

# TEXTRON

## Sustainable Operations Through EMS and Teamwork

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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**