



Department of Defense Environmental Management Systems Workshop

Lt Col Marc Hewett
ODUSD(I&E)/EM

5 May 2008

Joint Services Environmental Management Conference



Overview

- DoD EMS Implementation Status
 - o DoD Metric Scoring Results
 - o DoD EMS Analysis
 - o Successes/Benefits and Challenges
 - o Best Practices and Lessons Learned
- DoD EMS Instruction/Policy
- DoD EMS Path Forward
- Executive Order 13423 Implementation
 - o Integration Structure
 - o EMS and EO Goals
 - o DoD EO Policy Guidance
- Organizational EMS
- Metrics: Present and Future



DoD US EMS Implementation Status

Component	US Appropriate Facilities/Orgs	Number of US Appropriate Facilities/Organizations with an EMS in Conformance*		Number of US Appropriate Facilities/Organizations with an EMS Fully Implemented	
	Number	Number	Percentage	Number	Percentage
Army	139	40	28.8%	13	9.3%
Navy	82	5	6.1%	5	6.1%
USMC	18	9	50%	6	33.3%
Air Force	153	69	45%	49	32%
DLA	14	3	21.4%	3	21.4%
Total	406	126	31%	76	18.7%

* Conformance with Component's EMS Protocols



DoD Overseas EMS Implementation Status

Component	Overseas Appropriate Facilities/Orgs	Number of Overseas Appropriate Facilities/Organizations with an EMS in Conformance*		Number of Overseas Appropriate Facilities/Organizations with an EMS Fully Implemented	
	Number	Number	Percentage	Number	Percentage
Army	22	10	45.5%	1	4.5%
Navy	21	0	0%	0	0%
USMC	2	1	50%	1	50%
Air Force	19	7	36.8%	2	10.5%
DLA	2	0	0%	0	0%
Total	66	18	27.3%	4	6%

* Conformance with Component's EMS Protocols



DoD Metric Scoring Results

US Appropriate Score	Number of Facilities/Orgs	Percent of Facilities/Orgs
Green	84	20.6%
Yellow	193	47.4%
Red	130	32%

Overseas Score	Number of Facilities/Orgs	Percent of Facilities/Orgs
Green	11	16.7%
Yellow	20	30.3%
Red	35	53%

DoD Total Score	Number of Facilities/Orgs	Percent of Facilities/Orgs
Green	95	20%
Yellow	213	45%
Red	165	35%

**US Appropriate Score Reported to OMB
Overseas Scores Reported Internal to DoD**

- FY2007 Annual EMS Report
- January 2008 OMB Scorecard
- Overall, DoD still Red



DoD EMS Analysis

- DoD is on track for Full Implementation by December 2009
 - o US Appropriate Facilities/Organizations
 - o DoD Full Implementation Extended From Dec 2008 to Dec 2009 by the Office of Federal Environmental Executive (OFEE)
- EMS Progress is Improving
- EMS is still stove-piped into the Environmental Functions
- Senior Leadership buy-in and support needs improvement
- The Operational Impact is still vague
 - o More data/time is likely required to evaluate how EMS interacts with mission-related issues
- Contract issues will require focus and potentially, additional guidance regarding sustainability criteria.





EMS Successes/Benefits and Challenges

– Benefits/Successes

- o Improved inter-office communication of environmental programs across the installations, and across various levels of staff.
- o Improved manager and employee awareness of environmental issues and how their actions can positively or negatively impact the environment.
- o More formal, structured, consistent approach that provided clarity on requirements, objectives, roles, and responsibilities.

– Challenges

- o Lack of leadership committed to EMS.
- o EMS does not seem relevant or critical for mission success.
- o Lack of personnel to implement the program.
- o Deployment and high turnover of EMS trained personnel/leadership disrupts progress.



EMS Best Practices/Lessons Learned

– Best Practices

- o Senior leaders must be involved and advocate EMS as an installation wide program.
- o Training to key personnel is essential.

– Lessons Learned

- o EMS must have top-down implementation in order to be successful.
- o Bottom-up implementation is also vital to success
- o EMS Must be implemented to support and work with the mission and value added practices.



