



PHASE I: GETTING READY

Implementation of an EMS can improve your local government's environmental performance and provide other important benefits. But no two local governments are alike, and the benefits of an EMS will differ significantly. What benefits can your organization expect from adopting an EMS?

Organizational readiness means:

- ♦ *Becoming familiar with the EMS concept and language*
- ♦ *Labor and management involvement and buy-in*
- ♦ *Securing employee awareness and confidence*
- ♦ *Holding a Kick-off meeting - EMS as a priority*
- ♦ *Identify opportunities to link the EMS with other systems and organizational goals*

There are many reasons why local governments choose to implement an EMS. Some want greater assurance in maintaining regulatory compliance and moving beyond compliance to improve environmental performance. While others see an EMS as helping them remain competitive with private industry. Others would like to display a greater attentiveness to environmental issues, often following an incident that came to the public's attention. Implementing an EMS can also provide as an opportunity to improve internal and external communications within an organization and a way to streamline environmental management and regulatory responsibilities.

Activities of Phase I include (4 months):

- Select an EMS scope ("fenceline").
- Gear up to implement the EMS: allocate resources, appoint a Management Representative (project manager) and select a Core Team to lead the EMS effort.
- Conduct an analysis (referred to as a "gap analysis") to determine what elements of an EMS the organization may already have in place and what may need to be created.
- Define the EMS implementation team's roles, responsibilities and authorities.
- Confirm top management understanding and commitment.
- Plan an EMS "kickoff" event for familiarizing employees across the organization with the EMS concept and getting employee buy-in.

The following are some of the questions to consider as you prepare to implement your EMS.

- ♦ *What are your objectives for EMS implementation?*
- ♦ *What benefits do you expect?*
- ♦ *Where is the best place to begin your EMS activities (your project scope or fenceline)?*
- ♦ *Who will lead the effort?*
- ♦ *What challenges do you expect to face?*
- ♦ *What resources will you commit?*



TROUBLESHOOTER'S GUIDE

"Change is good...but you go first!"

Most organizations don't like change. But the EMS is intended to help bring about positive change in your organization. To ease the pain a bit, borrow a tip from the advertising world: familiarity breeds acceptance.

To increase familiarity and acceptance even before you formally launch your EMS program, try the following troubleshooters' tips:

- ♦ *Post EMS signs on bulletin boards, lunch-rooms, and near coffee and copy machines to familiarize staff with EMS words and the ideas.*
- ♦ *Talk, talk, talk it up with employees, union stewards, middle managers, second/third shifters, etc.*
- ♦ *Ask them what changes they would like to see in their operations as a result of the EMS.*
- ♦ *What improvements can they suggest? This is the Core Team and Management's opportunity to show how the EMS can be a vehicle for accomplishing these changes and that it is an organizational priority.*
- ♦ *Spend extra time with middle management and line supervisors. These folks will make or break your program. One-on-one conversations can identify their needs, concerns, and problem areas. The more your middle managers are involved in the initial stages of the EMS, the more support and buy-in you will get.*

INITIAL PLANNING

In the initial planning phase, it is important to remember the following:

Write a Plan: Putting an EMS into place does not have to be an overwhelming task. Putting your initial thoughts down on paper concerning how you will proceed, can be very helpful and a time saver. These initial thoughts will be useful in your discussions with management to secure their buy-in. Questions you will want to address and things to consider include:

- ♦ Why implement an EMS?
- ♦ What are the drivers?
- ♦ Where should the EMS be implemented?
- ♦ What benefits do you expect to realize?
- ♦ Where will you implement the EMS?
- ♦ Preliminary thoughts on who should be involved in the effort
- ♦ Suggested timeframe for implementation
- ♦ Are resources available?
- ♦ What programs do you have in place that will bridge nicely with the EMS?

Information found in this guidance document can help in putting together a business case.

