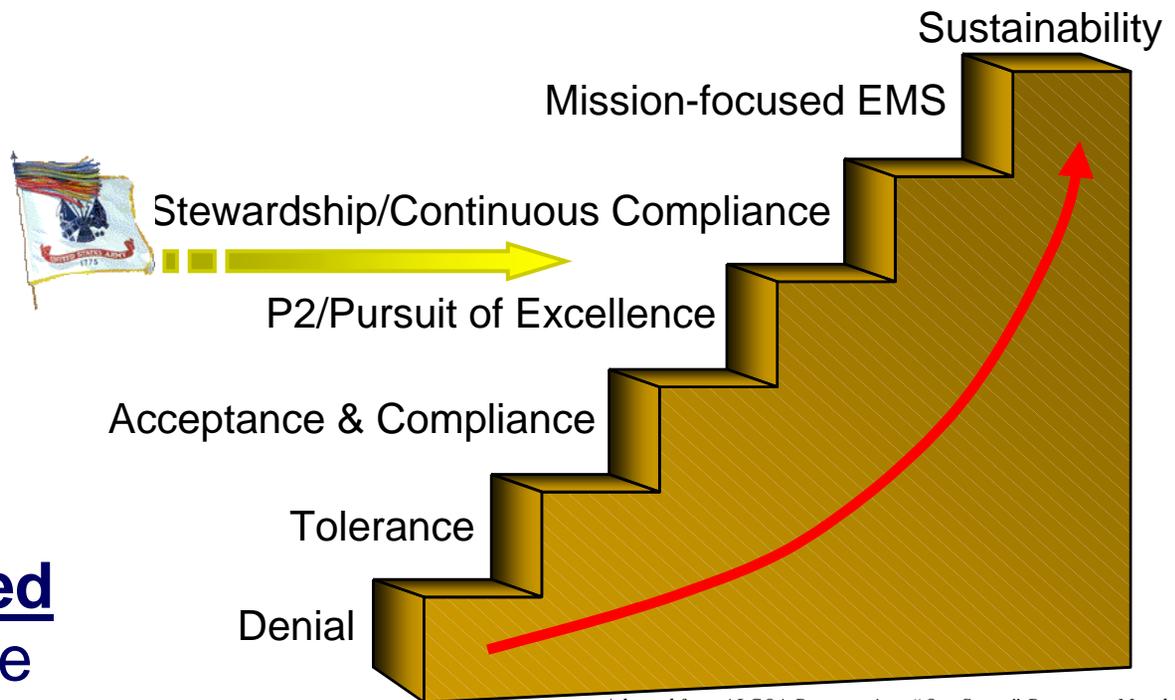
- **eMS makes systematic management of environmental activities a tool for mission accomplishment!**
- **Three Keys to Success at Army Installations!**
 - 1) Ensure the use of a broad Cross Functional Team made up of representative functional experts from across the installation;
 - 2) Ensure that eMS focuses on mitigating risks to mission and community activities;
 - 3) Ensure that there is a strong leadership focus on eMS.



Army Environmental Program Transformation

The old compliance based approach was an important foundation, but was:

- Not sufficient to ensure long-term **sustainability**
- Not sufficiently **mission focused**
- Not easily **integrated** into the Army culture



Adapted from ALCOA Presentation, "Our Story," Pentagon, March 2001



How is the Army's Environmental Program Transforming?

- Doing more with less
- Common level of service – joint ops
- Focus on ALL risks, not just legal risks
- Continual improvement – compliance is not the end state – sustainability is
- Shared responsibility for environmental issues
- Environmental programs that are prioritized around mission and training support.



