Sustainable Operations Through EMS and Teamwork

April 9, 2003

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Background

- Executive Order 13148
  - EMS principles integrated into all mission activities and functions
  - Change in operation culture, but not the focus on primary missions
  - Opportunity for mission enhancement linking EMS to installation readiness and training/testing range operations
  - December 2005 Deadline, is your installation ready?
DoD Status/Challenges going Forward

• DOD current status
  • Historic compliance not mission focused or easily integrated into operations
  • Environmental programs must support operations and training

• DOD current challenges
  • Existing/improved systems
  • EMS must be linked to existing and planned training missions for success
Textron - A year ago...

- Textron Systems - 3 locations

- Wilmington specific - variety of activities: R&D labs, manufacturing, small machine shops, engineering prototype, testing, etc.

- ISO 9000 certified

- One year to implement system - some resources available
Key Elements of a successful EMS

- Strong Internal auditing program
- Management Review (and buy-in)
- Strong Legal requirement focus
- Buy-in from all levels and functions
How to get Started...

• GAP Analysis/Cross-functional teams

• 3 examples of cross-functional team importance:
  • Purchasing
  • Engineering
  • Facilities
Developing Environmental Aspects/Impacts (Utilizing ISO 14001 tools)

• Again, Cross-functional team importance
• Include all areas affected (leave nothing out!)
• This is where compliance and test operations can come together
• Ranking of significance
EMS and DOD Installations

- Successful programs at DoD Installations
  - Navy replacing Vieques
  - Successful pollution prevention initiatives
  - Centralized hazardous material Pharmacies
  - USAF “Green Bases of the Future”
  - EMS components in munitions design/testing
  - Army implemented test program at Fort Bragg

- However, does not link environmental compliance programs with the Installations’ mission – Accomplished thru EMS
EMS at DOD Installations

- EO 13148 gives initiative and administrative support to bring environmental compliance together with Installation’s core mission.

- EMS Results = Environmental Accountability
  - sustainability,
  - reduced costs,
  - increased public support,
  - limited encroachment, and
  - survival of BRAC 2005.
Textron Partnering with the DOD

- Conducted Army, Air Force installation reviews
- Coordinating with Army installation potential Environmental Impacts from subcontractor munitions testing
- Textron EHS compliance department working closely with Engineering and installations on test range issues such as:
  - Shipping Haz. Materials
  - Waste Disposal/Munition demil
  - Secondary containment