Consult with others: As you put together a plan for your EMS, keep in mind that there are other local governments that have already implemented an EMS. Use these municipalities as resources. To find out what local governments have implemented an EMS visit the Public Entity EMS Resource (PEER) Center at www.peercenter.net. Consultants can also help you by evaluating your EMS and providing suggestions throughout the process.

CASE STUDY

Consulting with other organizations that have implemented an EMS can help pull in information that can be used to build a business case. Jefferson County, AL contacted the Charleston Public Works, SC to discuss the benefits of implementing an EMS which strengthened Jefferson County's case to implement an EMS.

For additional information, contact Bill Peters, Jefferson County, AL, at 205-325-8712 or petersb@jcc.co.jefferson.al.us

CASE STUDY

Prior to the start of their implementation effort the City of Cincinnati Environmental Office met with top management, mid-level managers, and the local Union Stewards to discuss the benefits of the project, their respective involvement and their expectations. An open and honest discussion up-front secured buy-in at the various levels ensuring a smooth start to the implementation process.

For additional information, please contact Bonnie Phillips, City of Cincinnati, OH, at 513-352-5310

Teamwork: It is important to use a team approach when developing your EMS. Fielding ideas from multiple individuals can only bolster the strength of your organization's final goals and EMS elements. Individuals at various levels and parts of the organization should be pulled in to provide input on why, how and who should be involved.

Timing is Key: Don't stall in your EMS planning. Stick to a regular pace so that your employees remain engaged and interested in the process. However, beware of moving too quickly - for overwhelming employees with work will make them less appreciative of the overall effort and objectives. It needs to be clear to virtually every employee in the organization why you are undertaking the implementation of an EMS. This means communication from city managers to "send the message home" to all employees is well worth your time and energy. Often the wiser, and less costly, approach is to do this up-front in

the implementation process and before a roadblock cements itself in your path.



The Public Entity Environmental Management Systems Resource Center (PEER Center) is specifically designed to aid local, county, and state governments that are considering implementing or have implemented an environmental management system (EMS) and want to access the knowledge and field experience of other public entities that have done so.

The PEER Center is a leading-edge provider of practical EMS data and information. The Center originated from information collected through two successful pilot projects funded by EPA involving EMS implementation in 23 municipal, county, and state entities. The pilot projects tested the applicability and value of an EMS for improving environmental performance and compliance within public sector organizations. Building upon this central information database, the Center has become a one-stop shop for EMS information and resources for public organizations.

The PEER Center is composed of one virtual information clearinghouse (www.peercenter.net) and eight Local Resource Centers (contact information provided below). The website provides a national database of key EMS contacts, service and course providers, and mentors. In addition, the site is dedicated to providing practical EMS information, such as best practices and problem-solving strategies, field-tested tools, and case study analyses and sample documentation. A unique feature of the site is the ability to provide valuable state-specific EMS information.

The Local Resource Centers (LRCs), housed in existing organizations, promote EMS competence and encourage government-to-government sharing and mentoring. Each LRC services communities in their local areas or region with technical expertise, field-tested tools, support for EMS implementation, local contacts, and resources.

The following eight organizations have been designated as LRCs:

Georgia Institute of Technology Center for International Standards and Quality

www.industry.gatech.edu/quality/default.htm

Paulo Chiappina - 404-804-2267

Indiana Clean Manufacturing Technology and Safe Materials Institute

www.ecn.purdue.edu/CMTI

Lynn Corson - 765-463-4749

Texas Commission on Environmental Quality

www.tnrcc.state.tx.us or www.aboutexasems.org

David James - 512-239-3184

Univ. of Florida Center for Training, Research, and Education for Environmental Operations

www.treeo.ufl.edu

William Engel - 352-392-9570

The Zero Waste Alliance

www.zerowaste.org

Larry Chalfan - 503-279-9383

University of Massachusetts-Lowell EMS Service Program

www.uml.edu/ems

Matthew Donahue - 978-452-8902

University of Wisconsin-Stout Technology Transfer Institute

www.uwstout.edu

Joe Benkowski - 715-232-5266

Virginia Tech Center for Organizational and Technological Advancement

www.cota.vt.edu

Robert Herbert - 540-853-8276



TROUBLESHOOTER'S GUIDE

Top management commitment, visibility and involvement is the #1 Key to Success for implementing an EMS. To increase your chances of continued management support:

- ♦ *Enlist the aid of top management frequently and regularly to let folks up, down, and across the organization know that the EMS is a management priority. Organizations whose managers wave the EMS flag, and take a hands-on part in introducing the EMS, have an easier time with change and also the highest success in EMS implementation.*
- ♦ *Clearly define who top management is for your EMS program. What personal and organization goals are driving their interest in the EMS?*
- ♦ *Provide Management at all levels with specifically designed training to help them understand the EMS activities and milestones, the scope and duration of the program, and their role in the EMS process. The most successful programs have had short, regular and frequent management training sessions throughout the implementation process.*
- ♦ *Begin to collect, record, and catalogue EMS benefits as soon as you launch your EMS program. How are you improving efficiency, saving money, avoiding accidents and spills, increasing environmental awareness and understanding, improving labor-management relations, reaching out to stakeholders, etc. As you develop an EMS, all of these benefits will be useful in attracting and maintaining management enthusiasm for the EMS and may be quite useful in convincing new political leadership that the EMS is a program worth endorsing.*

TOP MANAGEMENT SUPPORT AND BUY-IN

A critical first step in the EMS implementation process is to secure top management support. On the political side, top management may include: the mayor, city manager, town board, selectmen, or common council. Top management on the operational side may include the division director, department head, or shop floor manager. It cannot be overemphasized that commitment from municipal leadership is necessary for EMS implementation. Managers need to be sensitized to the resource demands of an EMS. Experience has shown that those who attempt to implement an EMS without top management support do not meet success. If your city manager does not understand the benefits that the EMS will accrue, they will have little incentive to follow through with the implementation. In the same way, it is important that your city manager fully comprehend the resources and time it will take to develop and implement an EMS. Any manager has a role to provide guidance—here the city manager has a role to ensure that the goals set in the organization's EMS are clear and consistent with the local government's other goals.

Top management commitment is needed:

- ♦ to provide leadership to the EMS process (e.g. wave the flag, be visible, provide resources, troubleshoot, and make EMS a priority);
- ♦ to support those directly involved in implementing the EMS;
- ♦ to visibly guide the process; and
- ♦ to empower the local government and its employees to assume the challenge of EMS implementation.

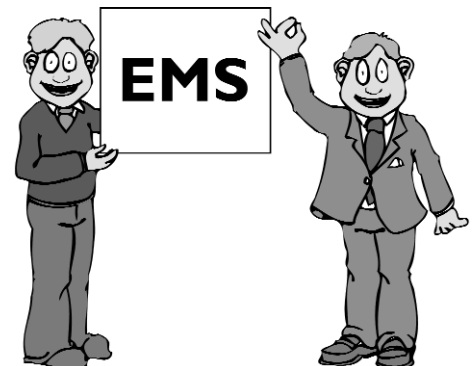
Typical top management roles usually include the following:

- ♦ Display leadership and commitment
- ♦ Provide input and approve the environmental policy statement
- ♦ Appoint the EMS Management Representative
- ♦ Provide input and approve the EMS objectives and targets
- ♦ Approve plans and programs
- ♦ Provide resources
- ♦ Track performance
- ♦ Review the system to ensure adequacy, effectiveness and suitability
- ♦ Ensure continual improvement in the EMS

CASE STUDY

Top Management from the City of Lowell showed its support for the EMS initiative by providing a monetary incentive. Engaging the Union in discussions early on in the process Management would award all personnel a small sum of money if the wastewater facility successfully achieved ISO 14001 certification.

For additional information, please contact Mark Young, Massachusetts Department of Corrections, at 978-970-4248 or myoung@ci.lowell.ma.us





CHANGE IN LEADERSHIP

CASE STUDY

The Bureau of Traffic EMR for the NHDOT scheduled weekly meetings with senior management which gave them an up to the minute status report on progress of the program.

