

U.S. Army Environmental Management System Commanders Guide

June 2003



The primary intended audience for this guide is the Garrison Commander at active Army and Army Reserve organizations. For other Army organizations, the following applies:

- For Army National Guard (ARNG) organizations, the term Commander as used in this guide refers to the Adjutant General or Garrison Commanders at major training sites.
- For civil works organizations, the term Commander refers to the District Chief of Operations.
- Numbered units, separate activities, or other tenants will be included in the installation environmental management system (EMS) managed by the Garrison Commander.

U.S. Army Environmental Management System: Commanders Guide

WHAT IS AN EMS?

An EMS is the part of an organization's overall management system that integrates environmental concerns and issues in the organization's management processes. An EMS helps organizations avoid environmental problems by increasing awareness and developing sustainable activities and processes.

EMS REQUIREMENTS, POLICY, AND STANDARDS

Executive Order 13148

Executive Order (EO) 13148, "Greening the Government Through Leadership in Environmental Management," directs all Federal agencies as follows:

- By 31 December 2005, each agency shall implement an environmental management system at all appropriate agency facilities based on facility size, complexity, and the environmental aspects of facility operations.
- The facility environmental management system shall include measurable environmental goals, objectives, and targets that are reviewed and updated annually.
- Once established, environmental management system performance measures shall be incorporated in agency facility audit protocols.¹

The Army policy on EMS, described below, implements the requirements of EO 13148 at Army installations.

¹ Executive Order 13148, "Greening the Government Through Leadership in Environmental Management," 21 April 2000.

Army's EMS Policy

The Army's EMS policy directs a phased approach to EMS implementation. The Deputy Assistant Secretary of the Army (Environment, Safety, and Occupational Health) signed an action memorandum on EMS, which directs installations to meet the following requirements for implementation:

- First, comply with EO 13148 by meeting the Army and DoD implementation metrics (discussed below) by 31 December 2005.
- Then, use continual improvement to build the remaining parts of a mission-focused, ISO 14001–conforming EMS by September 2009.²

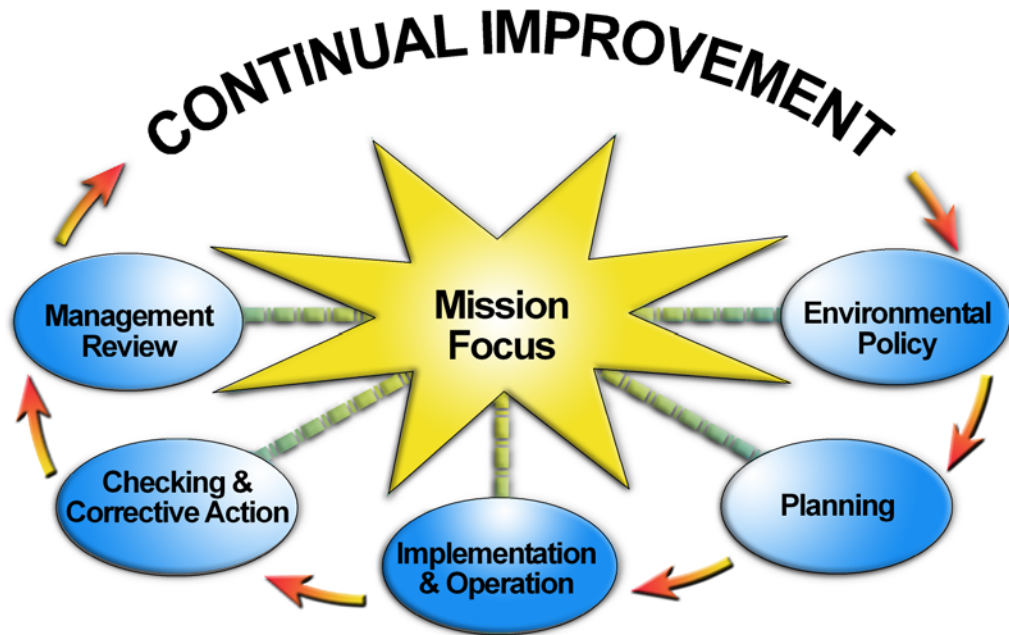
Developing and implementing an EMS is required at all Army installations, including those located in CONUS and OCONUS, as well as at all ARNG installations. Installations OCONUS will integrate EMS elements into existing management practices and procedures, in consonance with Final Governing Standards and applicable host nation requirements. No single EMS fits *all* Army installations. Therefore, installations must determine the best way to design or adapt their management procedures to conform to the ISO 14001 standard.