These Are All Outcomes Of An Effective eMS



The New Army Strategy for the Environment: Secure the Mission – Secure the Future (1 Oct 2004)

Establishes the long-range vision for a sustainable Army, and the goals upon which the vision is based





1992 Army Environmental Strategy:

Process-oriented



**Mission or
Environment**

2004 Army Strategy for the Environment:

Results-oriented



**Mission and
Environment**



eMS is a Core Component of the New Army Strategy for the Environment

*“We must strive to become systems thinkers if we are to benefit from the interrelationships of the **triple bottom line** of sustainability: mission, environment, and community.”*

– R. L. Brownlee, Acting Secretary of the Army

– Peter J. Schoomaker, General, United States Army, Chief of Staff

*“We must strive to become systems thinkers if we are to benefit from the interrelationships of the **triple bottom line** of sustainability: mission, environment, and community.”*

– R. L. Brownlee, Acting Secretary of the Army

– Peter J. Schoomaker, General, United States Army, Chief of Staff



FOR MORE INFORMATION ABOUT THE ARMY STRATEGY FOR THE ENVIRONMENT, CONTACT:

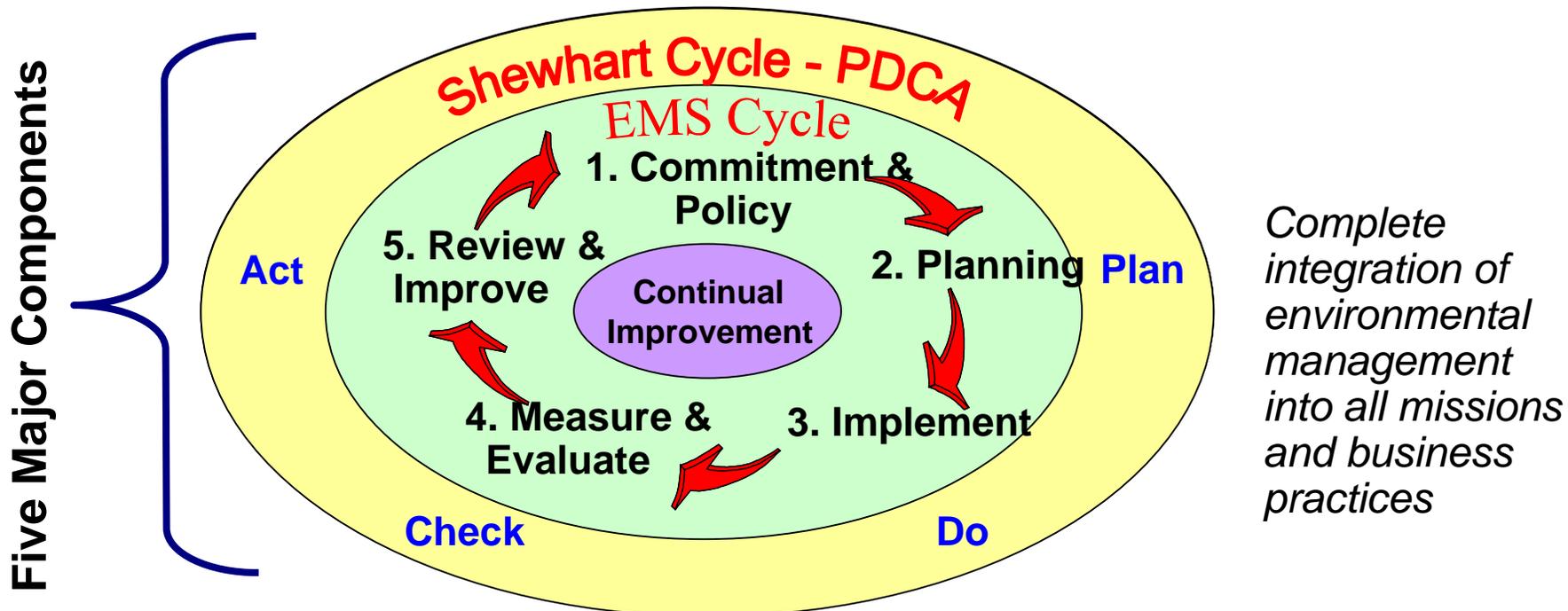
OFFICE OF THE ASSISTANT SECRETARY OF THE ARMY
FOR INSTALLATIONS AND ENVIRONMENT
110 Army Pentagon, Room 3E464, Washington, DC 20310-0110
<https://www.asaie.army.mil>

Printed on recycled paper



What is an eMS?