A watch point for local governments is a change in leadership due to an election year, retirement, or a change in job. As new politicians come on board there may be the perception that the EMS is not "their" initiative. This can result in reduced support and resources for the implementation effort. It's very important to educate the new leaders about the EMS and the associated benefits to secure their buy-in and support. If their support is not secured, it may present a barrier that cannot be overcome. It is very important to keep management informed of EMS activities and progress.

CASE STUDY

There are various ways in which top management can demonstrate its support. For example, the New Hampshire Department of Transportation, Tri-County Metropolitan Transportation District both produced EMS training and awareness videos for their EMS efforts. Tri-Met's video included its Director while NH DOT included the Commissioner. Both communicated their support for the EMS effort, highlighted expectations and benefits, and emphasized the need for full participation and cooperation from everyone in their respective organizations.

For additional information, please contact Fred Murphy, New Hampshire Department of Transportation, at 603-271-3226 or fmurphy@dot.state.nh.us and Kevin Considine, Tri-County Metropolitan Transportation District, at 503-962-2471 or cosidin@trimet.org

TROUBLESHOOTER'S GUIDE

- ♦ *Connect your management with their colleagues in other organizations who are in the process of developing or have already developed an EMS. Peer-to-peer exchanges have been extremely valuable for increasing management's understanding and support for the EMS program.*

- ♦ *The PEER Center website, www.peercenter.net, is a good source of information.*

It provides:

- ♦ *A national database of EMS key contacts, service and course providers, and mentors.*

- ♦ *A website dedicated to providing EMS best practices, field-tested tools, and materials for public sector organizations.*

- ♦ *State-specific EMS information, including contacts, case studies, and recognition and incentive programs.*

- ♦ *Access to eight Local Resource Centers, which directly serve their local area or region.*

- ♦ *Lessons learned and practical EMS information through the successful completion of two EMS Initiatives for Local Government involving 23 municipal, county, and state entities.*



TROUBLESHOOTER'S GUIDE

Think big, start small!

It may be tempting to include all of your city operations in your EMS scope. In fact, almost every municipality starts that way. Tempting as it is, it's usually unrealistic for most organizations to launch such a large-scale project considering the human and financial resources involved.

Instead, when considering where to implement your EMS consider a fenceline that will give you the most bang for your buck and can solve some of your most pressing environmental problems. The folks involved can be part of your EMS expert team as you move EMS implementation to other departments and divisions in your organization.

Before selecting the operational units to include in your EMS planning, ask yourself:

- ♦ *Which of our operations has the most environmental hotspots? Gives us the most heartburn?*
- ♦ *Where do we use the most natural resources? Energy? Hazardous materials?*
- ♦ *Which operations might offer the most transferability and replicability to other city operations?*
- ♦ *Which has the most receptive management? Line supervisors? Employees?*
- ♦ *Which needs an efficiency tune-up?*
- ♦ *Which is NOT in the midst of a capitol improvement project or being restructured or reorganized?*

SELECTING A FENCELINE

When a local government decides to implement an EMS it has to decide where to apply it. This area or operation is commonly referred to as the "fenceline." An EMS can be applied to any operation or activity- big or small (e.g. an entire division or one department).

HOW DO WE DECIDE?

It has been the experience of some local governments to select an operation or department as a pilot fenceline. Starting with a smaller section of the organization can be more manageable. In recent years, some local governments have initially defined project fencelines that were too large and had to be scaled back. Speaking from experience, these municipalities recommend starting small, and adding more departments and facilities to your fenceline as your EMS experience and expertise grows. Identify upfront what resources you have at your disposal. This can impact the size of your initial EMS fenceline.

OPEN LINES OF COMMUNICATION WITH MANAGERS AND PERSONNEL WITHIN THE FENCELINE

It is also critical to provide department managers in the fenceline with a clear understanding of the EMS process and its priority to the organization in order to gain their support in gathering information. Fully brief department managers on the EMS implementation process. Find out the department managers' goals, hotspots, and employee challenges.

