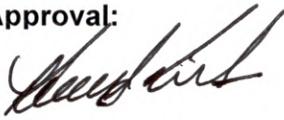




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<b>Document Name:</b>	<b>Procedure for Resources, Roles, Responsibility and Authority</b>		
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<b>Revision No:</b>	3.0	<b>Revision Date:</b>	25 Aug 2009
<b>Document Owner:</b>	<b>Approval:</b> 		
 USAGH EMSR Mr. HOLTON STALLWORTH		USAGH CDR LTC KEVIN J. QUARLES	

**INTRODUCTION:**

On the course of the EMS implementation the USAG Hohenfels-JMRC shall define the EMS resources, roles, responsibility and authority. Roles, responsibilities and authorities shall be defined, documented and communicated in order to facilitate effective environmental management. There are four key roles identified to ensure EMS implementation success:

1. Top Management (Commanding, EQCC),
2. EMS Management Representative (EMSR),
3. EMS Implementation Cross-Functional Team (CFT),
4. Unit/organization EMS POCs.

Key success factors are identified for each role in terms of responsibilities, qualifications, and success indicators.

**PURPOSE:**

To provide a standard procedure for defining, documenting and communicating the USAG Hohenfels -JMRC roles, responsibilities and authorities. Implementation of this procedure will ensure that EMS-related roles, responsibilities and authorities are clearly defined and be communicated across the USAG Hohenfels -JMRC.

**APPLICABILITY:**

This procedure applies to the EMS CFT developed during the EMS Implementation period and led by the Environmental Management System Representative (EMSR). This procedure applies indefinitely thereafter as the EQCC annually reviews significant environmental impacts resulting from facility operations, services and products.



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## DEFINITIONS AND RESPONSIBILITY

### 1. TOP MANAGEMENT (COMMANDING, EQCC)

A critical step in the EMS implementation process is to secure top management support. Top management may include the garrison commander, tenant organization commanders, division directors, department heads, or shop floor managers. Management shall ensure the availability of resources essential to establish, implement, maintain and improve the environmental management system. Resources include human resources and specialized skills, organizational infrastructure, technology and financial resources. Top Management has a role to ensure that the goals set in the organization's EMS are clear and consistent with the organization's other goals.

#### Hohenfels Top Management

- The USAG Hohenfels Commander and the JMRC Commander approved and signed the United States Army Garrison Hohenfels (USAG Hohenfels) and Joint Multinational Readiness Center (JMRC) Hohenfels Joint Environmental Policy initially in September 2003. The EQCC is the "Top Management" organization tasked with managing the installation EMS received an initial EMS brief on 4 November 2003. The USAG Hohenfels Commander chairs the EQCC. The EQCC members representing the USAG Hohenfels and JMRC are critical to integrating mission and environmental concerns. The DPW Environmental Management Office is tasked with providing environmental technical expertise. The Hohenfels safety, occupational health, and fire programs are separate, but complementary to the Hohenfels environmental program and must be active participants.

#### Top Management EMS Responsibilities

Top management roles and responsibilities include the following:

- Provide leadership and commitment to the EMS process (e.g., be visible, provide resources, troubleshoot, and make EMS a priority)
- Visibly support those directly involved in implementing the EMS process
- Empower the organization's employees to assume the challenge of EMS implementation
- Demonstrate commitment to the environmental policy statement principals of continuous improvement, pollution prevention, and compliance
- Appoint and visibly support the primary and alternate EMS Management Representative (EMSR)
- Appoint representatives to the EMS Implementation Cross-Functional Team (CFT).
- Provide input to and approve the EMS objectives and targets
- Provide input to and approve the United States Army Garrison Hohenfels (USAG Hohenfels) and Joint Multinational Readiness Center (JMRC) Hohenfels Joint Environmental Policy



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- Provide input to and approve the EMS Implementation Plan.
- Approve EMS procedures plans and programs
- Provide resources
- Track performance
- Ensure continual improvement in the EMS
- Provide quarterly reports on progress meeting the annual environmental performance targets.
- Conduct an annual management review of the EMS to ensure adequacy, effectiveness, and suitability

### **Top Management EMS Success Indicators**

Top management commitment, visibility and involvement are the #1 Key to success for implementing an EMS. To increase your chances of continued management support:

