



ARNG's Road to ISO 14001

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EMS Implementation In th



- **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**
 - + **EQCC**
 - + **Template Plans**
 - + **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



ARNG's Road to ISO 14001



- **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?