LOOKING AHEAD

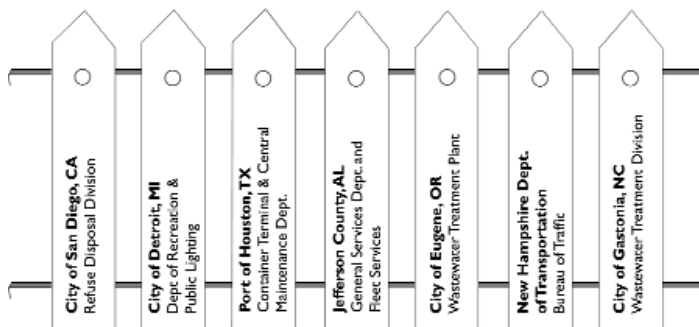
After the first EMS cycle many organizations expand the scope of the EMS and add additional departments and operations to the fenceline. Personnel in the original fenceline can be pulled in as mentors, trainers or champions. The lessons learned, keys to success and good practices can then be captured and applied as the scope of the EMS is expanded to additional operations in the organization.

CASE STUDY

Prior to starting their implementation effort the Louisville and Jefferson County, KY Metropolitan Sewer District had tentatively decided upon a fenceline that encompassed all of its operations, including: the sanitary sewers and drainage system, six POTWs and 36 smaller temporary (package) treatment plants, capital projects planning, design and construction, and facility and fleet maintenance. During the initial planning stages where resource availability was reviewed MSD decided to scale back the fenceline to focus on its main POTW and the procurement process. After successful implementation of the EMS they plan to expand the EMS to other operations.

For additional information, please contact Sarah Lynn Cunningham, Louisville and Jefferson County Metropolitan Sewer District at 502-540-6118 or cunningham@msdlouky.org

SAMPLE FENCELINES





IDENTIFYING AN ENVIRONMENTAL MANAGEMENT REPRESENTATIVE

The Environmental Management Representative, or EMR, is the clearly identified EMS team leader who has responsibility and authority for implementing the EMS from start to finish. The EMR will be the Project Manager and has the designated authority of senior managers to get the job done. This individual is your organization's 'EMS Champion.'

TYPICAL EMR RESPONSIBILITIES

The EMR is essentially the project manager for implementing the EMS and is pivotal to successful implementation. EMS training up-front contributes significantly to the EMR's ability to facilitate and direct the implementation effort. In addition to typical project manager responsibilities the EMR can anticipate the following activities:

- ♦ Build and lead the EMS Core Team
- ♦ Plan the EMS project and implementation schedule
- ♦ Act as the "internal consultant"
- ♦ Report to top management
- ♦ Gather, organize, and disseminate information
- ♦ Delegate tasks and establish deadlines
- ♦ Collect and evaluate work
- ♦ Organize training
- ♦ Facilitate top management visibility and involvement
- ♦ Obtain cross-functional support and buy-in
- ♦ Regularly meet and communicate with top management about the benefits and status of implementation



AUTHORITY AND TIME

The designated EMR typically assumes these new responsibilities in addition to their existing job responsibilities. Be careful to make sure a balance can be struck between the new and current responsibilities. This may require the distribution of some current responsibilities to other personnel in the organization. Management needs to be intimately involved in making this happen and clearly understood to all personnel. Some organizations avoid this issue all together by hiring an EMR on a full-time basis - which will depend on available resources and support.

