

US EPA ARCHIVE DOCUMENT

# Appendix A: Workshop Training for Module 6

## EMS Guide Meat Processing

## Supporting EMS Elements

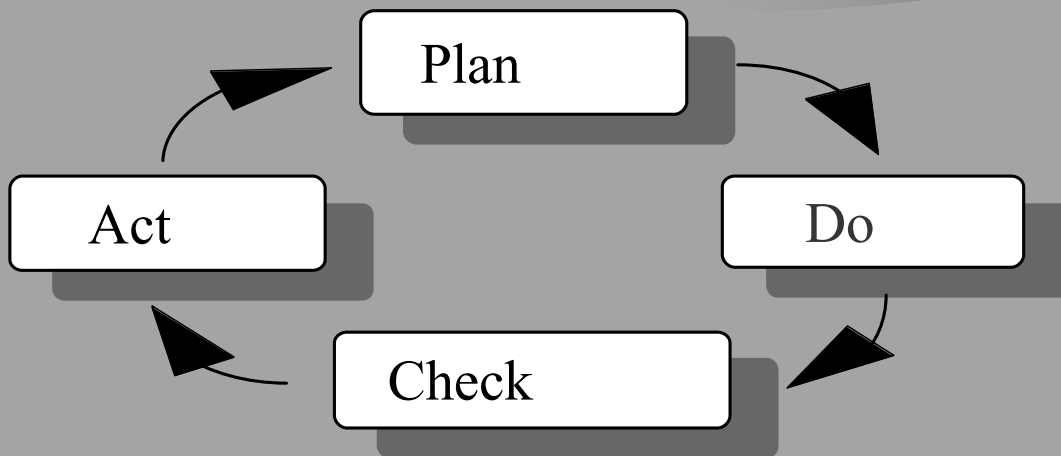


# Today

- Structure and Responsibility.
- Training.
- Communication.
- Homework.



# EMS Framework



# Relationship Among Environmental Management System Elements

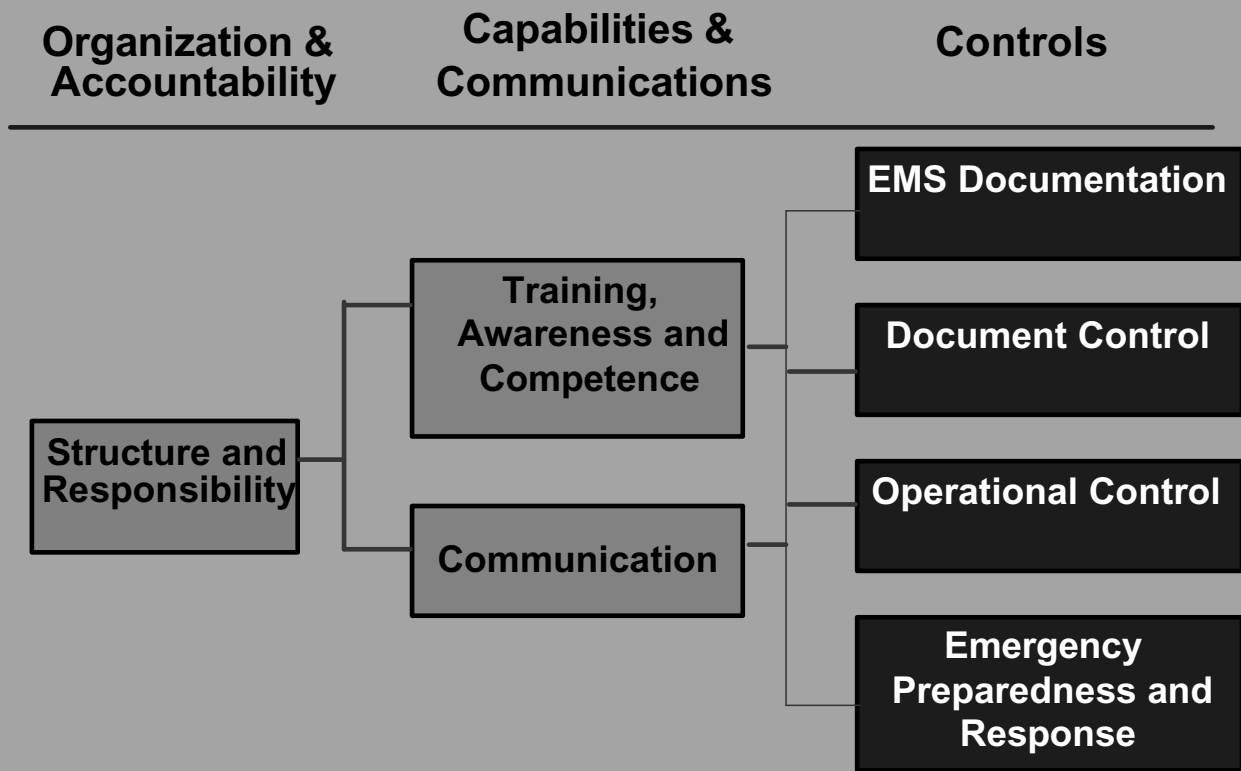
STRUCTURE and RESPONSIBILITY



COMMUNICATION



# EMS Implementation



# Structure and Responsibility

Includes:

- Organization - how does the EMS work within yours?
- Roles to be played within your organization
- Responsibilities at all levels
- Resource requirements



# EMS Management Structure

- **Roles** are required for all personnel or departments who have an involvement with the EMS.
- **Responsibility** details what, when, and how the individual or department interacts with the EMS. These details provide the basis for auditing the “human” aspects of the EMS performance.





# EMS Management Structure

- **Authority** relates to who must and can (if permitted) make decisions. Authority includes general management and operational authority and includes corrective action and emergency authorities. All responsibilities should be linked to authorities or reporting structures.
- Responsibility and authority must be aligned.



# Structure and Responsibility

- Almost every job is likely to have some environmental impact associated with it.
- Key job or position descriptions may need to be reviewed and revised in light of environmental objectives and targets.
- There are many ways to define roles and responsibilities:
  - job descriptions;
  - work plans and procedures; and/or
  - responsibilities matrices / organization diagrams or trees.

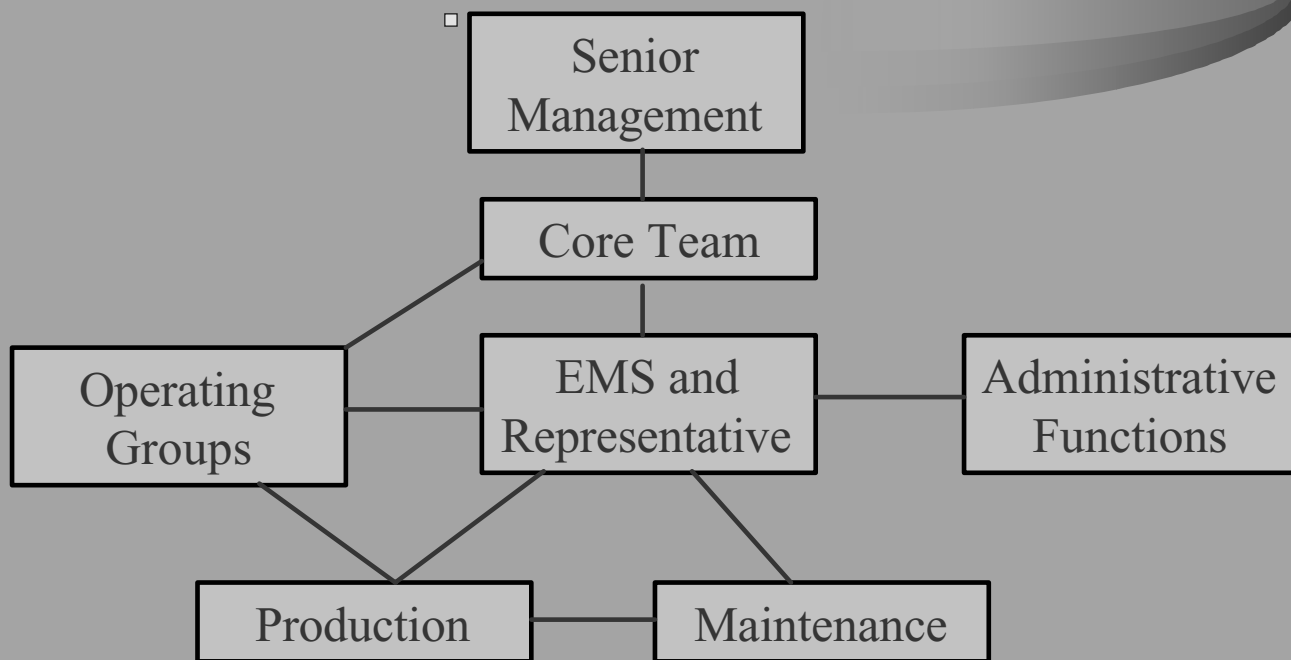


# Structure and Responsibility

- Environmental responsibilities can be included as part of an individual's overall responsibilities (i.e., the general job description).



# Organization



# Activity 1

- Draw an organizational chart of how environmental responsibility works at your plant.
  - Take it from the most senior management to the workers in production.



# Structure and Responsibility

- The only defined role may be that of EMS representative or coordinator (more detail can be used if needed).
- The design and designation of roles is at the discretion of the organization.
- The EMS representative may have other duties and responsibilities.
- The EMS representative cannot do it all, should be a coordinator first and fixer second.