EMS DoD Instruction/Policy

- DoD has developed an EMS DoD Instruction/Policy with the assistance of EMS Component representatives.
- The DoDI has been through formal comments with Components and has been reviewed by both the DoD EMS and DoD EO 13423 Implementation Working Groups.
- DoD has begun the DoDI coordination process and hopes to have the EMS DoDI signed for publication by December 2008.



EMS DoD Instruction Highlights

- EMS is everyone's responsibility – goes beyond Environmental Functional Area
- EMS Conformance will be formally re-declared every three years (requires External (2nd Party) Audit)
- Clarifies OSD and Component Responsibilities
- Requires Internal EMS Audits
- Energy and Transportation aspect consideration in EMS
- Maximize Use of Cross-Functional Teams
- Definitions including Appropriate Facility/Organization, Audits, Qualified parties
- Institutionalizes DoD EMS Work Group



Path Forward

- Achieve Full Conformance and Implementation
- Integrate the goals of EO 13423 into EMS
- Publish EMS DoD Instruction
- Improve EMS Awareness Outside of Environmental Functional Area



Questions





BREAK



Executive Order 13423

“Strengthening the Federal Environmental, Energy, and Transportation Management”

- Clarifies and strengthens role of EMS as the foundation management framework to meet the goals of the order (including compliance management)
- EMS objectives shall include sustainable practice goals identified in Section 2 of the EO
- Conformance to EO 13423 requires an External Audit by a qualified party outside the scope of the EMS



DoD Integration Structure

Sustainability

The Executive Committee and Implementation Workgroup comprise of representatives from the Office of the Secretary of Defense (OSD) and the Components.

DUSD(I&E) - Chair	OASD(NII)/Deputy DOD-CIO
ADUSD(ESOH)	DASN(I&F)
ADUSD(I)	DASA (ESOH)
DASAF(EESOH)	AF/A4/7
DP&AP	OSD(C)
SSE/DT&E	DLA(DES-D)
DASN(E)	ADUSD LPS
OGC(E&I)	ODUSD(I&E)/EM – Executive Secretary
DDR&E	ODUSD(I&E)/IRM – Executive Secretary
ODUSD(A&T)	

Please note there is no precedence in the order of the list above



EMS and the EO Goals

- Using EMS can help to implement the EO goals:
 - o Avoid or reduce stove piping issues
 - o Address the interconnections between activities and programs
 - o Engage all necessary players
 - o Ultimately, create more sustainable operations through resource conservations, waste/pollution avoidance, and better purchasing decisions



DoD EO Policy Guidance

- On 21 December 2007, DoD distributed a memorandum for implementing EO 13423 to Department Components
 - o *The Deputy Under Secretary of Defense for Installations and Environment is designated as the Department’s Senior Agency Official for implementing EO 13423. However, it is the entire Department’s responsibility for meeting the goals and requirements of the EO, including preparing the reports required by the EO and its implementing instructions.”*
- DoD EO Gap Analysis
 - o DoD is currently conducting a gap analysis of existing DoD Policy that meets the requirements of the EO, as well as identifying any discrepancies (e.g., DoD IT Policy vs. DoD Energy Policy)



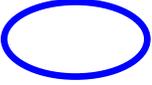
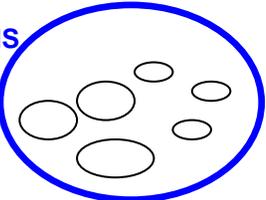
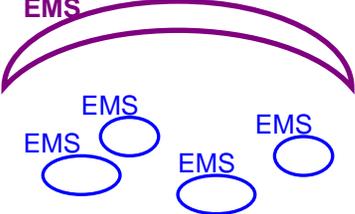
Business Transformation



Executive Order Support Cross Cuts ALL Core Business Mission Areas and Business Enterprise Priorities



