An Intranet-Based EMS to Support Business Operations and Mission Readiness for PHD-NSWC

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Key Points

- The Navy and EMS adoption
- PHD-NSWC and its environmental vision
- EMS and the PHD-NSWC business cycle
- Stakeholder input
- The role of the intranet
- Successes and lessons learned
- Conclusions

Objectives

- Define in Navy- and PHD-NSWC specific terms the needs for and status of various elements of the EMS consistent with Navy requirements and the EMS framework,
- **Identify the business cycle structure, activities, and responsible groups/parties to seamlessly interconnect the business processes of PHD-NSWC and the owners of those processes with the elements and activities associated with the EMS,**
- Establish and document the current management activities related to identified environmental aspects and management needs.
- Capture from current PHD-NSWC documents and/or develop as necessary with PHD-NSWC staff an environmental policy statement, objectives, targets, and other required components of the EMS,
- **Collect, evaluate gaps vs. requirements, and make recommendations on documentation of procedures for practices and/or EMS elements as appropriate, and**
- **Create, discuss, and refine an electronic version of the EMS that will enable the desired user-friendly integration of business and environmental activities on a routine basis.**

The Navy and EMS Adoption

- Navy Policy on EO 13148 and CEMP
- Navy Process for EMS support

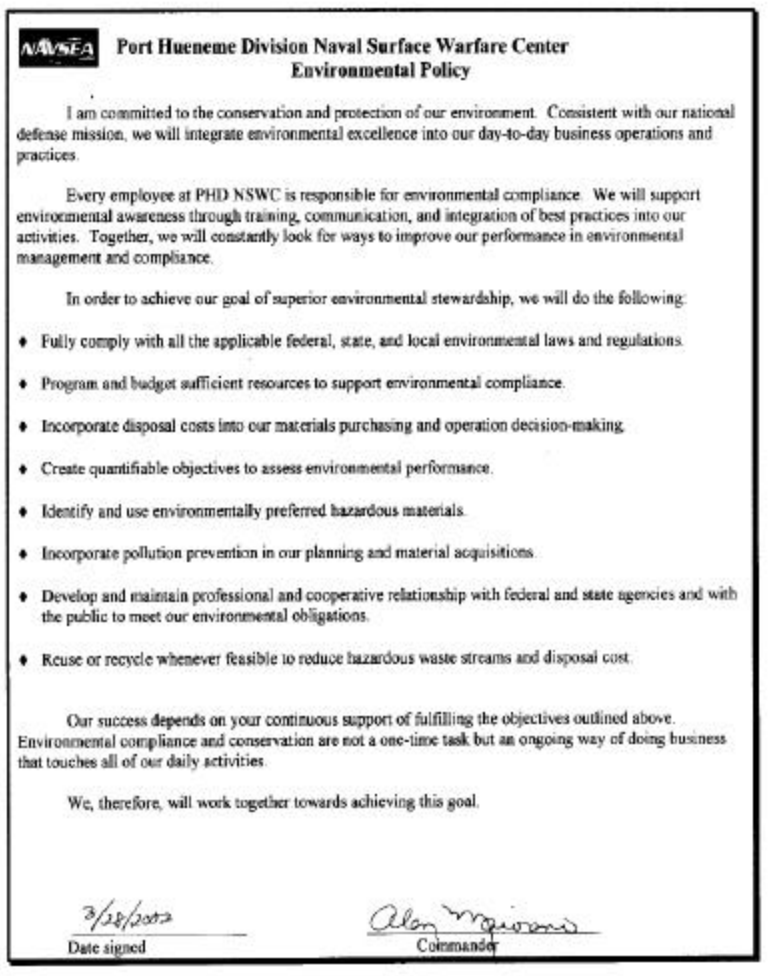
Code of Environmental Management Principles