QUALIFICATIONS

- ♦ Knowledge of overall operations
- ♦ Excellence in project management
- ♦ Organized
- ♦ Good communicator up and down the ladder
- ♦ Available, enthusiastic, and committed
- ♦ Trusted by employees and managers
- ♦ Pleasant personality
- ♦ Thick-skinned

POSITIVE ATTRIBUTES

- ♦ Goal-oriented and patient
- ♦ Sense of humor
- ♦ Not afraid to fail - can handle setbacks
- ♦ Willing to ruffle feathers if necessary
- ♦ Team builder
- ♦ Respected at all levels of the organization

TROUBLESHOOTER'S GUIDE

The boss has handed you the EMS baton, patted you on the back and said "Go out there and get us an EMS! It's a big job and I know you can do it!" As you are asking yourself whether it is good news or bad news, here are a few field-tested tips to get you started

- ♦ *Make sure that the boss hands you authority at the same time he hands you the responsibility baton. The fact that you represent top management and speak with their authority should be clearly stated as soon as you are appointed, and repeated regularly and frequently throughout the EMS implementation. This recognition is especially important in organizations where the EMS hierarchy doesn't mesh with the organizational hierarchy.*
- ♦ *Get sufficient EMS training. Don't skimp on this step. Clearly understanding the nuts and bolts of the EMS will help you become the resident expert and official spokesperson your position demands. In addition to accessing the excellent information, materials, and samples available on the Internet, make contact with other organizations who have implemented an EMS. EMRs are always happy to share their war stories and keys to success.*
- ♦ *In the same vein, are there other like organizations who are beginning their EMS programs at the same time you are? If yes, form a support network. The ability to share experiences in a group dynamic was one of the most appreciated implementation strategies and success factors in EPA's EMS Programs for Public Entities.*

To locate such individuals, visit www.peercenter.net.



TROUBLESHOOTER'S GUIDE

The expertise and enthusiasm of your EMS Core Team is the #2 Key to EMS Success, so the selection process cannot be taken lightly. Teams need time, training, and management support as they begin to develop their team rhythm and function as the EMS champions you want them to be.

Try these troubleshooters tips:

- ♦ *Management can help make appointment to the Core Team a prestigious honor. This is particularly useful if you have trouble recruiting team members.*
- ♦ *Allow plenty of time for Core Team training and interaction particularly in Phase I but also throughout the EMS development process. The "outside expert" syndrome is often at work here, so many cities use outside trainers and experts for Core Team and Management Training at the beginning of the EMS program.*
- ♦ *You might begin your team meetings with some simple and non-threatening EMS activities, for example, working together to clarify the EMS jargon that proves confusing to most organizations.*

SELECTING A CORE TEAM

The Core Team has a vital leadership role in planning the EMS project, delegating the tasks, establishing deadlines, collecting and evaluating the work, and providing training, guidance and assistance where needed. These team members are your organization's EMS experts and champions. Some organizations enlist volunteers for their team; other make assignments. Teams can be varied in structure and size. Successful teams have included representatives from both facility and management domains, as well as up and down the organizational structure of the fenceline. Members can also be pulled in from operations outside the scope of the fenceline. Team members should have sufficient organizational knowledge and authority in their respective departments.

QUALIFICATIONS

Many municipalities report that it takes time for the Core Team to develop a Team dynamic.

- ♦ "In the know" in their functional areas
- ♦ Respected and trusted by employees and managers
- ♦ A good communicator and sympathetic listener
- ♦ Pleasant personality, can handle stress
- ♦ Available, enthusiastic, and committed
- ♦ Able to meet deadlines

TYPICAL RESPONSIBILITIES

The Core Team functions in an advisory capacity, developing the project plan along with management, enlisting buy-in from employees, collecting information and disseminating it across the organization and providing guidance and leadership as the EMS requirements are being implemented.

CORE TEAM MEMBERS - ORGANIZATIONAL EMS EXPERTS AND DEVELOPMENT LEADERS

The Core Team facilitates the EMS effort; they are not responsible for completing all of the EMS requirements. They need to delegate where it makes sense.

Core Team members typically:

- ♦ Gather, organize, and disseminate information
- ♦ Delegate EMS tasks and general responsibilities
- ♦ Collect and evaluate EMS work products (e.g. procedures and work instructions)
- ♦ Advise, coordinate, and facilitate

The size of the Core Team will vary depending on several factors, including size of the defined fenceline, nature of the specific process within the fenceline, existing management infrastructure, and the efficiency with which the EMS is implemented. From information gathered through two EMS Initiatives for Government Entities, Core Teams generally range in size from 2-12 people, with an average size of 7 team members. The size of your Core Team will depend heavily on your organizational structure, specific personnel skills and expertise, and your organization's available resources.