- Enlist the aid of top management frequently and regularly to let folks up, down, and across the organization know that the EMS is a management priority. Organizations whose managers wave the EMS flag, and take a hands-on part in introducing the EMS, have an easier time with change and also the highest success in EMS implementation.
- Clearly define who top management is for your EMS program. What personal and organization goals are driving their interest in the EMS?
- Provide Management at all levels with specifically designed training to help them understand the EMS activities and milestones, the scope and duration of the program, and their role in the EMS process. The most successful programs have had short, regular and frequent management training sessions throughout the implementation process.
- Begin to collect, record, and catalogue EMS benefits as soon as the EMS program is launched. How is the organization improving efficiency, saving money, avoiding accidents and spills, increasing environmental awareness and understanding, improving employee relations, and reaching out to stakeholders?

## **2. EMS MANAGEMENT REPRESENTATIVE (EMSR)**

The USAG Hohenfels Commander assigns the EMS Management Representative (EMSR). The EMSR is the EMS CFT leader who has responsibility and authority for implementing the EMS from start to finish. The EMSR is the Project Manager and has the designated authority of senior managers to get the EMS fully implemented. The EMSR is the project manager for implementing the EMS and is pivotal to successful implementation. EMS training contributes significantly to the EMSR's ability to facilitate and direct the implementation effort.

The designated EMSR typically assumes these new responsibilities in addition to existing job responsibilities, therefore a balance must be struck between the new and current responsibilities. This may require the distribution of some current responsibilities to other personnel in the organization.



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### **EMSR Responsibilities**

In addition to typical project manager responsibilities the EMSR can anticipate the following activities:

- Build and lead the EMS Cross-Functional Team
- Plan the EMS project and implementation schedule
- Act as the “internal consultant”
- Gather, organize, and disseminate information
- Delegate tasks and establish deadlines
- Collect and evaluate work of others
- Organize and provide training
- Facilitate top management visibility and involvement
- Obtain cross-functional support and buy-in
- Regularly meet and communicate with top management about the benefits and status of implementation

### **EMSR Qualifications**

The EMSR should have most of the following qualifications and personal attributes:

- Knowledge of overall operations across the organization
- Project management experience
- Organization skills
- Good communication skills, both up and down the organization’s chain of command
- Available to take on EMS responsibilities
- Enthusiastic and committed to EMS success (the EMSR is the organization's “EMS Champion”)
- Trusted by employees and managers
- Pleasant personality
- Thick-skinned
- Goal-oriented and patient
- Sense of humor
- Not afraid to fail - can handle setbacks
- Willing to ruffle feathers if necessary
- Team builder
- Respected at all levels of the organization



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**EMSR Success Indicators**

To ensure success, pay attention to the following in designation and organizational support of the EMSR:

- Make sure that the EMSR has effective authority along with the designated responsibility. The fact that EMSR represents top management and speaks with their authority should be clearly stated as soon as he/she is appointed, and repeated regularly and frequently throughout the EMS implementation.
- Management needs to clearly identify the EMSR's new responsibilities and which old responsibilities have been transferred and to whom. This must be communicated effectively to all personnel.
- Provide sufficient EMS training for the EMSR. The EMSR must clearly understand the nuts and bolts of the EMS, becoming the resident expert and official spokesperson within the organization. The EMSR should access EMS information, materials, and samples available on the Internet and make contact with other organizations that have implemented an EMS.
- The EMSR should form a support network of other like organizations that are at similar stages of developing their EMS programs. The ability to share experiences was one of the most appreciated implementation strategies and success factors in EPA's EMS Programs for Public Entities.

**Hohenfels EMS Management Representative (EMSR)**

The USAGH Commander has approved the following EMSR/EMS Implementation CFT Leader:

<b>Primary EMSR</b>	See appointment letter	See appointment letter	See appointment letter
<b>Alternate EMSR</b>	See appointment letter	See appointment letter	See appointment letter

**3. EMS IMPLEMENTATION CROSS-FUNCTIONAL TEAM (CFT)**

The USAG Hohenfels -JMRC Hohenfels has assigned an EMS Implementation Cross Functional Team (CFT) of representative personnel from activities, directorates, and tenants to implement and maintain the installation's EMS. The CFT members are the organization's EMS experts and champions. All CFT members are assigned and trained. Necessary updates will be performed annually.