DRAFT
NAVY ENVIRONMENTAL MANAGEMENT SYSTEMS (EMS) IMPLEMENTATION GUIDE

Navy EMS Framework

5 Components	16 Elements
1. Policy	■ Environmental Policy Statement
2. Planning	■ Legal Requirements and Voluntary Commitments ■ Practices, Aspects and Impacts ■ Pollution Prevention Opportunities ■ Objectives and Targets ■ Planning, Programming and Budgeting System (PPBS)
3. Implementation	■ Structure, Responsibilities and Programs ■ Training ■ EMS Documentation, Document Control and Records ■ Communication ■ Standard Operating Procedures ■ Emergency Preparedness and Response
4. Checking and Corrective/Preventive Action	■ Monitoring and Measurement ■ Problem/Cause Identification/ Corrective/Preventive Action ■ EMS Review
5. Management Review	■ Management Review

PHD-NSWC and its Environmental Vision



Port Hueneme Division Naval Surface Warfare Center
Environmental Policy

I am committed to the conservation and protection of our environment. Consistent with our national defense mission, we will integrate environmental excellence into our day-to-day business operations and practices.

Every employee at PHD NSWC is responsible for environmental compliance. We will support environmental awareness through training, communication, and integration of best practices into our activities. Together, we will constantly look for ways to improve our performance in environmental management and compliance.

In order to achieve our goal of superior environmental stewardship, we will do the following:

- Fully comply with all the applicable federal, state, and local environmental laws and regulations.
- Program and budget sufficient resources to support environmental compliance.
- Incorporate disposal costs into our materials purchasing and operation decision-making.
- Create quantifiable objectives to assess environmental performance.
- Identify and use environmentally preferred hazardous materials.
- Incorporate pollution prevention in our planning and material acquisitions.
- Develop and maintain professional and cooperative relationship with federal and state agencies and with the public to meet our environmental obligations.
- Reuse or recycle whenever feasible to reduce hazardous waste streams and disposal cost.

Our success depends on your continuous support of fulfilling the objectives outlined above. Environmental compliance and conservation are not a one-time task but an ongoing way of doing business that touches all of our daily activities.

We, therefore, will work together towards achieving this goal.

3/28/2002
Date signed

Commander

- Consistent with draft Navy EMS Guidance
- Provides a basis for creation of a preventative and business-process oriented mindset
- Promotes a life cycle view and consideration of total ownership costs
- Includes open and transparent communications relationships with internal and external stakeholders

Initiating Planning and Implementation

- Staff training
- Aspects and impacts delivery process
- Need for forms customization
- Prioritization and aggregation scheme

Identified Activities and Practices – PHD NSWC

Department:			
Mission	**Activities**	**Practices**	**Relevant: Yes/No?**
Weapons Systems/ Vehicle Maintenance	Corrosion Control	Degreasing - solvent	
		Degreasing - aqueous	
		Painting - aerosol	
		Painting - water wash booth	
		Painting - dry filter booth	
		Painting - paint gun	
		Paint removal - sand blast	
		Paint removal - bead blast	
		Paint removal - solvent	
		Electroplating - cyanide	
		Electroplating - chromium	
		Electroplating - nickel	
		Electroplating - cadmium	
		Non-destructive inspections	

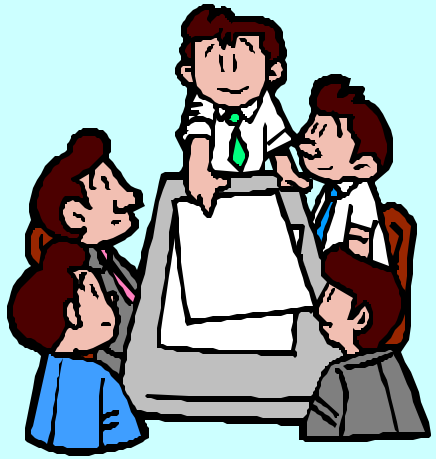
Department: Miissiles **Mission: Guidance Control Maintenance**

