



# Challenges And Benefits Of Implementing An EMS During Transformation

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# Presenter Introduction

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## Phil Wood, EMS Specialist

- Private Sector Experience
- Army, Air Force, Navy EMS
- EPA Performance Track



# Discussion Topics

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- MDW background
- EMS Implementation progress to-date
- Benefits
- Challenges



# MDW's Mission

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- Respond to crisis, disaster, or security requirements in the Washington, DC area through implementation of various contingency plans.
- Conduct official ceremonies and public events, locally and worldwide, on behalf on the Nation's civilian and military leaders.
- Provide base operations support for U.S. Army and DoD organizations in the Washington, DC area.
- Provide a variety of specialized support including rotary-wing airlift and operation of Arlington National Cemetery.



# MDW's Mission Pre-Transformation

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Operational responsibility for:

- Fort Meade
- Fort Hamilton
- Fort A.P. Hill
- Fort Belvoir
- Fort Myer Military Community



# MDW's Mission Post Transformation

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- Operational responsibility for:
  - The U.S Army Band
  - Third U. S. Infantry Regiment (The Old Guard)
  - Twelfth Aviation Battalion
  - MDW Engineer Company
  - Arlington National Cemetery
  - Alternate Joint Communications Center
  
- Since October 2002 have lost:
  - Joint Personal Property Shipping Office
  - The Headquarters and Headquarters Company, United States Army Signal Activity



# Accomplishments

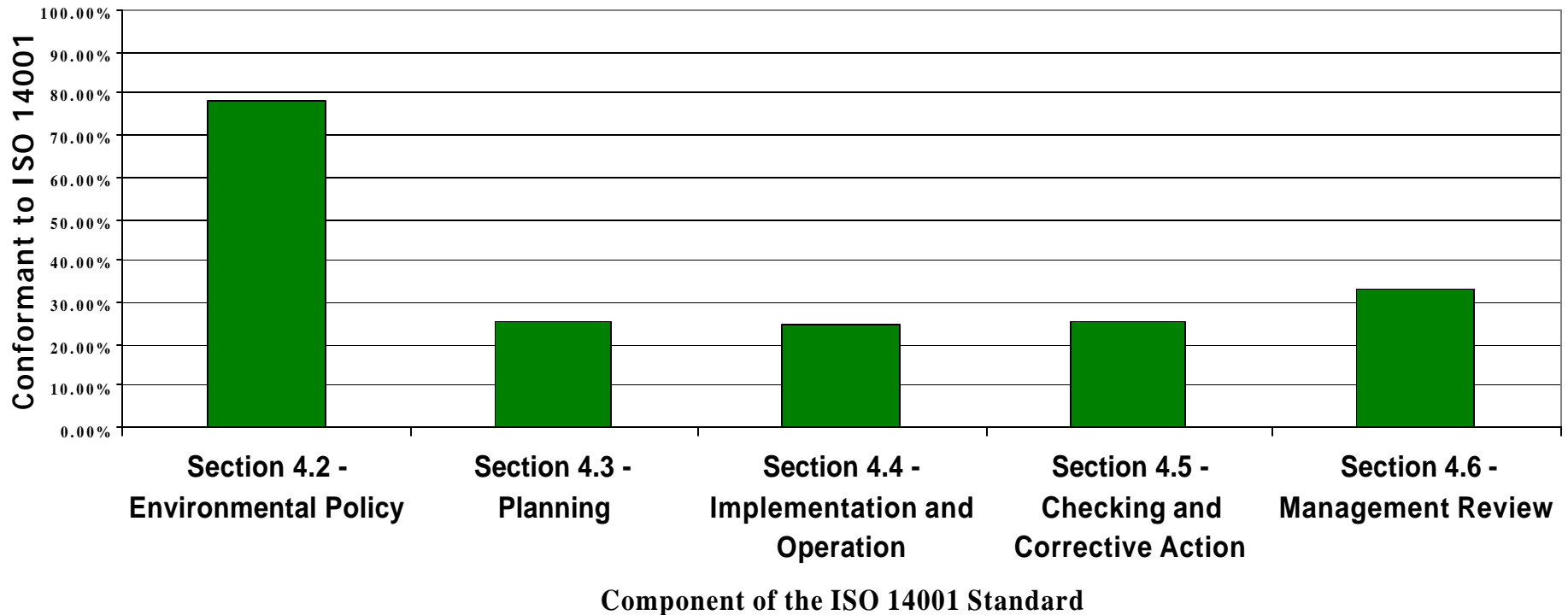
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- October 2001 - Policy on EMS
- October 2001 - Environmental Policy Statement
- December 2001 - EMS strategy/training meeting
- December 2001 – Management Review team formed (existing Environmental Quality Control Committee members and chaired by the MDW Commander)
- April 2002- Draft EMS Implementation Plan
- July 2002 - ISO 14001 GAP Assessment for HQMDW and four units
- September 2002 - EMS Implementation Plan updated
- October 2002 - Environmental Aspects Assessments
- October 2002 Transformation
  - **Strategic Planning Committee**
  - **Balanced Scorecard**



