Th
Developing th
Implementing EMS in th
U.S. Army Reserve

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EMS Program Manager
9 April 2003
Overall Goal and Objective

? **Goal:**
- Enhance mission operations through improved environmental quality.

? **Objective:**
- Implement ISO 14001 to better integrate environmental considerations into Army business and operational functions.
ISO 14001 Pursues Improvement in 3 Areas

? Environmental Performance

? Managerial Performance

? Operational Performance
Executive Order 13148 on EMS says: do it.

Army EMS policy says:
- adopt ISO 14001
- make it mission-focused
- fund it in FY04

Army implementation deadlines
- Short-term Dec 2005
- Long-term FY09
Army EMS Deadlines

- 30 Sep 03  Environmental Policy signed
- 30 Mar 04  EMS Self Assessment conducted
- 30 Sep 04  Implementation Plan in place
- 30 Mar 05  Prioritized list of Significant Aspects/Impacts
- 30 Mar 05  EMS Training completed
- 31 Dec 05  Management Review conducted
Army Reserve Setting

- Six installations / Reserve Field Training Areas (RFTAs)
- Eleven Regional Support Commands (RSCs)
- In all, over 1,200 facilities CONUS
- Some OCONUS reach
- IMA – ARD (Installation Management Agency – Army Reserve Directorate)
Army Reserve Goal and Objectives

? Goal:

– To *efficiently* implement ISO 14001 in the Army Reserve.....

– in a way that *ensures consistency* and *on-going effectiveness*.....

– both *horizontally and vertically*, within the Reserve.
Army Reserve Goal and Objectives

Objectives:

– Identify critical success factors.

– Develop a strategic plan for implementing ISO 14001.

– Revise the organizational infrastructure to sustain EMS.

– Conduct training.
Critical Success Factors

? **Short term** *(implement ISO 14001)*

- Establish *communication* and *coordination*.
- Identify *resources*.
- Instill a *project management* approach.
- Develop a *programmatic approach* to implementation.
Critical Success Factors

? Longer term *(sustain EMS)*

– Revise the *organizational infrastructure* to sustain EMS.

– Engage *mission* side.

– Develop *vertical alignment*.

– Revamp the *auditing* model and processes.
Strategic Planning

? Incorporate a project management approach
  – *Tasks and timelines*
  – *Roles and responsibilities*

? Connect EMS with EPR/ISRII and SRS/BSC;

? Continue representation in HQDA EMS Steering Committee.

? Collaborate with other Army components.
### Gantt Chart

#### Phase 1 EMS Implementation

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<tr>
<th>ID</th>
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<th>February</th>
<th>March</th>
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#### EMS Plan and Guidance

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<td>Populate intranet EMS web site</td>
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Current Organizational Infrastructure

Examples:

- Accountability – EQR, EPR, ISRII, ECAS
- Pillars – Compliance, Conservation, P2, Restoration
- Funding – VENC, VENN, VEPP, ERA
- Policy – Army Regulations 200-1,2,3…, etc.
Current Organizational Infrastructure

Examples:

- Component organizational support –
  - Office of the Director for Environmental Programs
  - Army Environmental Center
  - Army Environmental Policy Institute
  - US Army Engineers School – training
  - Construction Engineering Research Laboratory
Changing Organizational Infrastructure

- Environmental Compliance Assessment System
  ⇒ Environmental Performance Assessment System

- Army Regulations (AR) 200-1, 200-2, 200-3, etc.
  ⇒ Revised and combined into AR 200-1
Two Levels of Activities

- Implementing EMS at field level
- Developing the organizational infrastructure
Three Major Phases

Phase I  *(Timeframe: this Fiscal Year)*:

- Initiate EMS awareness training;
- Conduct ISO 14001 Lead Auditor courses;
- Develop Army Reserve Strategy for implementing EMS.
Three Major Phases

Phase II (Timeframe: FY04 thru Dec 2005):
- Continue EMS training;
- Begin basic EMS implementation with FY04 funding;
- Begin defining and implementing vertical alignment;
- Begin instituting organizational infrastructure.
- Begin development on EMS auditing processes;
Three Major Phases

Phase III (Dec 05 thru FY09 when full conformance to ISO 14001 is required):

- Installations and RSCs pursue full conform to ISO 14001;
- EMS auditing process becomes fully functioning;
- Better integration of EMS in the Army;
- Performance measures should produce results demonstrating where EMS has enhanced mission.
Some Considerations / Issues

? What is the Scope of the EMS?

? How do we establish effective Coordination / Communication?

? How do we balance desired Field independence versus ARD HQ command and control?

? How does ARD align with the Field regarding EMS?
Some Considerations / Issues

? How does EMS connect with EPR (budget), and SRS/BSC (mission reporting)?

? What degree of consistency is optimum? In what areas is consistency desirable?

? How do we revamp auditing to support EMS?

? How to we provide training to a geographically dispersed audience?
Current Status

- 15-minute brief to BG Kelley at USARC HQ EQCC
- Memo from BG Kelley to RSC and installation Commanders
- 2-hour Senior-level EMS Awareness Training at RSCs
- 8-hour Staff EMS Awareness Training at RSCs
- Strategic plan in development
Current Status

? Coordination / Communication:
  – EMS sub-committee
  – Intranet site
  – Articles in Reserve environmental newsletter

? EMS Management Representative for each RSC and installation.

? ISO 14001 EMS Lead Auditor course for Mgmt. Reps.
Current Status

? Collecting various example components of the EMS.

? To visit Ft. Lewis and hold an implementation workshop in June.

? Ordering Microsoft Project for all Mgmt. Reps.

? Will conduct a project management and team building class this summer.

? Establishing an Army Program Managers’ coordination workgroup.
Desired End State

? An ISO 14001 conforming EMS at each RSC.
? Vertical alignment defined and serving the field.
? Organizational infrastructure supports the field.
? “Environment” is better integrated into decision-making.
? Auditing is revamped and results are showing progress.
? Results of mission enhancement are documented.