

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.

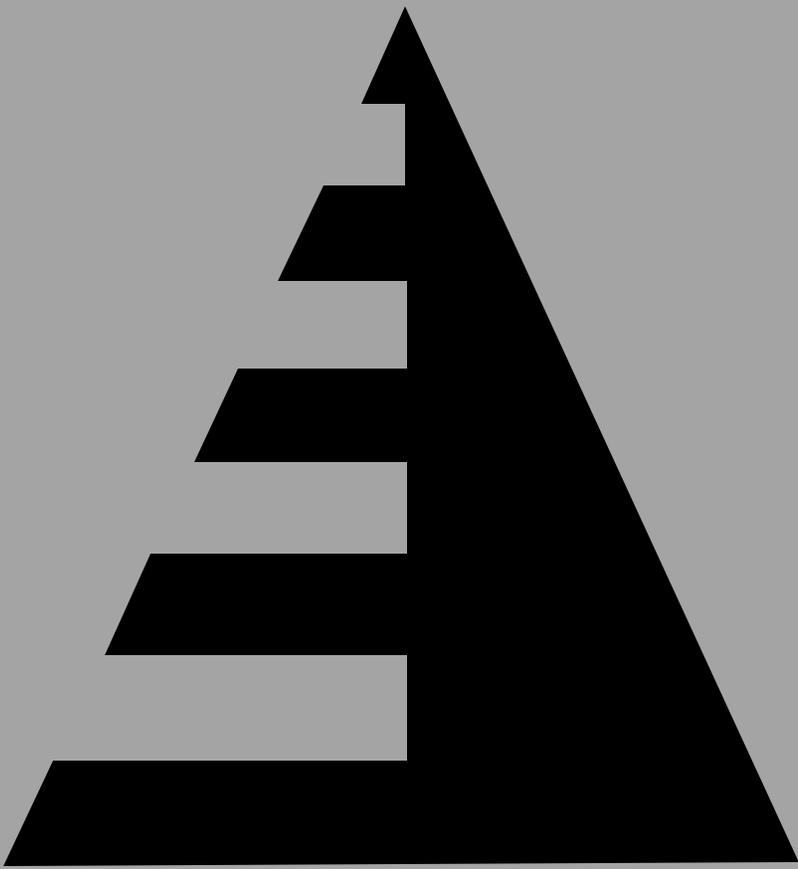


Written Procedures Are Necessary When...

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/>