# Matrix of Accountabilities

See Module 6, Attachment 6-B for a  
Sample Table of Accountabilities.



# Operational Roles and Responsibilities

- For each aspect, existing and new EMPs should the following should be defined.
  - Responsibilities
  - Means
  - Timeframe
- Are staff aware of what their part in this is?





# Structure and Responsibility

- Assigning authority should come with the power to access and distribute the necessary resources.
- There should therefore be a close link to the environmental management program where resource requirements for the objectives and targets have been determined.
- Resources include:
  - human, including training and specialized skills;
  - physical and technological; and
  - financial.



# EMS Resources

- Resources should be identified and available for both the initial implementation phase and the ongoing maintenance of the environmental management system.
- Resources include such things as time sheets, training records, and expenditure records.
- Resources include business plans and budgets to ensure that they contain an environmental management system allocation.



# EMS Resources

- **Human resources** include sufficient numbers of people and also a sufficient time allocation.
- **Specialized skills** are required to establish, implement, and maintain an environmental management system.
  - Your organization should be able to demonstrate that these skills are available or have been used.



## Activity 2

- What kinds of resources (besides your time) have been assigned / will be required for your plant's EMS implementation?
  - Human, including training and specialized skills
  - Physical and technological
  - Financial



# Training

- Identify training needs.
- Establish training plan and procedures.
- Personnel competent by education, training, and/or experience.



# Environmental Training Needs

- Every employee can have potential **impacts** on the environment.
- Any employee can have **good ideas** about how to improve environmental management efforts.



# Environmental Training

- General awareness.
- Operational control / functional training.
- Technical training.
- Personal development.
- Regulatory requirements.



# Awareness

- The importance of conformance with the environmental policy and procedures.
- The significant environmental impacts of their work activities and the environmental benefits of improved personal performance.
- Their roles and responsibilities in achieving conformance with the environmental policy.
- The potential consequences of departure from specified operating procedures.





# Operational Control / Functional Training

- Tailored to the different needs of various levels or functions in the organization.
- Any new procedures or needs related to significant environmental aspects.
- Those whose jobs and responsibilities involve activities directly related to compliance with legal requirements.



# Personal Development

- New employees.
- Employee is transferred to a new job.
- Improve job performance.
- New skills.
- Assignments of responsibility within EMS.



# Regulatory Requirements

- New process, material, or equipment is introduced.
- New regulations affects organization's activities.



# Training Program

- Step 1: Assess training needs & requirements
- Step 2: Define training objectives
- Step 3: Select suitable methods and materials
- Step 4: Prepare training plan (who, what, when, where, how)
- Step 5: Conduct training
- Step 6: Track training (and maintain records)
- Step 7: Evaluate training effectiveness
- Step 8: Improve training program (as needed)



# Competence

- Develop an approach to judge the **competence** of **employees** to accomplish their assigned tasks.
- Competency could be demonstrated as part of the training program and periodic training updates.



# Training

- Environmental performance among employees can be directly linked to environmental training.
- Your overall goal for your training program is to produce knowledgeable, skilled, and aware employees who assist your plant in achieving its stated goals and objectives.



# Communication

- The standards calls for two types of communication:
  - Internal and
  - External.



# Communication

- In general:
  - Begin early in process;
  - Define objectives;
  - Define stakeholders;
  - Communicate regularly;
  - Allow two-way dialogue with stakeholders; and
  - Track communication.