- Part of the **OVERALL MANAGEMENT SYSTEM** of an Installation
- Systematic/quality approach to environmental management that incorporates people, procedures, and work practices and **BUILDS** upon existing programs
- Single Installation approach to managing environmental activities that allows for efficient, prioritized program execution





eMS Drivers

- **Exec. Order 13148**, “Greening the Government Through Leadership in Environmental Management” (Apr, 00)
- **DOD Policy** describing eMS requirements (05 Apr, 02)
- **DASA (ESOH) and OACSIM Policy** describing eMS requirements (13 Jul, 01, 06 Aug, 01)
- **Sustainable Range Program Plan** describing eMS requirements (06 Aug, 03)
- **Army Strategy For The Environment** (01 Oct, 04)



***Sustaining
The Army's
Ability to Train Now
and in the Future***

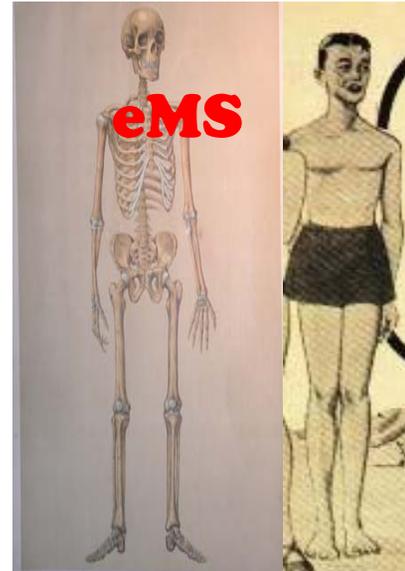
Right Thing To Do!



What Must Be Completed?

Dec 31, 2005: The following **Six Metrics** will be used for DoD components to determine compliance with EO 13148's requirement for an "eMS in Place"

- 1) An **environmental policy statement** (30 Sep 03)
- 2) A **self-assessment** (30 Mar 04)
- 3) A **written Implementation plan** (30 Sep 04)
- 4) A prioritized **list of aspects** (30 Mar 05)
- 5) Appropriate installation personnel have received **awareness-level eMS training.** (30 Mar 05)
- 6) Completed at least one **management review** (31 Dec 05)