# ISO 14001 Gap Analysis

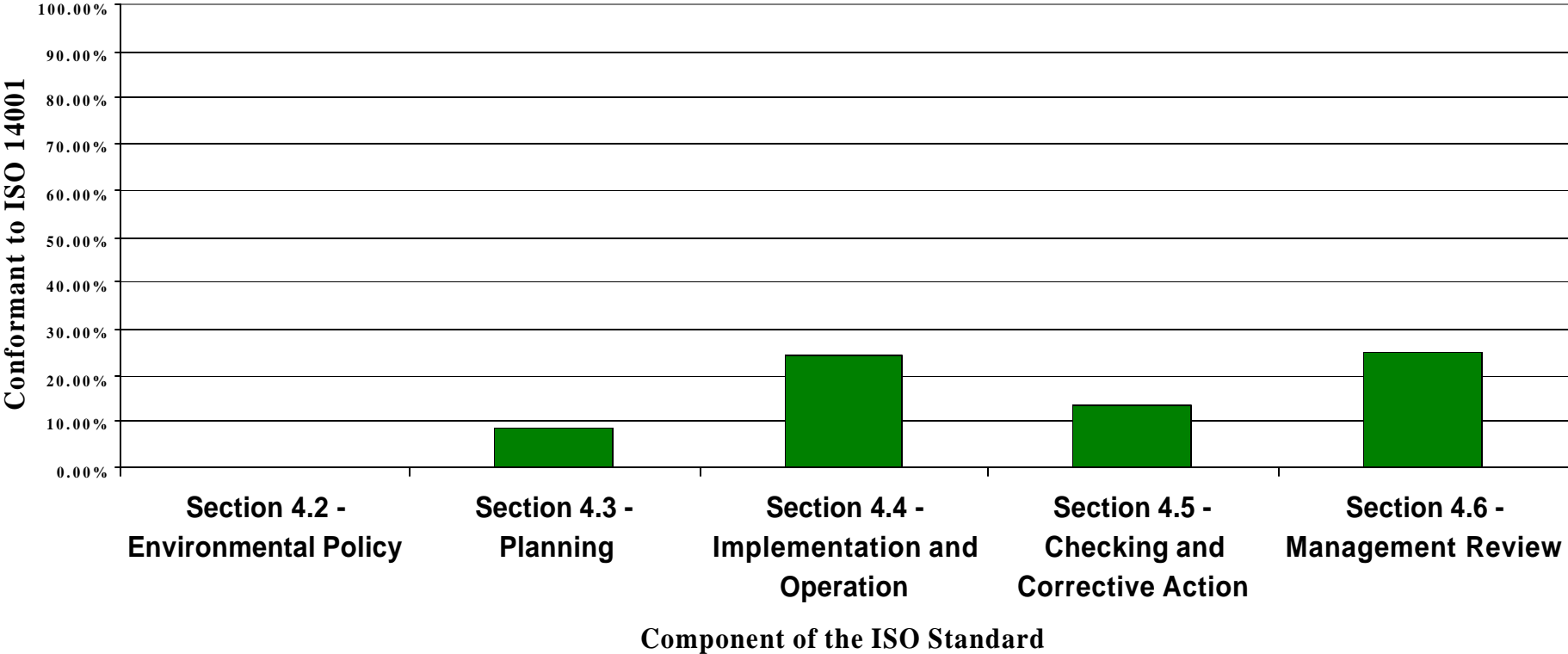
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# ISO 14001 Gap Analysis

MDW Engineer Company



# Benefits

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- Accomplished the planning elements
- Increased awareness at OU level
- Aware of OU environmental issues
- Have already met 4/6 of DOD metrics
- Have a database of environmental aspects
- Ready!

