

**Energy Facility Contractor Organization Group  
Environmental Safety and Health Working Group  
Environmental Subgroup**

**Environmental Management System Surveys**

**Environmental Management System Management Review**

Environmental Management System Management Review											
Survey Questions	BNL	BWXT Pantex/	ICP	INL	LANL	NTS	RL - Hanford	SNL-CA	SNL-NM	WIPP	Y12
1. Does your company involve management in the review of the company environmental management system?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
2. Describe the level of management involvement in the review of the EMS such as the senior site executive, next level executive, and so forth.	-Lab Director and Deputy Lab Directors -Directorate and Division Associate Lab Directors -Directors/Managers of Support Organizations -Line Management -Other: All ESH Support staff such as Environmental Compliance Representatives	Company President Vice President Directors of Support Organizations Line Management Other (see description)	Company President Vice President(s) Directors of Support Organizations	-Laboratory Director -Deputy Laboratory Directors -Associate Laboratory Directors -Support Organization Directors (This represents the 24 top management positions at the lab.)	Other: Environmental Senior Management Steering Committee (Chaired by Principle Associate Director for Operations – membership: 8 (half) of Lab Associate Directors with a cross section of operations, science, nuclear weapons.	Company President Vice President(s) Directors of Support Organizations	Company President Vice President Directors of Support Organizations Line Management	Vice President (highest site mgr.) Directors of Support Organizations  Note: All of our site directors are involved in reviewing the EMS. This provides representation from all site organizations.	Company President Vice President Directors of Support Organizations	Company President Vice President Directors of Support Organizations Line Management	Vice President Directors of Support Organizations
Briefly describe level of involvement?	BNL's management recognizes the value of management review and understands the importance of good feedback. Management review feedback is summarized in a "Record of Decision (ROD)" that documents input and describes improvement actions. The ROD is signed by senior management.	Plant Manager/President tasks Division Director to Lead the Sr. Management team, usually 5 other Division Directors and Department Manager along with representative Union Presidents. The Lead Sr. Managers identifies the EMS Coordinator and EMS Element Leaders, by letter. EMS coordinator defines activities and is responsible for plans and schedules of EMS activities at the Plant, including but not limited to; Required and voluntary certifications, Aspects Reviews, Objective and Target recommendations and tracking, assessment of the element management, audits of program, reports and meetings with Sr. Management team,	The Executive Safety Review Board is the management body that oversees the EMS. The environmental organization develops and maintains the EMS with that oversight body providing review and approval.	The Environmental Management System Coordinator provides a quarterly report on the site's EMS/ISO 14001 status (see below). Individual recipients may provide input by return letter, e-mail, and phone or in person.	Chartered by Director with full responsibility for EMS, environmental policy, funding, and management review.	The environmental organization has a monthly one hour meeting to give status of environmental issues, including ISO 14001 implementation. We hope to certify in 2008.	The FH ISMS is implemented at the Project, facility and activity level. Core function implementing processes for all levels are regularly reviewed by FH management.	The semiannual review is structured around the required elements of the ISO14001 standard for top management review.	Reviewing and approving the EMS manual and corporate objectives and targets.	An EMS Annual Report for each Fiscal Year is prepared for Management. It provides a summary of the status and health of the EMS and environmental performance in light of environmental policy commitments. This report is reviewed and approved by all these levels of management and is then provided to the local DOE office. Both the WTS General Manager and the Manager of the DOE field office provide the final approval of the Report. Their approval signifies agreement with the assessment and directs the organization to implement the continual improvement recommendations.	VPs approve objectives and targets. Often provide direction on implementing corrective actions.

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3. How often does management review the EMS?	Annually	Quarterly Other: Monthly with Sr. Management Lead, and at a minimum quarterly with the Sr. Management Team including annual review of total process.	Quarterly	Quarterly	Quarterly	Other: Monthly status meetings with a FY annual written report.	Other: Review of the FH ISMS core function implementing processes is an ongoing activity as part of the FH implementation of the ISMS Feedback and Continuous improvement core function.	Semi-annual (every six months)	Annually	Annually	Annually with Vice Presidents (management review per ISO Standard)  Quarterly review of progress towards achieving goals & potential issues with senior managers and NNSA customer  Other: Monthly with NNSA Environmental Coordinator
4. What elements of the EMS does management review?	Environmental Policy Internal Audits or External Audits Communication Environmental Performance Objective & Targets Corrective & Preventative Actions Follow Up Actions Changing Circumstances (legal) Recommendations for Improvement	Environmental Policy Internal Audits or External Audits Communication Environmental Performance Objective & Targets Corrective & Preventative Actions Follow Up Actions Changing Circumstances (legal) Recommendations for Improvement	Environmental Policy Internal Audits or External Audits Communication Environmental Performance Objective & Targets Corrective & Preventative Actions Follow Up Actions Changing Circumstances (legal) Recommendations for Improvement	Environmental Policy Internal Audits or External Audits Communication Environmental Performance Objective & Targets Corrective & Preventative Actions Follow Up Actions Changing Circumstances (legal) Recommendations for Improvement  Note: While reports are quarterly, the report only covers portions of the EMS and ISO 14001 Standard; however, annually the reports cover all EMS and ISO 14001 Standards.	-	Internal Audits or External Audits Environmental Performance Objective & Targets Corrective & Preventative Actions Follow Up Actions Changing Circumstances (legal) Recommendations for Improvement	Environmental Policy Internal Audits or External Audits Communication Environmental Performance Objective & Targets Corrective & Preventative Actions Follow Up Actions Changing Circumstances Recommendations for Improvement	Environmental Policy Internal Audits or External Audits Communication Environmental Performance Objective & Targets Corrective & Preventative Actions Follow Up Actions Changing Circumstances Recommendations for Improvement	Environmental Performance Objectives & Targets Corrective & Preventative Actions Recommendations for Improvement	Environmental Policy Internal Audits or External Audits Communication Environmental Performance Objective & Targets Corrective & Preventative Actions Follow Up Actions Changing Circumstances Recommendations for Improvement	Environmental Policy Internal Audits or External Audits Communication Environmental Performance Objective & Targets Follow Up Actions
Provide other information as applicable.	To the extent possible BNL summarizes the content of the Management Review presentation and it to senior management prior to the actual meeting. This allows management to come prepared and keeps the review within an allotted time frame.		All elements of the ISO 14001 section 4.6 are reviewed at least on an annual basis. Some elements are reviewed on a quarterly basis (such as performance to the objectives and targets).	The Quarterly Management reviews also provide senior management additional information on the status of pollution prevention activities, trending of environmental metrics, trending of environmental corrective actions, and the status of INL-related NEPA and CERCLA actions.		Management reviews the status of ISO 14001 implementation monthly.	-	-		All of these are reviewed through the EMS Annual report review process.	Propose next years Objectives and Targets for approval. Challenges expected in coming year.