ISO 14001—An International Standard for EMS

The International Organization for Standardization developed the ISO 14001 standard to provide a set of internationally recognized criteria for EMSs. The Army has chosen to use the ISO 14001 standard as a model for implementing EMSs at Army installations. ISO 14001 will aid the Army's implementation efforts by providing a common set of requirements, terms, and definitions pertaining to the EMS and its various elements. The ISO 14001 model employs a continual cycle of policy, planning, implementation and operation, checking and corrective actions, and management review, as shown in Figure 1. The ultimate goal is to continually improve environmental performance as the cycle is repeated.

² Memorandum for Assistant Chief of Staff for Installation Management, from Raymond J. Fatz, Deputy Assistant Secretary of the Army (Environment, Safety and Occupational Health), OASA(I&E), Subject, *Army Environmental Management System*, 13 July 2001. Available from <http://aec.army.mil/usaec/support/ems-requirements080601.pdf>.

Figure 1. ISO 14001 Model with Mission Focus



Army EMS Implementation Metrics

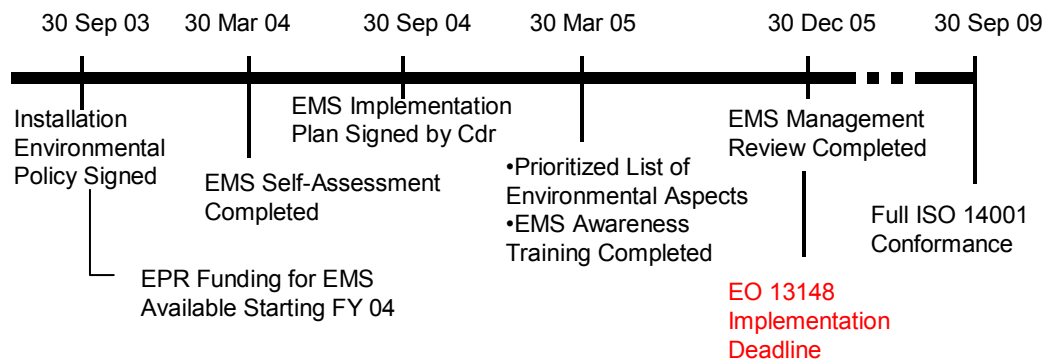
To meet the December 2005 implementation requirements, installations should complete the following elements by the indicated dates, as shown in Figure 2:

- **Policy Statement.** The Commander signs an installation-wide environmental policy statement consistent with Army EMS policy and makes it available to installation personnel and the public no later than (NLT) 30 September 2003.
- **Self-Assessment.**³ The installation conducts and documents an installation-wide EMS self-assessment consistent with Army EMS policy and briefs it to the Commander NLT 30 March 2004.
- **Implementation Plan.** The Commander signs a written plan with scheduled dates, identified resources, timelines, and organizational responsibilities for implementing an installation-wide EMS consistent with Army EMS policy NLT 30 September 2004.

³ A self-assessment is a review of existing processes, procedures, and documentation to determine the installation's initial conformance with the ISO 14001 standard.

- **Prioritized List of Environmental Aspects.**⁴ The installation compiles a prioritized list of environmental aspects consistent with ISO 14001 and Army EMS policy and briefs it to the Commander NLT 30 March 2005.
- **Training.** Installation personnel receive awareness-level EMS training that is documented and consistent with Army EMS policy NLT March 30, 2005.
- **Management Review.** The Commander conducts at least one documented management review in accordance with the installation's written procedure for recurring internal EMS management reviews NLT 31 December 2005.

Figure 2. EMS Implementation Metric Timeline



The U.S. Army EMS Implementers Guide, available at <https://www.denix.osd.mil/denix/DOD/Library/EMS/ems.html>, contains examples and detailed guidance regarding the above metrics.

THE COMMANDER'S ROLE

Command Emphasis

The Commander sets the tone and priority for implementing the EMS. Successful EMS implementation depends on the Commander's ability to communicate its benefits and maintain the command's focus during the multiyear implementation process. The Garrison Commander must gain buy-in and support from tenant mission Commanders, other leaders, and contractors in order to implement an effective, installation-wide EMS.

⁴ An environmental aspect is an element of an organization's activities, products, or services that can interact with the environment, such as the consumption of water resources or the production of air emissions.

Commit Appropriate Resources—People and Funding

People. The Commander must select an effective leader to serve as the EMS Management Representative (EMSMR), and other knowledgeable personnel to serve on a cross-functional team (CFT). The quality of the individuals assigned to this effort directly reflects the Commander's commitment to the EMS concept and determines its ultimate success. Commanders must dedicate top performers with the skills and authority to get the job done. Individuals involved in EMS implementation must have a broad knowledge of installation operations, a willingness to learn, and a commitment to continual improvement.

