



U.S. ARMY RESERVE



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

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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.



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ISO 14001 Pursues Improvement in 3 Areas

? Environmental Performance

? Managerial Performance

? Operational Performance



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Drivers

- ? 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*



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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*



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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)



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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.



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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.



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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.



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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.



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Strategic Planning

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

- ? Connect EMS with EPR/ISR II and SRS/BSC;

- ? Continue representation in HQDA EMS Steering Committee.

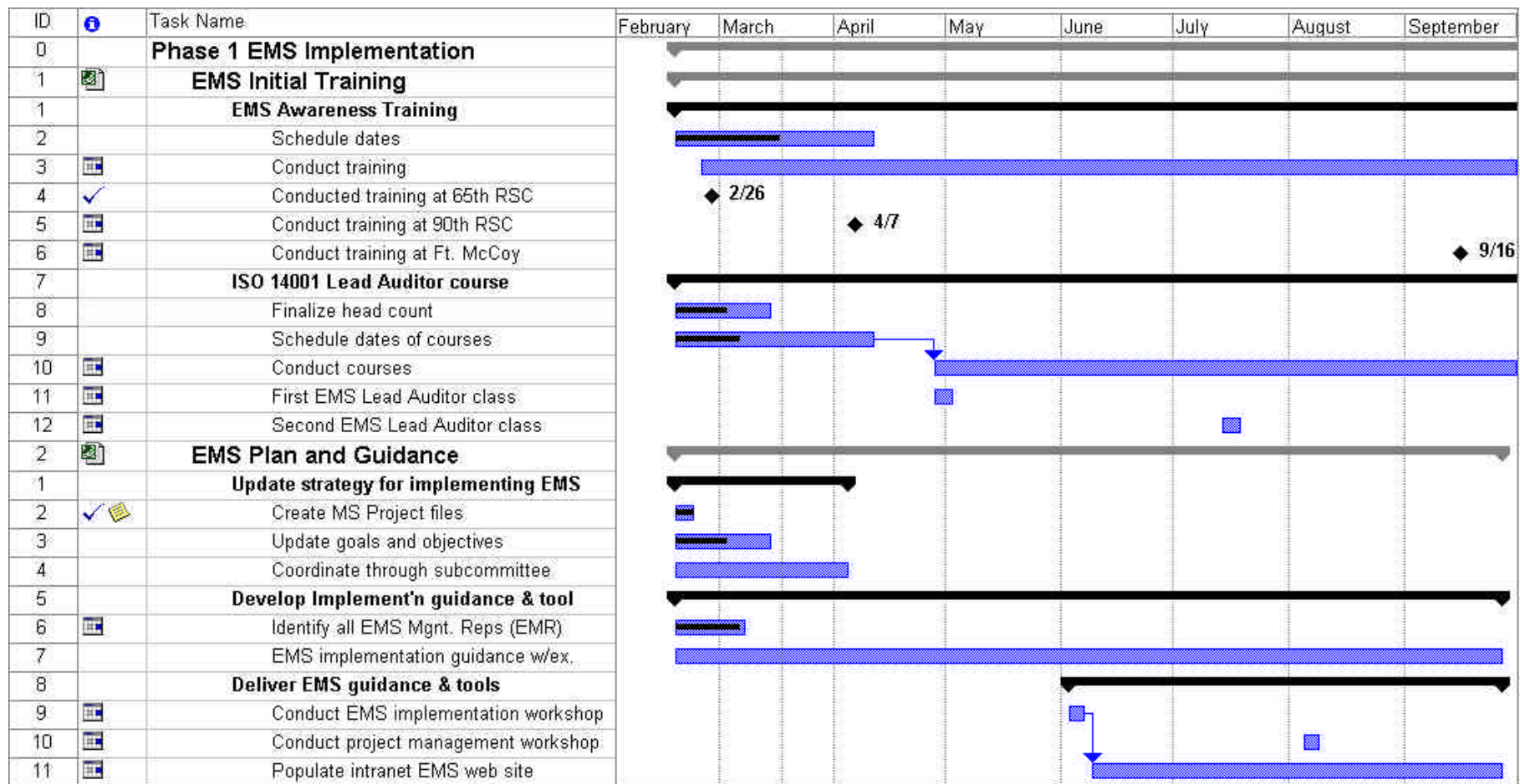
- ? Collaborate with other Army components.



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Gantt Chart





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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.



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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



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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



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Two Levels of Activities

- ? Implementing EMS at field level
- ? Developing the organizational infrastructure



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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.



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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;



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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.



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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?



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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?



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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



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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.



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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.



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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.