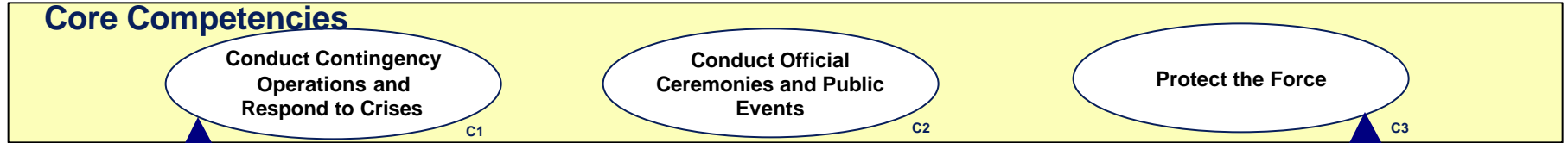


# MDW Strategy Map

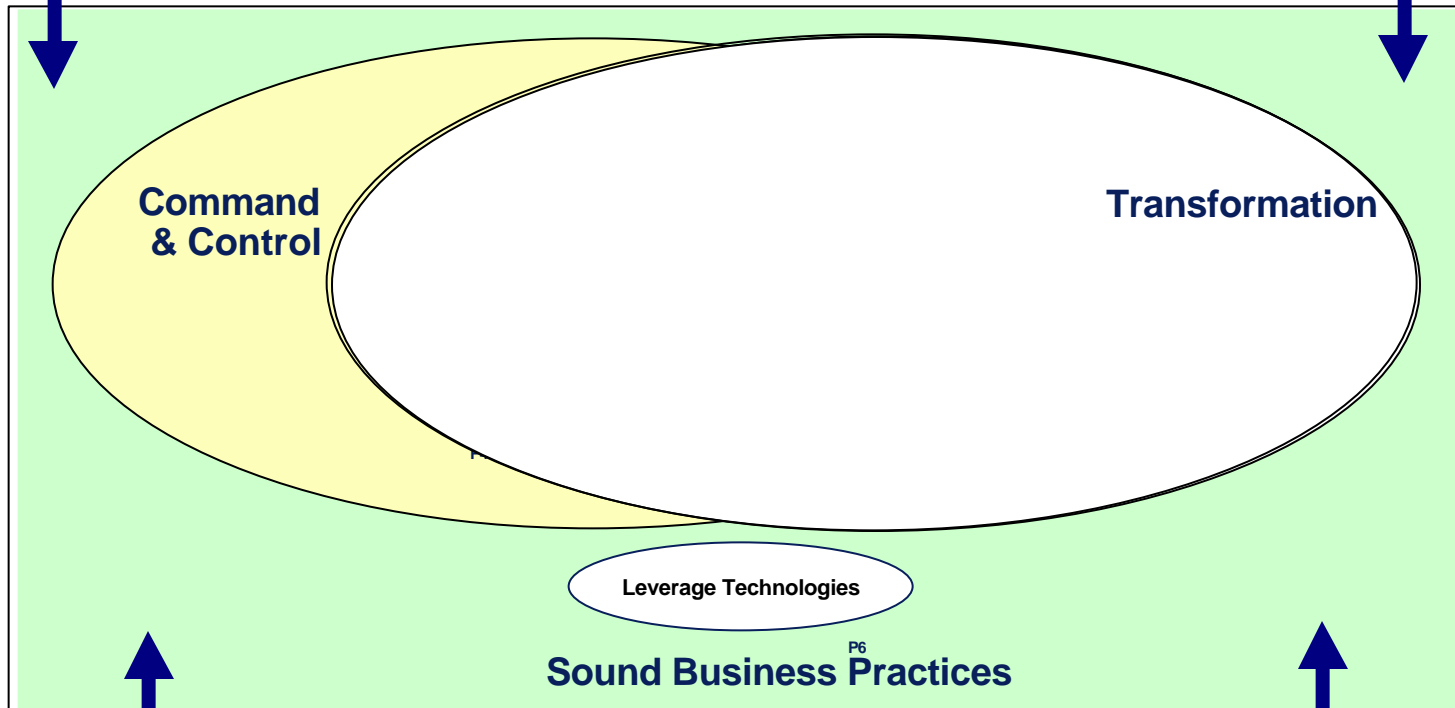
Mission

The purpose of MDW is to serve as the headquarters command of the Army. Its mission is to Conduct Contingency Operations and Respond to Crises, to Conduct Official Ceremonies and Public Events, and to Secure Installations in the National Capital Region and beyond.

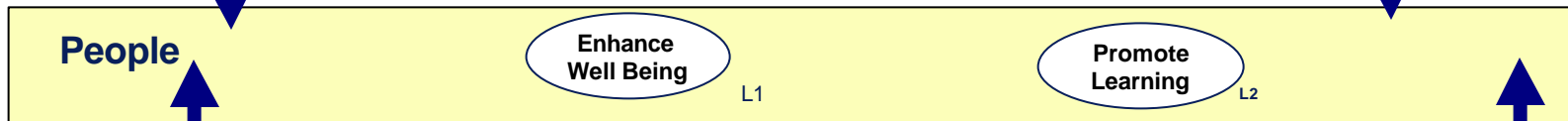
Stakeholder



Internal Processes



Learning and Growth



Resources



# MDW Balanced Scorecard

	Strategic Objective	Objective Description	Measures
P 1	<b>Plan to Execute Contingency Operations</b>	Maintain a trained, ready, and METL-proficient MACOM capable of responding to contingencies in the NCR.	<p>P1-a1 % of critical plans exercised Annually (DCSOPS)</p> <p>P1-a2 % of First Responders resourced to Level A protection (DCSOPS)</p>
P 6	<b>Leverage Technologies</b>	Promote/support the development of uniform Knowledge Management (KM) policies, guidance, and standards.	P6-a % of MDW applications webified and available via AKO (DCSIM)

# MDW Balanced Scorecard

	Strategic Objective	Objective Description	Measures
L1	<b>Enhance Well Being</b>	Create and sustain a climate that fosters the goals of Army Well-Being: to Live, to Connect, to Grow, and to Serve.	L1-a Number of accidents (trend analysis) (SAFETY) L1-b <b>% completing training in well-being topics, e.g. safety, risk management, EO/EEO</b> <b>Complaint Procedures Training, CDR/1SG Course, EO Representative Training (EO)</b> L1-c Index of workforce climate survey results (SPO)
L2	<b>Promote Learning</b>	<b>Ensure that essential workforce skills are developed and maintained.</b>	L2-a Number personnel completing training in Automation/Technical/Leadership (CPD)

# Challenges

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- Resources
- Diverse locations
- Management
- Conflicting yet similar initiatives
  - Baldrige Award
  - Balanced scorecard
  - Total Quality Initiative
- Stovepipes
- No real estate
- DA Policy/Guidance



# The System

## ENVIRONMENTAL MANAGEMENT SYSTEM

## MANAGEMENT SYSTEM

Plan

- Policy
- Environmental Aspects
- Legal and Other Requirements

- Policy
- (Economic, social, environmental)
- Objectives and Targets
- Management Programs

Do

- Emergency Preparedness and response

- Structure and Responsibility
- Training, awareness, competence
- Communication
- Business/Mission Documentation
- Document and Record control
- Operational Control
- [Emergency Preparedness and response]

Check

- Monitoring and Measurement

- Monitoring and Measurement
- Nonconformity
- Corrective and preventive action
- Quality/Financial audit

Act

- EMS audit

- Management Review

# Conclusion

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- Processes already in place that can contribute to conformance
- Chaos allows for more strategic MS implementation initiatives
- Leadership
  - DA
  - MDW

