ARNG’s Road to ISO 14001

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- Evolution of EMS in the ARNG
- Deliberate approach to EMS
- Challenges to implementation
- Where we’re going with EMS
Evolution of EMS in the ARNG

- Origins of EMS can be traced to root cause analysis conducted as part of Environmental Compliance Assessment System (ECAS) -- 1996
  - Software analyzed EMS maturity
  - Used draft ISO standards
- ECAS root cause analysis processes more fully developed.
  - Looked for two levels of causation, e.g. Lack of resources >> Funding or Personnel shortages
  - Identified P2 alternatives for compliance
- ECAS Installation Corrective Action Plan (ICAP) management processes developed.
  - Who does what and by when?
The Deliberate Approach

- Receipt of DASA (ESOH) EMS Action Memo, 13 Jul 01
- DA EMS Implementation Workshop, Jan 02
- Began Strategic Planning of Implementation Effort, Apr 02
  - Enlisted help of ARNG’s Strategic Planners
    + Manages ARNG’s APIC, ACOE, SRS
    + Proponent of ARNG’s Quality Training Center
  - Assisted in developing ‘change’ strategy
    + Defined the Main Thing
    + Defined key players and associated roles
    + Began developing WIIFM message
Deliberate Approach

eMS Themes

- eMS -- EMS is not an environmental program
- Must focus on mission and enhance readiness
- Implement with existing resources
  - Existing funding or at decreased funding levels
  - Existing staff levels (Do the work--Do the thinking)
  - Use institutionally provided resources
    - Training
    - Template Plans
    - EQCC
    - Facilitators
The War

eMS Implementation Challenges

- War on terror is priority------GOOD
  - Focus on those not deployed in the mean time.
  - Staying out of the way & support where possible.

- War on Bureaucracy------War is Hell
  - Continually re-crafting message(s)
  - Continue pursuing ‘change’ strategy (persistence)
  - Capitalize on opportunities when they appear.
The War

eMS Implementation Challenges

• War on Apathy/Resistance to Change
  – Seeking Command Emphasis
  – Seeking eMS Champions
  – More fully developing WIIFM message

• War on Ignorance
  – Paying for cross-functional travel to training
  – Developing training/briefings for those unable/not practical to send to training, e.g. Commanders, Sr. Staff
  – Redirecting errant programs/opinions
• Formal Command Emphasis in the pipeline.
  – Working to institutionalize use of EQCC.
• Training being developed and promoted
  – Implementation, Awareness, Auditing, Executive-level
• Working out details of EPAS in the context of eMS
  – Utility in assisting with self-assessment/gap analysis
  – Corrective action processes
  – Internal audit processes
  – Need for External audit?
• Continued Strategic Plan assessment/realignment
Questions?