CASE STUDY

King County's success in moving the project forward was due in large part to the strong, committed team they developed. Team members were carefully selected to include employees with knowledge of the technical, regulatory, and operational aspects of the Solid Waste Division.

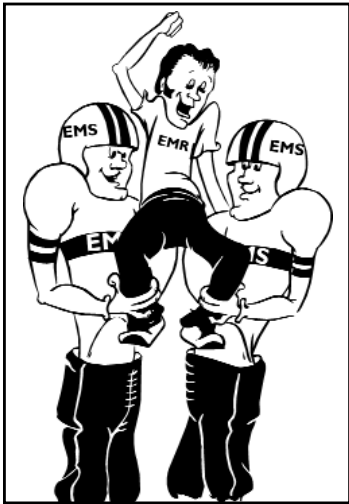
King County
Solid Waste Division

For additional information, please contact Pam Badger, King County Solid Waste Division at 206-296-8441 or pamela.badger@metrolkc.gov



TRAINING

Core Teams need in-depth EMS training to ensure that they have a clear understanding of the intent of the EMS and how each of the elements can be integrated with existing programs. Personnel will look to the Core Team as the EMS experts so it's important they have a firm grasp of the task at hand. A cost effective approach to training the Core Team is to invite personnel from either a business or local government that have implemented an EMS come on site for a half or full day EMS training session.



THE TEAM NEEDS AUTHORITY AND TIME

The Core Team is pivotal to the success of the EMS program. For them to fulfill their responsibilities they will need both time and authority. Similar to the EMR, management needs to make it clearly understood that the Core Team members need time to assist with the EMS effort and have been given the authority to carry out the development and implementation of the EMS.

TROUBLESHOOTER'S GUIDE

- ♦ *Got EMS saboteurs in your organization? Many municipalities have included them on the Core Team and turned naysayers into EMS supporters.*
- ♦ *Core Team members will need temporary relief from some of their regular operational duties in order to lead the EMS effort, particularly in the first two phases of EMS activity. Talk with top management well in advance about how best to accomplish this without too much disruption to the workflow.*
- ♦ *Core Team members need authority as well as responsibility. Where EMS hierarchy is different from the organizational hierarchy this may prove challenging. Expect some hurdles and ask top management for help in smoothing the way.*



SELECTING AN IMPLEMENTATION TEAM

TROUBLESHOOTER'S GUIDE

"This EMS stuff is great, but if we don't get the trucks rolling, we're out of business"

New Hampshire DOT

Implementation teams are usually no nonsense and very productive, especially if snacks are included in the meetings. Team members have no trouble focusing on what they know best: how to identify operational problems and improve operational activities. What is problematic is finding time to hold meetings during regular daily workflow, and especially when high peak or seasonal issues impact operations.

Here are some troubleshooter tips for managing the time issue:

- ♦ *Everyone eats lunch. Schedule a working lunch meeting and have lunch catered in for team members.*
- ♦ *Ask team members to stay one extra hour and pay them for their time at the overtime rate. This requires a well-thought out agenda, good meeting facilitation, and top management and perhaps union approval - in advance.*
- ♦ *Be aware of peak times for the operational units involved in your EMS. Discuss the situation well in advance with department and line managers and ask for their suggestions for how to account for this in your EMS planning and schedule.*

Most local governments choose to assemble an implementation team - or several teams- to assist with the development of various EMS elements. The make-up of the implementation teams typically consist of personnel from the "shop floor" - personnel that are responsible for the activities and operations that generate significant aspects. Local governments that have developed an implementation team viewed it as an opportunity to secure buy-in at these levels in their organization. And by involving staff in the EMS process, whereas in previous projects they may not have been asked to participate, you can have greater assurance of their support and assistance.