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<p>5. Does the process of engaging management in the EMS add value; explain why and include lessons learned?</p> <p>If 'Yes', Explain Why?</p>	<p>Yes</p> <p>Management understands that this is an opportunity to improve operations.</p>	<p>Yes</p> <p>The importance of the EMS starts with the Plant Manager/President and is passed down through each Division. Credibility and Organization of the EMS is given a Program Status and expectations are defined in the plant Policy that is annually reviewed and recommended by the Sr. Management Team and signed by the Plant Manager/President</p>	<p>Yes</p> <p>Two reasons. First it is a requirement of the ISO 14001 standard. Secondly, it assures that the EMS is integral to the day-to-day operation of the company work and not viewed as some outside entity.</p>	<p>Yes</p> <p>First, the review provides management the opportunity to verify that the EMS is successfully implementing the Environmental Policy and helps to identify any concerns or issues that management can help resolve. Secondly it provides an avenue to raise to management any specific concerns related to the environmental metrics or corrective actions. Thirdly, it satisfies a requirement of ISO 14001.</p>	<p>Yes</p> <p>Invaluable to communications, staff buy-in, cross-directorate initiatives, funding.</p>	<p>Yes</p> <p>They have to be involved because they set priorities and control the budget. Workers are also more motivated when they see management involvement.</p>	<p>Yes</p> <p>The FH ISMS clearly states that line management in responsible for safety and environmental protection. This can only be accomplished with management involvement.</p>	<p>Yes</p> <p>It provides the framework by which I can operate the EMS. I also get a good read from them on their expectations and desires regarding programs and the direction they expect the EMS to take.</p>	<p>Yes</p> <p>It is our single opportunity to promote the value of EMS. However, Sandia has a management review only process and needs to evolve more to an active management engagement process. We have a plan to get there, through the establishment of an EMS Advisory Team, pending budget.</p>	<p>Yes</p> <p>Provides value in that it assures that, at a minimum, managers receive an overall picture of environmental performance and status of the EMS with specific opportunity through the review process to provide input and feedback for improvement.</p>	<p>Yes</p> <p>Without management commitment, there is no system.</p> <p>Difficult to keep "environmental improvements" visible given emphasis on safety.</p>
<p>Provide Lessons Learned:</p>	<p>1) A rising trend on the number of reportable spills was recognized by the Lab Director as an issue the needed closer attention. This resulted in objectives and targets that ultimately reduced the spill frequency.</p> <p>2) After combining the Labs Environmental Policy into an Environmental, Safety, Security and Health (ESSH) policy senior manager's were concerned that the content of the policy was difficult to understand and too long. This resulted in an objective and target that improved the ESSH policy.</p> <p>Additional Comments: The Management review at BNL is designed to add value at all levels of the organization. This is</p>	-		<p>It is important to keep the management in the loop, but they really don't have time to spend on systems and processes that are working well. The quarterly reports provide a more efficient process than convening a meeting to review the EMS. Each manager may review the report at his convenience and may respond directly about matters of interest. By also including performance information, this report becomes a more useful tool for senior management.</p> <p>If possible, it is best to keep some person-to-person contact with the top level managers.</p>	<p>The EMS Team went to very senior, well respected technical leaders in science and technology programs (not ES&amp;H managers) early in the EMS process and offered them the drivers seat in how an EMS would be developed and implemented. We also did significant research to make environmental issues relevant to their mission execution. They accepted the offer and we really did let them put their own system in place. Now they use it and are extremely engaged in the continuous improvement process.</p>			<p>I tried to accomplish the ISO standard review in one session. This did not work so we divided the required material into two sessions. This actually works better because some of the required information involves planning elements and some are more results and lessons learned elements. I tailor the two sessions around those two basic concepts. This division of the two types of info seem to work well in two sessions at different times of the year.</p> <p>Additional Comments: My top management asks for "read aheads" so the actual meetings can be streamlined.</p>			

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	accomplished by requiring all Directorates to conduct a management review specific to their operations. These Directorate management reviews are attended by the Lab Level EMS Management Rep and Project Manager. The content of each management review is used when developing the Lab Level management review.										
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