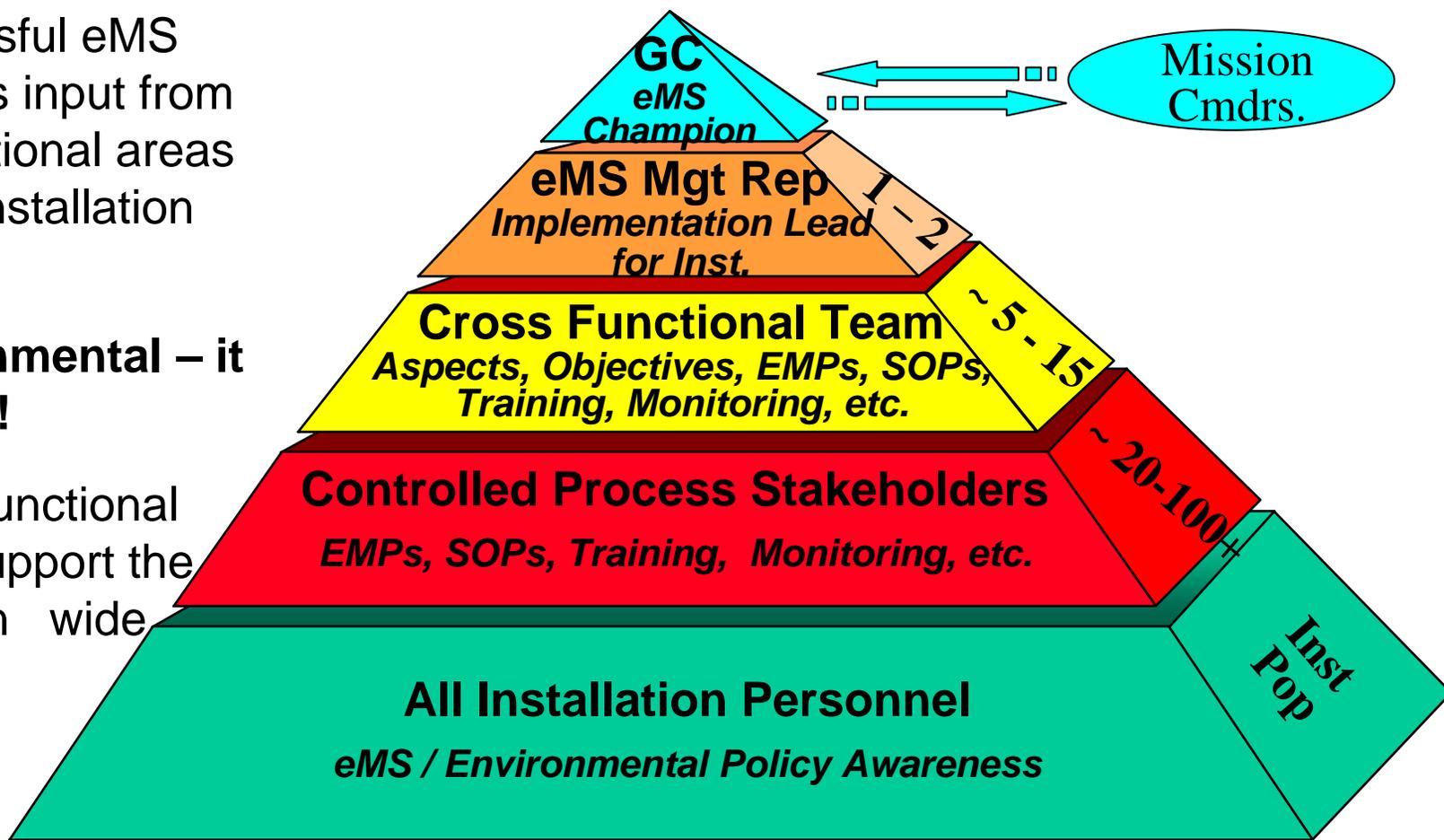


Sept 30, 2009: Installation wide - ISO 14001 conforming eMS in place



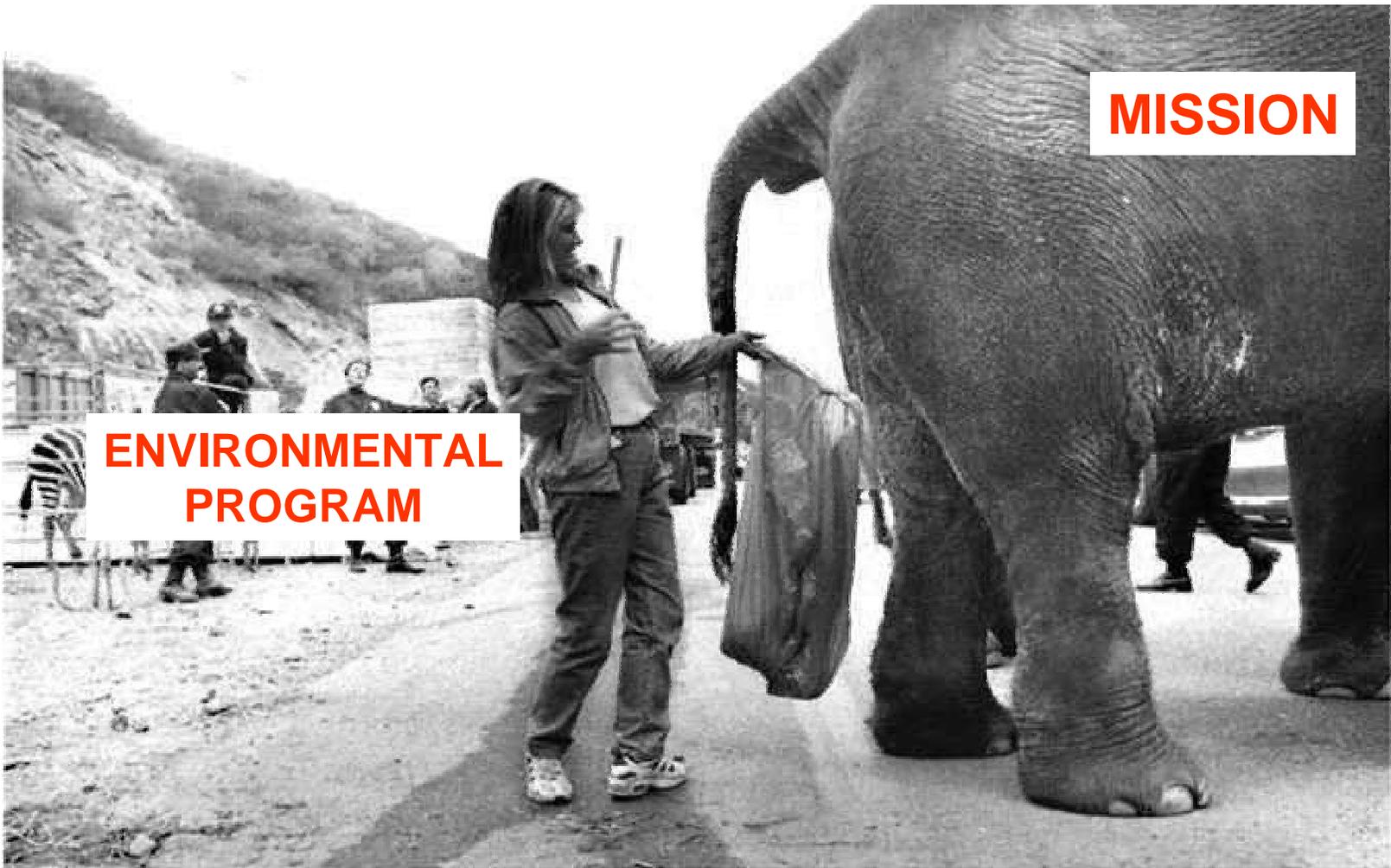
Success Factor 1: Broad Cross Functional Representation