Typical Responsibilities:

- ♦ Documenting the organizational activities/operations as process flow diagrams
- ♦ Assisting with the identification of environmental aspects
- ♦ Providing input on environmental objectives
- ♦ Developing work instructions or standard operating procedures for activities or operations with significant environmental aspects
- ♦ Disseminating information and good news about the EMS effort - acting as EMS champions for their area of operation

Please keep in mind: If your organization chooses to develop an implementation team, it's important that they are brought into and engaged in the EMS development and implementation process sooner rather than later.



KEYS TO SUCCESS

- ♦ Ask for volunteers - if there are none, have the floor supervisor identify appropriate candidates. Look to the natural leaders - you know who they are
- ♦ Make responsibilities clear to employees and to their managers
- ♦ Reward/recognize their involvement
- ♦ Provide training
- ♦ Clearly communicate the roles and responsibilities of implementation team members
- ♦ Secure their time commitment from management
- ♦ Sometimes including the "bad apples" on the implementation team is a way to cut dissension off at the pass.



CASE STUDY

The City of San Diego, CA Solid Waste Division developed a "Wanted Poster" to solicit volunteers for its Implementation Team.

For additional information, please contact Mark ZuHone, City of San Diego, CA, at 858-573-1247 or MZuHone@sandiego.gov

GAP ANALYSIS



Prior to initiating the EMS implementation process each organization should evaluate its existing management structure to identify the EMS elements that may already be in place. This evaluation is known as a "Gap Analysis." It provides a current baseline assessment of the degree of conformance of existing policies, procedures and practices to standard EMS expectations. The Gap Analysis can also help your organization assess the scope of effort required to complete the EMS elements. Many organizations have a number of EMS elements in place. You don't have to start from scratch!

Conducting a Gap Analysis involves reviewing documentation and interviewing personnel. Both follow an established analytical protocol.

WHO CONDUCTS THE ANALYSIS?

The personnel that conduct the Gap Analysis should have a basic understanding of the EMS to allow them to effectively complete the process. The responsibility of conducting the analysis typically falls to the EMR and Core Team members. These are the key people responsible for undertaking the implementation process. This activity is a great introduction to the municipality's existing system and the requirements of a formal EMS.

MANAGEMENT SUPPORT

The gap analysis is typically the first exposure personnel have to the EMS. Therefore it's important that it's a pleasant one. You do not want to start off on the wrong foot. To prevent this from happening top management needs to be involved. Top management needs to communicate to managers and directors, well in advance, that the Gap Analysis will take place.

WHAT DO WE LOOK FOR?

The protocol that you will use for the Gap Analysis will direct you in your efforts. You will review documentation and interview personnel. You will assess whether you have documented procedures for internal and external communication, training, and management review among others. In addition, you will talk with personnel on the shop floor about what it is they do and how they manage their environmental issues.

COMPILE YOUR FINDINGS

You will find that many procedures already exist and certain EMS elements are in place. The information you capture from the gap analysis will save you time further down the road and eliminate duplicating what already exists. Develop a report based on your findings and report to top management.

TROUBLESHOOTER'S GUIDE

EMS Riddle: what can build your Core Team dynamic, increase employee EMS awareness, communicate useful information about environmental issues to your senior management, and teach you a lot about EMS elements?

If you guessed the Gap Analysis, you're right. For all those reasons, it's better to do your own Gap Analysis than to contract the work outside the organization.

Here are some tips from municipalities:

"The language of EMS requirements is a big hurdle at the beginning of the EMS process. Words like "aspect," "significance," "target," "documents," "records," have a specific EMS meaning that is not necessarily intuitive or consistent. One hour spent with your Core Team unlocking the meaning of these terms will save countless hours later in the program."

NYC Transit Authority

"At first it seemed that we weren't doing anything that conformed to the EMS requirements. But when we focused our attention on what we did well, and what we liked about how we were managing our environmental issues, we found that with some minor tweaks and adjustments, we had about 75% of the EMS elements already in place. It's important to look for conformance not just non-conformance."

Port of Houston