Funding. Commanders must ensure that staffs request EMS funding through the Environmental Program Requirement (EPR) process as discussed below.

Engage Environmental Quality Control Committee and Unit Leaders

The Commander must champion the EMS and work to gain and maintain the full support of key stakeholders such as the Environmental Quality Control Committee (EQCC) and other leaders outside the garrison. Army policy requires installation-wide implementation of the EMS. The EMSMR needs the Commander's support to make this happen.

Develop Installation Environmental Policy

A strong, clear environmental policy statement is a documented reminder of what is expected. Everyone on the installation should be aware of the policy and understand the Commander's intent.

Engage Local Community

The Commander frequently interacts with local community leaders, and the EMS initiative is a positive message to send to our neighbors. Communicating this issue to the local community is not only good public relations; it is essential to the success of the EMS because our neighbors share our most sensitive environmental concerns.

Provide Oversight and Guidance

Command oversight, guidance, and encouragement are essential for maintaining momentum over the course of the implementation process. When the Commander maintains interest, members of the command also stay focused. The Commander must be personally involved in management reviews and issue specific directives as needed.

RESOURCES AND TOOLS

Resources

Installations should use normal environmental funding channels to fund EMS implementation. Commanders should ensure that EMS implementation requirements receive a sufficiently high priority for funding when competing against other requirements. EPR submittals should be coded per the “Policy and Guidance for Identifying U.S. Army Environmental Program Requirements” (current update February 2002), Part III, section C. “EPR funding for EMS implementation is programmed from FY04 to FY06.

Tools

Policy information, guidance, training, and implementation tools are available to Army installations for help in implementing an EMS, and new resources will be made available as they are developed. Most resources are Army specific, but some commercial resources are also available at little or no cost. For information related to EMS implementation tools and funding guidance, see the DENIX Army EMS website at <https://www.denix.osd.mil/denix/DOD/Library/EMS/ems.html>.

THE BUSINESS CASE FOR EMS

EMS Will Enhance Mission Focus

In order for the EMS to be an effective management tool for the Army, the entire process must focus on supporting readiness. Mission (operations and training) focus is the central concept that makes an Army installation’s EMS different from an EMS in the civilian business sector. Army installations must begin EMS implementation by addressing activities critical to mission execution and determining how to manage the related environmental aspects to sustain operational readiness. The goal is to systematically identify and proactively manage environmental issues that can potentially hinder mission accomplishment.

EMS Will Help the Army Address Future Challenges

Environmental issues are closely associated with many of the major challenges Army installation leaders will face in the coming decades:

- As the Army transforms into a more agile and mobile force, and the range and lethality of our weapon systems increase, we must optimize the use of available training lands to conduct realistic and effective training.
- Development of local communities near our fencelines will continue to impact our ability to train and perform our installation missions. It is unlikely that the Army will be able to obtain additional lands to replace those lost to encroachment.
- Environmental requirements will continue to grow. Despite recent congressional initiatives, we cannot expect wholesale exemptions from environmental regulations. Environmental regulations based on public health impacts will likely become more stringent and more closely scrutinized.
- Increases in installation funding and manpower resources to address these issues are unlikely.

These and other challenges point to the need for a better way to reconcile mission, training, environmental, and community issues. For the past 30 years, the Army has focused on regulatory compliance as the goal and accepted standard for environmental management. The problem is that most environmental regulations were developed in reaction to serious environmental impacts that had already occurred. We also came to realize that our traditional, “stovepiped” environmental efforts were not sufficiently integrated with mission activities and business processes to identify and mitigate potential environmental impacts during the planning stages. Often, the environment became an issue after the fact, when the damage had already been done.

EMS Will Help the Army Operate More Effectively and Efficiently

A more effective way of doing business is to predict potential environmental problems early in our planning process, design our activities to minimize or avoid them, continually check our performance, and make improvements where appropriate. These are some of the basic concepts incorporated in EMSs.

The EMS concept represents a fundamental change from our traditional, reactive, compliance-based, standalone environmental management programs to a proactive, impact-predicting *management system* that is focused on the mission and embedded in everyday business processes and mission activities. Do not be misled by the term “Environmental” in EMS. While an EMS will certainly improve environmental performance, it should enhance performance in mission areas as well, and effective implementation and operation will involve far more than the environmental staff.

Improved Long-Term Mission Sustainability

The mission focus concept requires the implementation team to examine both current and potential future mission requirements when determining environmental aspects and impacts. This long-term perspective, combined with the requirement to examine both regulated and nonregulated environmental aspects, provides a mechanism for identifying and managing sustainability issues.

