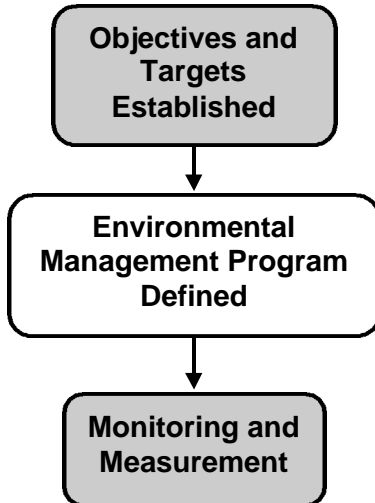


## Environmental Management Program(s)

### *A road map for achieving environmental goals*



So far, this Guide has focused on the **foundations** of an EMS -- the planning elements. An important part of this planning effort is defining what your organization intends to achieve in the environmental area. To achieve your objectives and targets, you need an **action plan** -- also known as an environmental management program.

Your environmental management program should be **linked directly to your objectives and targets** — that is, the program should describe **how** the organization will **translate its goals and policy commitments into concrete actions** so that environmental objectives and targets are achieved.

To ensure its effectiveness, your environmental management program should define:

- the **responsibilities** for achieving goals (*who will do it?*)
- the **means** for achieving goals (*how will they do it?*)
- the **time frame** for achieving those goals (*when?*)

Keep in mind that your program should be a **dynamic** one. For example, consider modifying your program when:

- objectives and targets are modified or added;
- relevant legal requirements are introduced or changed;
- substantial progress in achieving your objectives and targets has been made (or has not been made); or
- your products, services, processes, or facilities change or other issues arise.

Your action plan need **not** be compiled into a single document. A “**road map**” to several action plans is an acceptable alternative, as long as the key responsibilities, tactical steps, resource needs and schedules are defined adequately in these other documents.

This program should **not** be developed in a vacuum — it should be **coordinated or integrated with other organizational plans, strategies, and budgets**. For example, if you are planning for a major expansion in one of your service operations, then it makes sense to look at the possible environmental issues associated with this operational expansion at the same time.

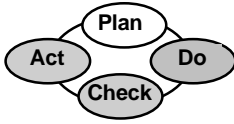
#### Hints:

- **Build** on the plans and programs you have now for compliance, health & safety or quality management.
- **Involve your employees** early in establishing and carrying out the program.
- Clearly **communicate** the expectations and



*At St. Joseph's Mercy Hospital (in Michigan), mercury was in widespread use. The Hospital had a contract with a professional environmental response company to clean up and dispose of any discarded equipment and waste that resulted from mercury spills. Mercury was identified as an environmental aspect during EMS implementation, leading to the development of a Mercury Reduction Initiative. This Initiative is expected to save the Hospital as much as \$20,000 per year.*



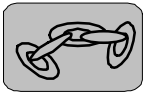


“Before, we focused on compliance issues without the benefit of an EMS. Now, we have a strategic plan in place to look beyond legal requirements and save money. It makes my job easier when I can prove my department does not have to be a cost center.”

Charlie Saunders, EMS Manager,  
Pfizer Global Research &  
Development

responsibilities defined in the program to those who need to know.

- In some cases, your environmental management program may encompass a number of existing **operating procedures or work instructions** for particular operations or activities. In other cases, new operating procedures or work instructions might be required to implement the program.
- Re-evaluate your action plan when you are considering changes to your products, processes, facilities or materials. Make this re-evaluation part of your **change management process**.
- **Keep it simple** (see sample tool, below) and **focus on continual improvement** of the program over time.
- There may be real **opportunities** here! Coordinating your environmental program with your overall plans and strategies may position your organization to exploit some significant cost-saving opportunities.



- **Objectives & Targets**
- **Structure & Responsibility**
- **Communication**
- **Operational Control**
- **Monitoring & Measurement**

**Figure 7: Environmental Management Program (Sample Form)**

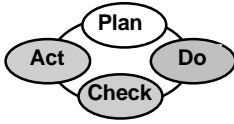
Objective / Target #1: _____					
Action Items	Priority	Responsibilities	Schedule	Resources Needed	Comments



A full-size copy of this form and another sample form are provided in the **Tool Kit** (see Appendix A).

☆☆ **POLLUTION PREVENTION** ☆☆

March Coatings operated a de-ionization unit to purify water for its coating process. While effective, the unit required 39,000 pounds of hydrochloric acid to operate. Concerns about potential spills and worker health & safety impacts led the company to replace the de-ionizer with a reverse osmosis unit, which completely eliminated the use of hydrochloric acid.



**Capture the Learning: Environmental Management Programs Worksheet**

<p>Do we have an <b>existing process</b> for establishing environmental management programs?</p> <p>If yes, does that process need to be revised? In what way?</p>	
<p>What environmental management programs do we have <b>in place now</b>?</p>	
<p>What is the <b>basis</b> for our environmental management programs (for example, do they consider our environmental objectives, our environmental policy commitments and other organizational priorities)?</p>	
<p><b>Who needs to be involved</b> in the design and implementation of these programs within our organization?</p>	
<p>When is the <b>best time</b> for us to establish and review such programs? Can this effort be <b>linked</b> to an existing organization process (such as our budget, planning or auditing cycles?)</p>	
<p>How do we ensure that <b>changes to products, processes, equipment and infrastructure</b> are considered in our programs?</p>	
<p>How will we otherwise keep our programs <b>up-to-date</b>?</p>	
<p><b><i>Our next step on environmental management programs is to ...</i></b></p>	