

US EPA ARCHIVE DOCUMENT

# Appendix A: Workshop Training for Module 2

## EMS Guide Meat Processing

Get Ready



# Topics of Discussion

- Core Team.
- Scope of the EMS.
- Writing a Policy Statement.
- Writing Procedures.



# What is a Management System?

- Definition:
  - The movement of information within an organization to facilitate decision making and efficient use of resources.
- Management systems exist in a number of key areas within an organization:
  - Financial, Communication, Information, Personnel, Quality, Health and Safety, Environmental, etc.
- Need to build on the strongest existing systems.
- EMS based on activity not product.
- EMS is the means, not the goal.



# Building a Simple Effective Plan

- Keep plans at a level your plant is capable of executing during the initial implementation.
- Build an EMS that your plant has the resources to sustain over the long term.
- It is easier to add detail as part of continuous improvement than to remove detail once you put it in place.



# Forming an Action Plan

- Begin with results of gap analysis and information from Module 1 to answer the following questions:
  - What is your strongest existing system?
  - What key actions are needed?
  - Who will be responsible?
  - When will the work be completed?
  - What resources do we need?



# Core Team



Needs Commitment of Top  
Management and a Project Champion.



# Purpose of the Team

- Define the scope of the EMS.
- Ensure all major internal interests are considered.
- Provide greater access to management in each functional group.
- Act as a sounding board for ideas.
- Make sure EMS is implemented and disseminated throughout the entire facility.
- Comment on policy.





# The EMS Representative (that's you) Needs to:

- Inspire.
- Motivate.
- Delegate.
- Sing praises to upper management.
- Leap tall buildings in a single bound!



# Who Should be on The Team?

- Members from each department – engineering, finance, human resources, production, safety, lab, maintenance, etc.
- Employees who have shown an interest in environmental performance.
- Employees who have time to learn and act.



# Activity 1

Who will be on your team?



# Cross-Functional Teams

Procedures that are practical and effective and can build “ownership” of the EMS.



# Working from Within

- You know your business better than anyone.
- You know your employees better than anyone.
- Get information and advice but make your own decisions.



# Keep Team Involved

- Hints to keep on track:
  - Prepare an agenda;
  - Be brief and stay focused; and
  - Schedule meetings within working day.
- Benefits:
  - Employee satisfaction is tied with knowing company is doing the right thing environmentally.



# Scope of the EMS

Why are you pursuing the development of an EMS?



# Scope is Defined by:

- What your plant actually does;
- Drawing boundaries around the plant and its components; and
- Considering practical constraints and timing.
- What areas of your facility do you have management influence and/or control?





# Scope is Defined by:

- Significant aspects;
- Corporate and local interaction; and
- Activities of suppliers and vendors.



# With Management Control You Can:

- Determine how the environmental policy is implemented;
- Allocate appropriate resources;
- Define the EMS boundaries;
- Include environmental licenses, permits, or approvals; and
- Coordinate with services not completely within the scope of the EMS.



# Activity 2

Determining Scope  
ALU Power Co.



# Activity 2

- Use the attached scenario for ALU Power Co. to define the scope.
- Develop an argument in favor of individual EMS' or all of the plants under one EMS.



# Activity 3 Part A

EMS Design – Select project champion,  
core team, and develop the scope for your  
facility.



# The Policy Statement Should:

- Be a **written statement** of intent and values;
- **Identify** the main environmental issues and **indicate** how they will be managed;
- Present **strategic objectives** to attain the company's long-term environmental position;
- Highlight how your facility will **monitor and improve** environmental performance; and
- Reflect the **scope** of the EMS.



# Policy Hints

- Existing documents, commitments, goals.
- Simple and understandable.
- Explicit enough to be audited.
- Integrated with other policies.
- Understanding the policy.
- Communicated externally.
- Demonstrate a “living document”.



# Key Policy Commitments

- The plant has a written environmental policy, defined by top management and is committed to:
  - Compliance;
  - Pollution Prevention;
  - Continuous Improvement; and
  - Sharing EMS performance information with the community.