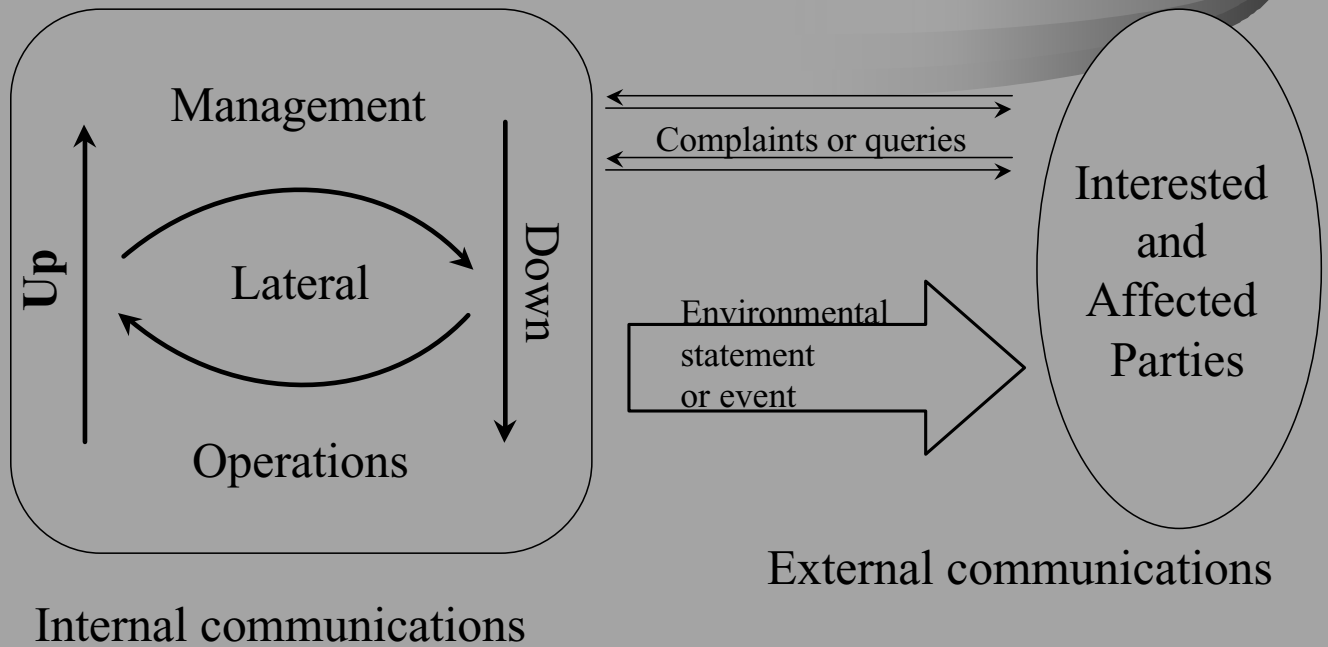


# Communication

- Internal stakeholders may include:
  - Employees;
  - Shareholders;
  - Customers;
  - Suppliers;
  - Investors and insurers; and/or
  - Trading partners.



# Describing Communication



# Communication

- Internal communications are the life blood of an EMS.
- It is worth the effort to clearly define routes and responsibilities for communication.
- This activity should be closely linked to:
  - Documentation;
  - Document control; and
  - Records.



# Communication

- The goal is to ensure that the people who need the information have it when they need it.
- Electronic communications and networks can create tremendous efficiencies.
- Internal and external reporting issues and requirements are most often dealt with here.



# Communication

- Effective internal communication helps to:
  - Motivate workforce in EMS implementation;
  - Gain acceptance for EMS plans and efforts;
  - Explain environmental policy and EMS;
  - Ensure understanding of roles and responsibilities in EMS implementation;
  - Demonstrate top management commitment to EMS;
  - Monitor and evaluate performance of EMS; and
  - Identify areas of improvement.



# Communication

- Internal communication should:
  - Flow across functional lines in all directions;
  - Inform and report on performance of EMS; and
  - Allow employees opportunities for input.



# Communication

- Internal communication methods include:
  - Newsletters;
  - Intranet;
  - Staff meetings;
  - Bulletin boards; and
  - One-on-one.



# Communication

- External stakeholders may include:
  - Neighbors;
  - Community organizations;
  - Environmental groups;
  - Regulatory agencies;
  - Media; and/or
  - General public.





# Communication

- There should be a process in place to respond to external communications and interested parties.
- Consider conducting stakeholder analysis or public consultations.
- Consider how you wish to deal with external communications and define it so that it is in a consistent format.



# Communication

- Effective external communication:
  - Improves relationships with stakeholders;
  - Demonstrates due diligence; and/or
  - Builds trust in the community.

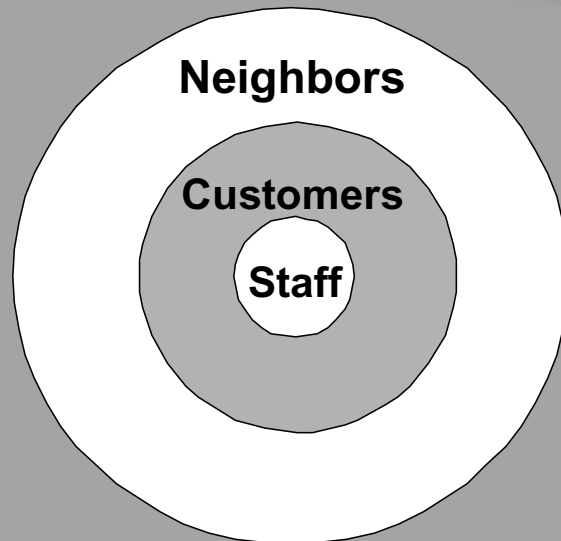


# Communication

- Methods of external communication:
  - Open house;
  - Focus or advisory groups;
  - Web site or email list;
  - Press releases;
  - Annual reports;
  - Advertising; and/or
  - Community participation.



# Stakeholder Interest



# Homework

- Document roles, responsibilities, and resources.
- Conduct a review of training needs based on existing and environmental activities in the plant.
- Define formal and informal communication processes and desired outcomes from both processes.
- Define external communication procedure(s) including proactive programs such as community and stakeholder involvement.