Activity: Electronic Equipment Practice: Solvent Cleaning

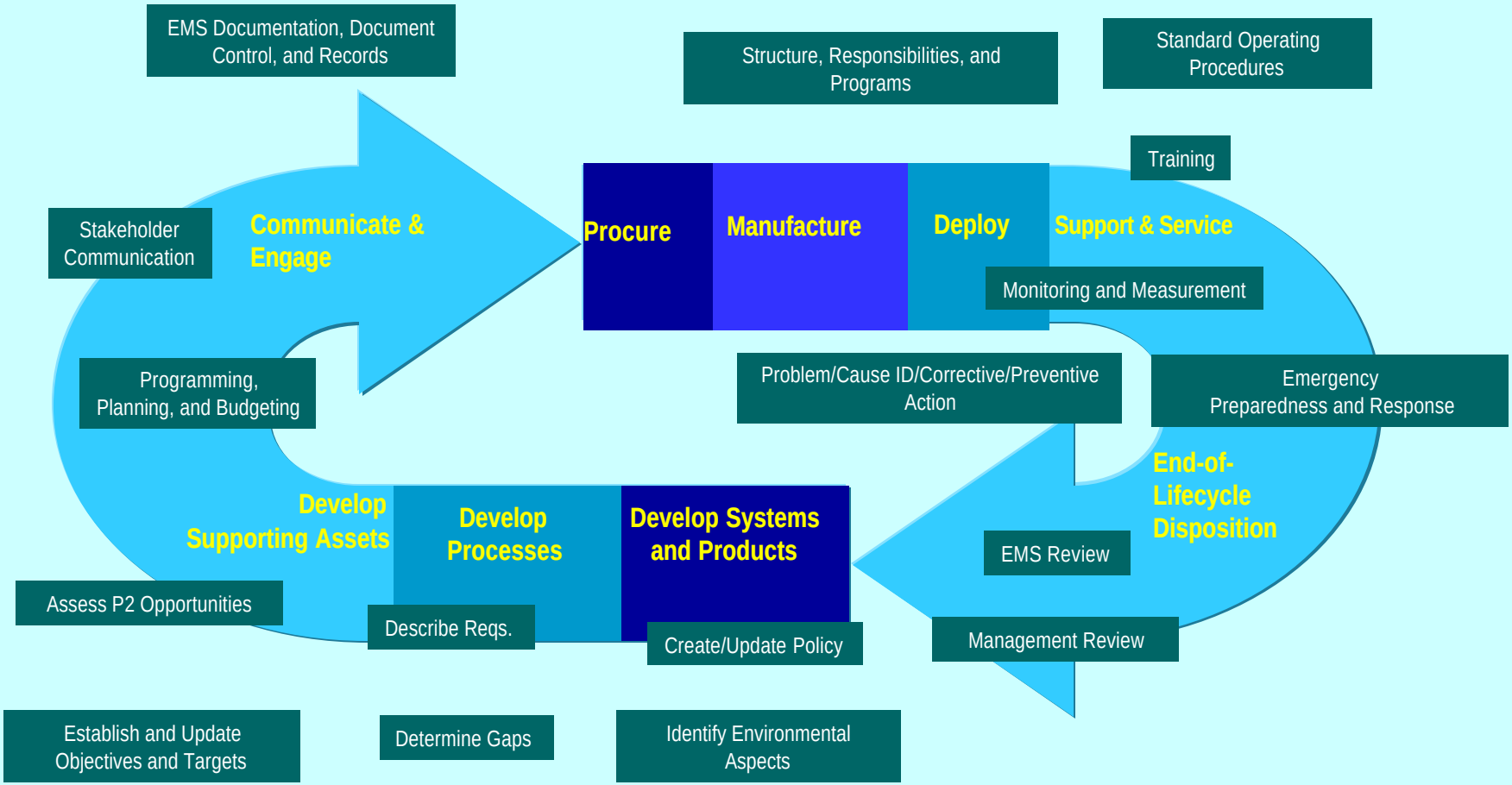
ASPECT	Relevant?		Remarks	ENVIRONMENTAL EFFECT AREAS (b)								Aspect Frequency (c)				Impact Severity			Impact Probability			Legal Risks			Significance Score (d)
	Yes (a)	No		*AI*	*GW*	*SW*	*SO*	*SP*	*HA*	*CR*	*QL*	*c*	*fr*	*inf*	*occ*	*h*	*m*	*l*	*h*	*m*	*l*	*h*	*m*	*l*	
Air Emissions																									
Fugitive emissions																									0
Stack emissions																									0
Other																									0
Hazardous Waste																									
Disposal																									0
Recycle/reuse																									0
Non-Hazardous Waste																									
Disposal																									0