Increased Short-Term Management Efficiency

Reviewing the processes associated with the installation’s activities, products, and services often identifies redundancies, wasted effort, and coordination problems that lead to inefficiencies.

Potential Cost Savings

Process changes that are made to conserve resources or reduce the use of hazardous substances often result in significant cost savings.

Improved Environmental Compliance

By focusing on the management systems used to control environmental aspects and impacts, installations are able to identify the causes of compliance problems and continually improve environmental performance.

Improved Interactions with Local Communities and Regulators

Local communities recognize and appreciate the installation’s open commitment to improved environmental performance, and communications with the public are usually improved and refined as a result of EMS procedures. Regulatory agencies like EMSs for similar reasons. A properly functioning EMS makes the regulator’s job easier. Key environmental information is well organized and easy to obtain, and compliance problems are usually reduced. Some installations that have implemented an EMS

have noticed an improved relationship with regulatory agencies and less frequent inspections.

EMS INTERFACES WITH CURRENT PROGRAMS AND INITIATIVES

An Integrated Management System

The EMS concept is not intended to replace current programs and initiatives, but to integrate these existing efforts and improve coordination between functional areas. It provides a formal process for developing, communicating, and acting on environmental information. The end products are environmentally aware and responsible personnel, better management, and informed decision making.

EMS and the Existing Environmental Program

Our existing environmental programs provide an excellent starting point for implementing an EMS, because many of the elements required for an EMS are already in place. The EMS provides a framework for linking these elements into an effective management system that directly supports the installation's major missions. The EMS also establishes a system for continual improvement that will eventually become the accepted way of doing business across the installation. When implementing the EMS, the installation may choose to reorganize the existing environmental program, but most existing program functions will continue much as they are now.

Sustainability and EMS

Many Army installations have recently embraced the concept of sustainability and have taken initial steps toward creating sustainable installations. The EMS is the vehicle that can help move the Army closer to realizing our vision of sustainability. It provides a proven management framework that can help us recognize and address our long-term sustainability issues.

EMS IMPLEMENTATION CHALLENGES

Involving and Obtaining Commitment from All Functional Areas

One of the biggest changes associated with EMS implementation is cultural: responsibilities for environmental issues expand from the environmental staff to *every leader, soldier, and civilian employee*. This shift requires a new awareness and commitment from all functional areas on the installation.

Maintaining Momentum over a Multiyear Process

Fully implementing an ISO 14001–conforming EMS takes several years, and maintaining momentum can be a challenge. Leadership and top management support are critical for emphasis and recognition. There will be some frustrations as implementation progresses, so accept them and focus on continual improvement to address the problems. The partial solution that is implemented is always better than the perfect solution that never makes it off the drawing board.

Involving Top Performers

EMS implementation is an intellectually challenging task and requires the involvement of your top performers. Contractors can provide some valuable support, but key installation personnel must provide the bulk of the effort because they are the ones who own, understand, and take responsibility for the installation’s activities, products, and services. Look for ways to redistribute workloads and provide time for the implementation team members to focus on the task.

THE ROADMAP FOR EMS IMPLEMENTATION

Army-Specific Implementation Guidance

The Army has developed a recommended sequence of activities, shown in Figure 3, to implement a mission-focused, ISO 14001–conforming EMS. The *U.S. Army Environmental Management System Implementers Guide*, the companion to this guide, contains detailed implementation instructions. The implementation sequence shown in Figure 3 addresses the Army’s implementation metrics and includes all of the EMS elements required by the ISO 14001 standard.

CONCLUSION

An EMS shifts the environmental focus from a defensive, reactive posture to one that is proactive and based on sound planning and informed decision making. The EMS makes the mission a central focus of the management system and works to facilitate mission activities and develop sustainable processes and activities. Regulatory and other requirements are considered in setting EMS priorities, but are no longer regarded as the only acceptable basis for establishing environmental goals. Perhaps most importantly, an EMS represents a major culture change from the old paradigm where the environmental staff worked as inspectors and enforcers. An EMS expands environmental awareness and accountability to all installation personnel, increasing the reach and effectiveness of the environmental program.

Figure 3. Suggested EMS Implementation Sequence



The elements shown in the blocks below provide a logical sequence for planning and implementing an EMS, starting at the left side of the page and following the arrows. **You may also choose to revise this sequence to accommodate specific situations at your installation. We recommend you carefully read the entire guide before choosing an alternative sequence.**

31 December 2005 Milestone:
At a minimum, the Army metric elements (in yellow) must be completed *and an annual management review performed* before 31 December 2005 in order to satisfy Army Policy and EO 13148 requirements.

