

# The Challenges of Keeping an EMS Alive and Well

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# Agenda

1. Key Success Factors
2. Organizational Context
3. Open Discussion

## Assumptions:

EMS = Environmental Management System

Familiar with how an EMS works

Some knowledge of ISO 14001 and other similar standards

## EMS Success Factors



### Authority

Supported by Management



### Rock

Dedicated ESH Staff and a Champion



### Yoga

Flexible to Changing Conditions and Requirements



### DNA

Integrated into Regular Organizational Practices



### Gold

Provides Meaningful Results



## EMS Success Factors

### Success Factor 1 - Supported by Management - (top down)

- Four plant managers since 1996
- EMS provides a positive story
  - Improvements to operations
  - Reduced impacts
  - Identification of issues not previously considered
- EMS (ISO 14001 and VEEP E4) is one of many positive attributes of the company which demonstrates excellence
- Appropriate for Business or Organization
- Size and Scope make sense

## Lockheed Martin's Manassas, Virginia Facility

- About 2,000 employees (Lockheed Martin and BAE Systems)
- 153 Acre campus
- 1 million square feet of buildings
- Light manufacturing and office buildings
- Mainly defense items: submarine sonar systems, train control, complex systems integration



# Most Significant Environmental Aspects

## Boiler emissions

- Energy management programs
- Old equipment replacement justification

## Solid Waste Generation

- Internal Recycling programs
- External Waste Sorting

## Employee Commuting

- Rideshare Program
- Promote other transportation options for households

## Parking Lot Runoff

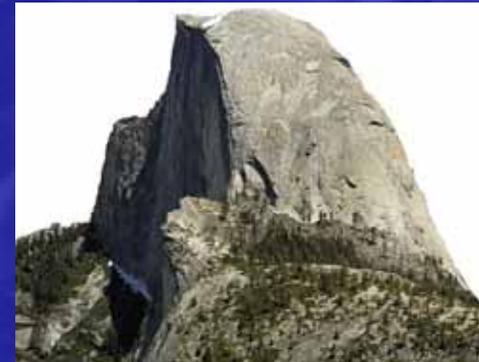
- Emergency Response Capability
- Stormwater Quality Monitoring



# EMS Success Factors

## Success Factor 2 - Dedicated ESH Staff and a Champion - (bottom up)

- ESH staff stability (20+ years on job)
- Drive to make the process work and be successful
- EMS Reflects work and successes



# EMS Success Factors

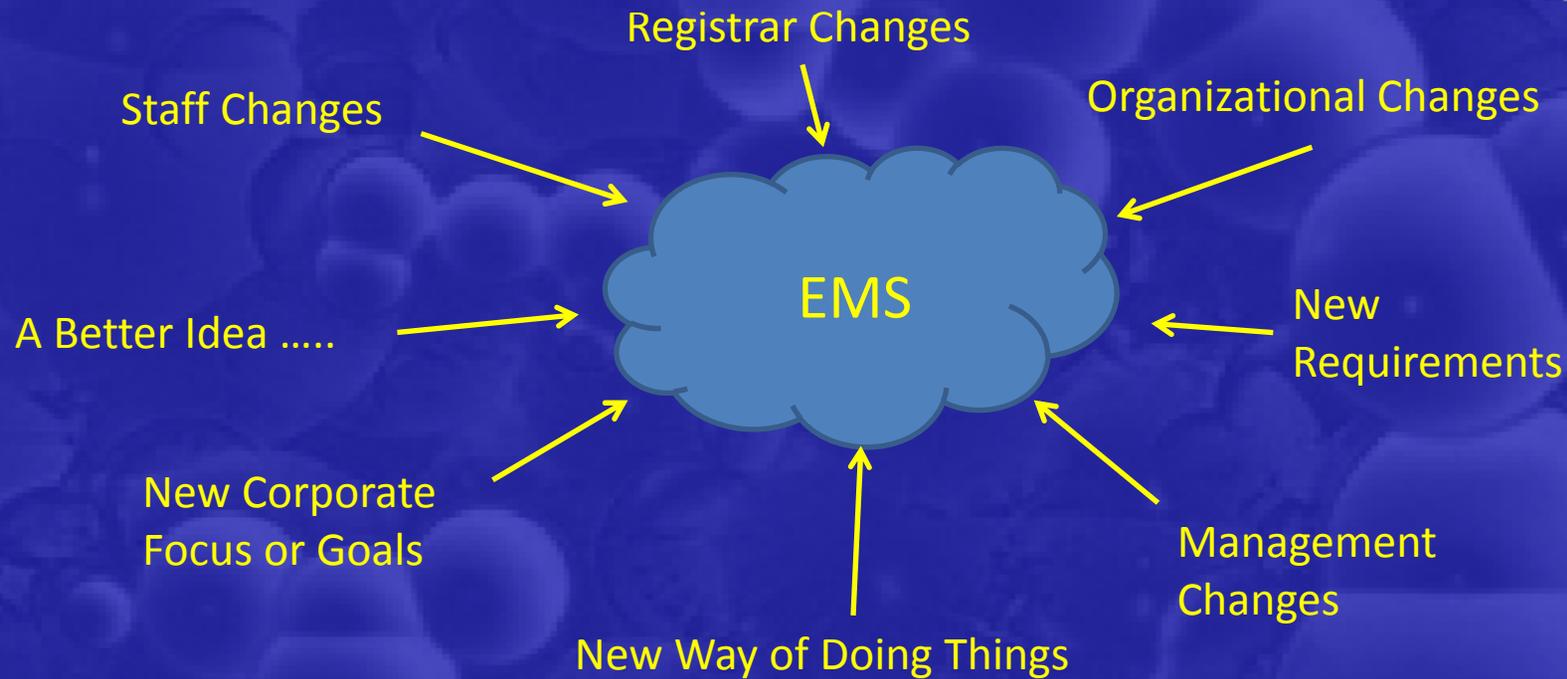
## Success Factor 3 - Integrated into Regular Organizational Practices