Stakeholder Input is Critical

- Forge a stronger connection between the technical departments and the environmental team,
- Develop incentives and mechanisms for tracking business performance around environmental aspects improvement,
- Create “balanced” measures of success (preferably on a departmental basis) and provide examples of past benefits
- Integrate the EMS and overall environmental considerations into engineering work processes,
- Move the organization (especially the technical groups) beyond a compliance mind set,
- Provide informational support resources to facilitate integration of EHS consideration and daily work
- Set the “span of control” within the EMS – limited to directly performed activities, extend to indirectly performed activities, or extend even further to activities influenced by the T&E procedures developed by PHD-NSWC but performed by entirely outside organizations
- Avoid having the EMS become a compliance management system.



EMS and the PHD-NSWC Business Cycle



Structure and Functioning of the EMS

NSWC Mission –
- Products and Services
- Environ. Stewardship

Practice Owners and Business Mgrs.

Products and Services
- AEGIS
- Radars
- Missiles and Launchers
- Guns
- UNREP
- T&E

Systems Engineering
- Other SE Functions
- ESOH Integration
  - Environmental Planning
  - PESHE/EA
  - P2 Assessments
  - PPBS Docs

Command and and Senior Mgrs.

Environmental and Media Mgrs.

Performance indicators:

EMS Targets -	Env Perf. Targets
•Conduct management review	• 15% HAPS emission reduction
•Fully implement EMS	• No NOVs
•Complete all process and procedure docs.	• EQA audits – no significant findings
•Develop EMS implementation plan	
•Institute env. mgt policy	

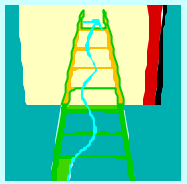
Progressive improvement

Environmental Management

EMS description document

Component	Element
Checking/Corrective Action	• Monitoring and Measurement - Bus. process indicators - Environmental indicators • Problem/Cause ID/Corrective /Preventative Action - EQA - Other audit/root cause analysis
Management Review	• Management Review

Environmental Leadership Ladder



Successes and Lessons Learned

- **Environmental Staff Involvement in EMS Design** – early interaction is critical. EMS developers involvement would have been desirable in EMS planning meetings to help support use of developed tools by the staff and to better better connect EMS design to implementation.
- **Organizational Self-Discovery Process** – planning and conduct of this activity could have been better integrated with the EMS development to clarify how elements of the self-discovery process should be incorporated.
- **Structure and Content Decisions** – overall the decisions made about the structure and content were reasonable given that there were few footprints in which to follow. If any changes were to be made in the EMS, it would be to incorporate more of a stepwise insertion of the departmental work processes.
- **Future Implementation Support** (including training needs and delivery) – If the staff (in all categories) is expected to help define and shape the implemented EMS, then their knowledge base and consequentially the quality of their outputs should be increased by EMS-specific training.
- **Network and Interorganizational Communication Capabilities of the Intranet** –more consideration and discussion of the benefits and shortcomings of an intranet-based system would have been desirable, especially given the operational constraints of regional and local web requirements.

EMS Intranet Format Facilitates Business Processes

Welcome to the Port Hueneme Division EMS

Navigation: EMS Home | EMS Schedule | Training | External Links | Success Stories | Contacts

Page Contents: Users | EMS Basics

User	Site Contents
Environmental Team	Document control and management of the EMS
Senior Management	Reporting on various outcomes of EMS implementation
Department Representatives	Guidance to provide input and link business objectives to the EMS
Staff	Action Items for Departments to support EMS Implementation

Land Attack Department Home

Navigation: EMS Home | EMS Schedule | Training | External Links | Success Stories | Contacts

Page Contents: Roles/Responsibilities/Document Control | Policy | Plan | Implement | Check and Correct | Review

Conclusions

The structure, content, and intranet-deployed format of this EMS seems adequate to accomplish Navy and PHD-NSWC goals….

…. But it needs to be nurtured through its implementation with significant organizational resources for:

- training,
- work process implementation, and
- fostering departmental and organizational progress and accomplishment.