The EMS Implementation CFT will be doing most the facilitation and work to achieve initial EMS implementation. The CFT leader and alternate is the assigned EMSR. The CFT has a vital leadership role in planning the EMS project, delegating the tasks, establishing deadlines, collecting and evaluating the work, and providing training, guidance and assistance where needed. The CFT functions in an advisory capacity, developing the project plan along with management, enlisting buy-in from employees, collecting information and disseminating



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it across the organization and providing guidance and leadership as the EMS requirements are being implemented.

HYDRODATA GmbH and The Environmental Company, Inc. have been contracted to provide EMS implementation support to the CFT.

The CFT can be varied in structure and size, but generally ranges in size from 2-12 people, with an average size of 7 team members (based on two EMS Initiatives for Government facilities). In order to ease its success it should have included representatives from both facility and management domains, as well as up and down the organizational structure of the facility "fence line". Members can also be pulled in from organizations outside the fence line. Team members should have sufficient organizational knowledge and authority in their respective departments.

### **CFT Responsibilities**

The CFT facilitates the EMS effort; they are not responsible for completing all of the EMS requirements. They need to delegate where it makes sense. CFT members typically:

- Gather, organize, and disseminate information
- Delegate EMS tasks and general responsibilities
- Collect and evaluate EMS work products (e.g. procedures and work instructions)
- Advise, coordinate, and facilitate

### **CFT Qualifications**

Qualifications for CFT members center on their ability to develop a team dynamic. These include:

- "Knowledge" in their functional areas
- A good communicator and sympathetic listener
- Available, enthusiastic, and committed
- Respected and trusted by employees and managers
- Pleasant personality
- Can handle stress
- Able to meet deadlines

### **CFT Success Indicators**

The expertise and enthusiasm of the EMS CFT is the #2 Key to EMS Success, so the selection process cannot be taken lightly. (The #1 Key is top management commitment.) Teams need time, training, and management support as they begin to develop their team rhythm and function as the EMS champions you want them to be. To ensure success:

- Management can help make appointment to the CFT a prestigious honor. This is particularly useful if there is difficulty recruiting team members.



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- Allow plenty of time for CFT training and interaction particularly in first phase of the project but also throughout the EMS development process.

Begin team meetings with simple and non-threatening EMS activities, for example, working together to clarify the EMS jargon that proves confusing to most organizations.

#### 4. UNIT/ORGANIZATION / EMS POCS

The unit/organization Commander assigns one EMS POC for his specific unit/organization. Usually the unit environmental officer (EO) will be assigned and take on that role. EOs beside their EMS-related tasks are responsible for other environmental issues within their specific units. In cases where the unit/organization has a representative on the CFT, no additional EMS POC is required. Each unit/organization must have one EO. EOs will receive EMS awareness training and additional EO online training in order to be able to accomplish their EMS tasks and responsibilities.

The unit/organization EOs have the following EMS-related responsibilities:

- Support the promotion of environmental awareness in missions and functions
- Assist the EMSR/CFT and their assigned alternates to collect the unit/organization EMS-relevant information
- Provide and program for personnel EMS awareness and competency-based (job-specific) training
- Be aware of applicable EMS-policies and procedures
- Document, file, maintain and keep available EMS-related documents such as standard operating procedures (SOP) and records that apply to his unit/organization.
- Forward EMS-related records to the USAG Hohenfels EMSC, Mr. Reinhold Fröhlich, [reinhold.froehlich@us.army.mil](mailto:reinhold.froehlich@us.army.mil) on an as needed basis.

#### 5 SUPPORTING DOCUMENTS

Document ID / Link to Document	Document Name
<a href="#">EMS420_000_Policy.doc</a>	United States Army Garrison Hohenfels (USAGH) and Joint Multinational Readiness Center (JMRC) Hohenfels Joint Environmental Policy. <b>September 2005</b>
<a href="#">EMS400_000_TOC.doc</a>	EMS Manual Table of Contents (TOC)



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### 6. DOCUMENT REVISION HISTORY

Revision No.	Date of Revision	Revision Summary
1.0	28 Nov 07	- Revised filename/document ID IAW new EMS Manual format/concept; added new logos in header - replaced ECO with EO - added table Supporting Documents; - added table Revision History.
2.0	18 February 2009	EMS Management Representative (EMSR) CFT are trained, assignments are updated
3.0	25 August 2009	Support documents have been updated