Organizational EMS

Type of EMS	Description	Other Terms Used	Issues/Implications
<p>“Facility EMS”</p> <p>EMS</p> 	<p>This is the traditional facility-level or site-level EMS. The scope is typically defined by a single organization, with its activities defined by a discrete “fence-line.”</p>	<p>“appropriate facility” “site EMS” “single-site organization EMS”</p>	<p>This could be a ‘headquarters facility’ EMS, if the emphasis is on the facility operations, as opposed to the headquarters programmatic functions.</p>
<p>“Multi-Site Organization EMS”</p> <p>EMS</p> 	<p>The scope of this EMS is a broader organization, which encompasses multiple facilities or operating units (or organizations). [They need not each constitute an “appropriate facility.”] The key attribute is that the significant environmental aspects of the activities, products and services of all the units are managed as part of a single EMS.</p>	<p>“enterprise EMS” “corporate EMS” “agency-wide EMS” “multi-site EMS” “program EMS”</p>	<p>Functionally, the EMS still has to reach down to workers at all the units and activities encompassed by the organization. Audit of the EMS includes an audit at an appropriate sampling of sub-units.</p>
<p>“Higher-Tier EMS”</p> <p>EMS</p> 	<p>Here, individual facilities (or organizations) maintain their own EMSs. However, an additional EMS is created to address issues which are best addressed at a higher level of the organization.</p>	<p>“umbrella EMS” “corporate EMS” “agency-wide EMS” “headquarters EMS” “program EMS”</p>	<p>The scope of the ‘top tier’ EMS is those issues best addressed at the higher level of the organization; it does not encompass all ‘facility-level’ issues. The scope and the interfaces (roles and responsibilities) between the levels need to be defined consistently from both levels. Each EMS needs to be audited.19</p>



EMS Metrics

- Scorecard Metrics
 - o Move from implementation to operation
 - o More focus on audits, management reviews, sustainability integration
- Sustainability Questions
- Benefits, Successes, Best Practices, Lessons Learned
- Metrics developed by Federal WG
 - o Used for Annual EMS report
 - o OMB Scorecard
- DoD Specific Requirement for Appropriate Facility/Organization Update to Remain



Future EMS Scorecard Metrics

- EMS metrics may include (FY2009 and beyond):
 - o Aspects
 - o Goals, Objectives, Targets and Programs
 - o Operational Controls
 - o Training
 - o Contracts
 - o External Audits and Declaration of Conformance
 - *Formally EMS Audit and Evaluation Procedures
 - o Sustainability Integration
 - o Full implementation/Conformance
 - o Management Reviews
- All metrics are being updated
- New metrics may be previewed at the end of FY2008 metrics call
 - o **FYI and Preparation Purposes ... Reporting with New Metrics begins FY09**



Contact Information

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Questions





Back Up Slides



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Department-Level Rating

A Sliding Scale – More Stringent Each Year

2006

G	At Least 70% of Facilities are Green No More than 5% of Facilities are Red
Y	No More than 20% of Facilities are Red
R	Neither Green nor Yellow

2007

G	At Least 75% of Facilities are Green No More than 5% of Facilities are Red
Y	No More than 15% of Facilities are Red
R	Neither Green nor Yellow

2008

G	At Least 80% of Facilities are Green No More than 5% of Facilities are Red
Y	No More than 10% of Facilities are Red
R	Neither Green nor Yellow



Facility-Level Rating

Constant From 2006-2008

For Green, a Facility Needs:

At Least 5 D's
No More than 1 B
No A's at all

←OR→

At Least 4 D's
No B's at all
No A's at all

For Yellow, a Facility Needs:

At Least 4 C's (or D's)
No More than 1 A

For Red, a Facility is:

Neither Green nor Yellow



EO 13423 Sustainability Goals

- Energy efficiency and reductions in greenhouse gas emissions
- Use of renewable energy
- Reduction in water consumption intensity
- Acquisition of green products and services
- Pollution prevention, including reduction or elimination of the use of toxic and hazardous chemical and materials
- Cost-effective waste prevention and recycling programs
- Increased diversion of solid waste
- Sustainable design/high performance buildings
- Vehicle fleet management, including the use of alternative fuel vehicles and alternative fuels and the further reduction of petroleum consumption
- Electronics stewardship



Understanding the Color Rating

- **Green:** All elements of the EMS are in place and working
- **Yellow:** Most elements are in place, but one or two areas need focused attention
- **Red:** Two or more elements are not functioning or may not be present