# Policy Statement Example

- Your Company (ABC Meat Processing).
- Environmental Policy.
- Compliance.
- Risk Reduction, Prevention, and Resource Management.
- Communication.
- Continuous Improvement.



# Activity 3 Part B

Revise existing policy statement for ALU  
Power Co.



# Going From Policy to Procedures

- Attachment 1D provides layout notes for EMS procedures.
- Use a procedural format that your facility is familiar with.
- Decide for yourself where you need documented and formalized procedures.



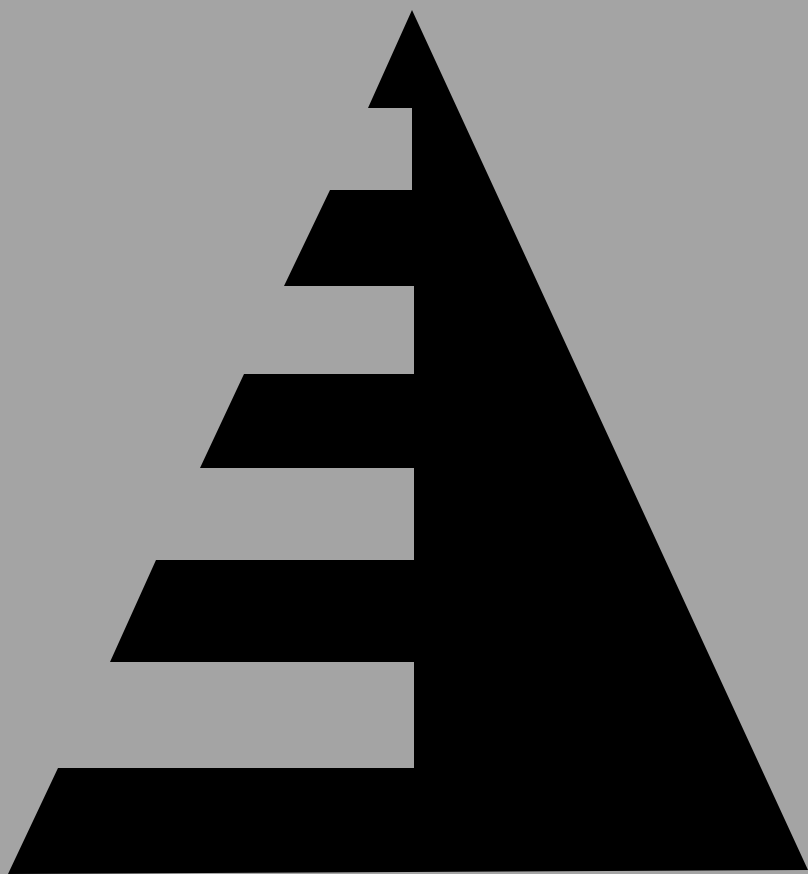
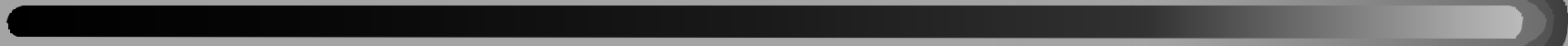
# Written Procedures Are Necessary When...



An unacceptable risk of the activity being done incorrectly exists.



# Documentation Hierarchy



Environmental Policy

EMS Procedure

Documentation and  
Work Instructions

Records



# Procedures should:

- Reference the most relevant section of the policy;
- Use dates and/or version numbers to help with document control and ensure all have most current version;
- Clearly and concisely communicate who, what, when, where, and how;
- Provide continuity;
- Help identify areas for improvement; and
- Make transition easier.



# Homework

- Define your EMS representative and Core Team.
- Define the scope of the EMS and get senior management buy-in.
- Create an environmental policy specific to your plant and provide it to senior management.



# Resources

- <http://www.p2pays.org/iso/tools/>