- Successful eMS requires input from all functional areas of the installation
- **If just environmental – it will fail!**
- Cross functional team support the garrison wide eMS





Success Factor 2: The Mission Focus Factor



MISSION

**ENVIRONMENTAL
PROGRAM**



Implementing Effective eMSs Across the Army



.....but more like this



eMS should not function like this...



Success Factor 2: Ensure an eMS that is Mission Focused

eMS can Enhance Mission Performance by:

- Aligning mission, community and environmental goals
- Prioritizing program resources around risks that impact the sustainability of the installation
- Facilitating communication with stakeholders outside the fence line – stronger relationships
- Reducing operational costs

If your eMS accomplishes these objectives - it will benefit the Triple Bottom Line!

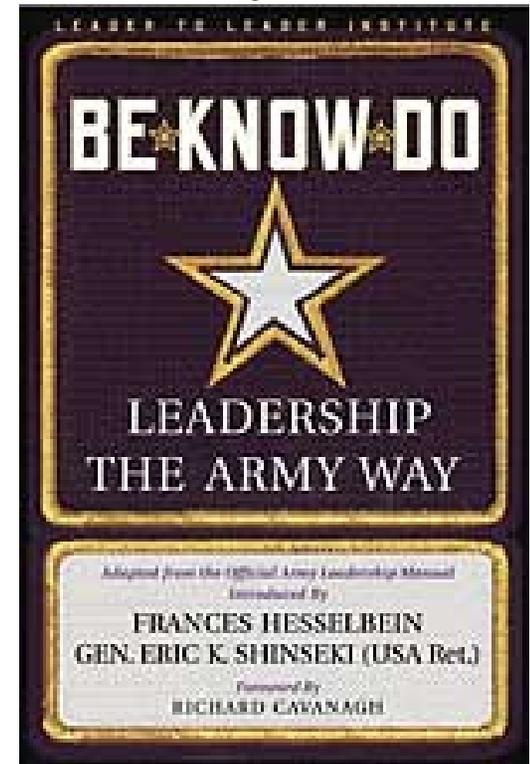


Success Factor 3: Leadership Commitment

Senior leadership commitment has proven over and over to be the foundation for success in any eMS

How Can You Support?

- Communicate the commitment to all installation personnel!
- Engage EQCC and Unit Leaders – Facilitate Involvement
- Provide Resources, Oversight and Guidance
- Maintain focus over a long process





Moving Down the Path to a Sustainable Installation

Installation and mission sustainability are the direction we are headed

eMS is an important tool to help us navigate in getting there

QUESTIONS?