- Annual Management Reviews
- Product Safety
- Bid and Proposal Development
- Quality, Safety, Industrial Health, Medical links



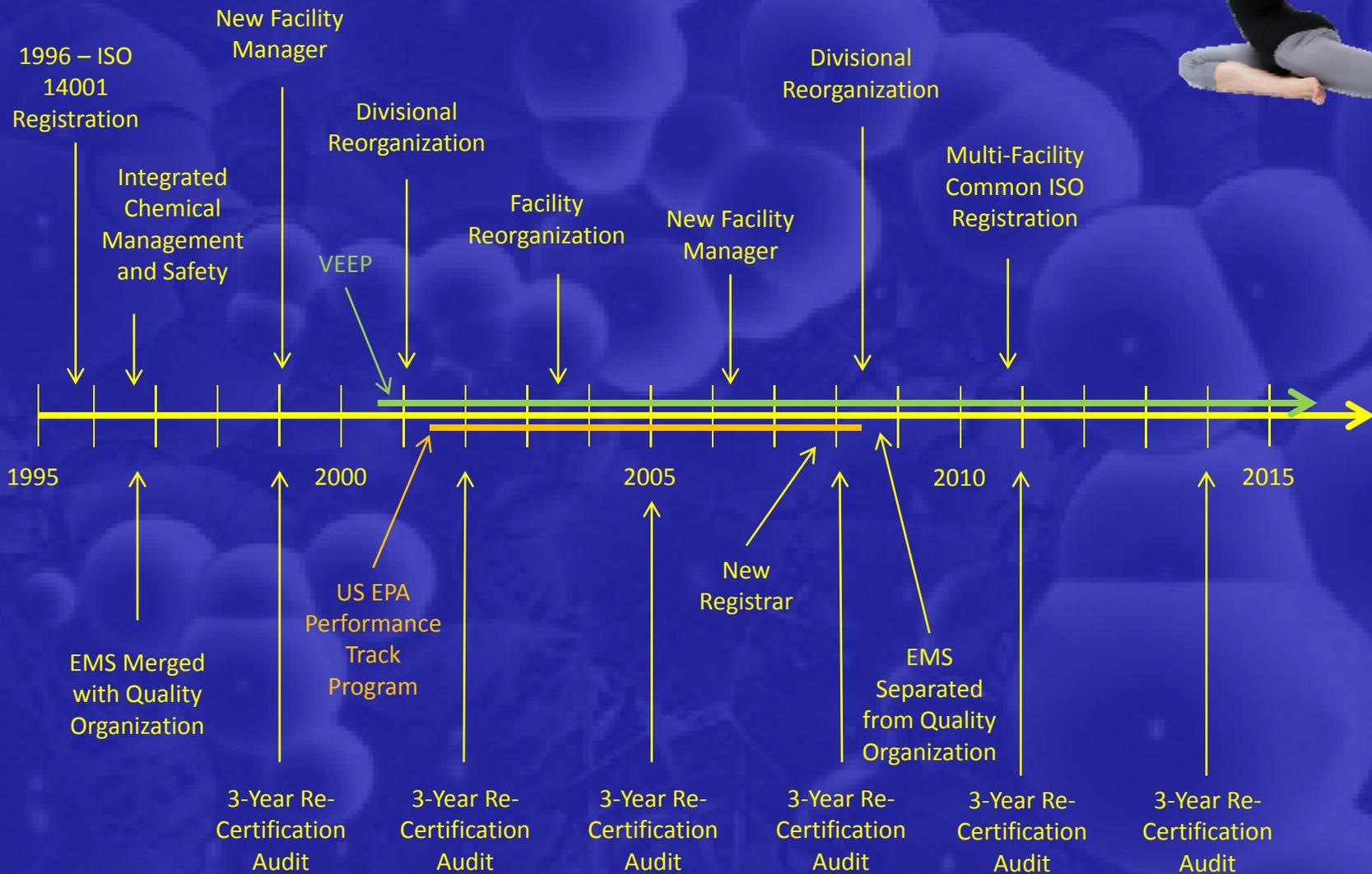
# EMS Success Factors

## Success Factor 4 - Flexible to Changing Conditions and Requirements



Fifth or sixth iteration of EMS:  
Chemical, Environmental, Safety and Health Management System (CESHMS)  
Quality, Environmental, Safety and Health Management System (QESHMS)

# Our EMS Timeline



# EMS Success Factors

## Success Factor 5 - Provides Meaningful Results

- Identifies and prioritizes environmental risks
- Leads to focusing efforts on highest priority and where you can be effective
- Results are appropriate for the facility or organization (size, complexity, scope of service and products)

### Risk Reduction Success Examples:

1. Eliminated 400,000 fuel oil storage  
EMS risk was one factor in the decision
2. Waste recycling efforts enhanced



## EMS Success Factors



Supported by Management

Dedicated ESH Staff and a Champion

Integrated into Regular Organizational Practices

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Provides Meaningful Results

