

## The Federal EMS Metrics Workgroup Taking Aggressive Actions Achieving Impressive Results

The Federal EMS Metrics Workgroup is a collaborative effort among a core group of Federal Agencies. It serves under the EO 13423 Interagency Environmental Leadership Workgroup as the main proponent for measuring EMS implementation across the Federal community. The following highlights this group’s extensive work by describing some of its key actions and positive results.

**Action: Established innovative and challenging metrics for measuring and rating Facility-level and Agency-level EMS implementation.**

**Results:**

- **Increases field-level involvement and buy-in.** Developing these metrics as a collaborative effort has helped ensure involvement from across the Federal community. This has a couple of benefits. First, agency EMS managers are the “experts” in the field and their input ensured the metrics were technically appropriate and focused on the EMS elements that matter most. Second, allowing the agencies a voice in the process automatically gives them a stake and interest in the process. In addition, prior to setting these standards, EMS implementation metrics typically changed from year to year. These changes often frustrated agencies as they had to continually re-adjust their focus. To address these frustrations, the metrics workgroup proposed that these metrics stay locked-in for 3 years to create stability and further enhance field-level buy-in.
- **Enables Trend Analysis.** An added benefit to locking-in these metrics for multiple years is that they can now serve as a consistent data source for measuring changes and improvements over time.
- **Supports the OMB Environmental Scorecard.** These EMS metrics serve as the direct data source for determining Agency-level scorecard status in regards to EMS implementation. This direct link allows agencies and facilities to not only calculate their scorecard rating but, more importantly, it helps them figure-out exactly what they need to do to implement a successful and effective program which is the ultimate goal.

D	C	B	A	Rating	D	C	B	A	Rating	D	C	B	A	Rating
7	1			Green	1	1	3	2	Yellow	1	5	2	1	Yellow
6	1			Green	1	1	2	3	Yellow	1	4	3	1	Yellow
5	2	1		Green	1	1	4	2	Yellow	1	4	2	2	Yellow
4	3	1		Green	1	1	6	5	Yellow	1	4	2	3	Yellow
4	3			Yellow	1		5	1	Yellow	1	4	1	1	Yellow
4	1			Yellow	1		4	2	Yellow	1	3	3		Yellow
3	1	2	1	Yellow	1		2	4	Yellow	1	2	4	2	Yellow
3	2			Yellow	1		2	1	Yellow	1	1	1	2	Yellow
3	1	1	1	Yellow	1		1	5	Yellow	1	3	1	1	Yellow
4	2			Yellow	1	5	1	6	Yellow	1	1	4	3	Yellow
4	1			Yellow	1	4	1	2	Yellow	1	3	3	1	Yellow
4	1	1	1	Yellow	1	4	4	3	Yellow	1	3	2	2	Yellow
4	1	3		Yellow	1	3	3	1	Yellow	1	3	1	1	Yellow
4	2	1		Yellow	1	3	3	1	Yellow	1	2	3	1	Yellow
3	4			Yellow	1	3	2	2	Yellow	1	2	3	1	Yellow
3	3	1	1	Yellow	1	3	1	4	Yellow	1	2	2	1	Yellow
3	3			Yellow	1	2	4	1	Yellow	1	2	1	3	Yellow
3	2			Yellow	1	2	5	1	Yellow	1	1	4	3	Yellow
3	1	1	1	Yellow	1	2	3	2	Yellow	1	1	2	2	Yellow
3	1	2	1	Yellow	1	2	2	3	Yellow	1	1	1	2	Yellow
2	5			Yellow	1	2	1	4	Yellow	1	1	1	4	Yellow
2	4	1	1	Yellow	1	1	6	5	Yellow	1	1	5	4	Yellow
2	3			Yellow	1	1	5	1	Yellow	1	1	4	1	Yellow
2	3	1	1	Yellow	1	1	4	2	Yellow	1	1	3	3	Yellow
2	2	3		Yellow	1	1	3	3	Yellow	1	1	3	3	Yellow
2	1	2	1	Yellow	1	1	2	4	Yellow	1	1	2	4	Yellow
1	5			Yellow	1	1	1	5	Yellow	1	1	1	5	Yellow
1	5	1		Yellow	1	1	7	1	Yellow	1	1	3	1	Yellow
1	4	2	1	Yellow	1	1	7	1	Yellow	1	1	3	1	Yellow
1	4	1	1	Yellow	1	1	5	2	Yellow	1	1	2	3	Yellow
1	3	3		Yellow	1	1	4	3	Yellow	1	1	2	2	Yellow
1	2	2	1	Yellow	1	1	3	4	Yellow	1	1	1	4	Yellow
1	2	1		Yellow	1	1	2	5	Yellow	1	1	1	5	Yellow
1	1	1	1	Yellow	1	1	1	6	Yellow	1	1	1	4	Yellow
1	1			Yellow	1	1	1	7	Yellow	1	1	1	4	Yellow

This image illustrates the challenging nature of the metrics by showing all of the possible scoring combinations. Clearly only a few of the highest levels of implementation will result in a green score. Although the bar is set very high, Federal Agencies are on-board with these metrics because they were given a strong voice in their development through the EMS Metrics Workgroup.

**Action: Developed a Government-wide EMS reporting standard.**

**Results:**

- **Reduces workload for Facilities and Agencies.** The new reporting standard significantly reduces the workload for facilities and agencies. The standard shifts from a narrative style to a tabular style report that focuses solely on the EMS elements that are most reflective of a successful program. As a result, agencies can now complete their reports in a matter of hours or days as opposed to a matter of weeks.
- **Streamlines EPA’s annual EMS program review.** Prior to these standards, Federal agencies submitted their EMS reports in a wide variety of formats and emphasized various aspects of their EMS programs. Some agency reports were extremely long, making it difficult for EPA to locate the relevant information regarding EMS implementation progress. Other reports focused on only a few key implementation areas, requiring EPA to follow-up with individual agencies to collect additional information. In almost all cases, no two reports were alike, making it all the more difficult to extract relevant and comparable data from among all the agencies’ reports. The EMS workgroup’s standardized reporting format solved all of these problems, making the review process more efficient and providing a clearer, more consistent overall picture of EMS implementation across the Federal government.
- **Supports the OMB Scorecard Rating Process.** Since the introduction of the OMB environmental scorecards, EMS reporting timelines have been significantly compressed. For example, progress through the end of December must now be reviewed and analyzed by the first or second week of January (as opposed to March or April prior to the scorecards). The streamlined reporting system helps OFEE and EPA quickly perform those analyses and provide OMB with recommended scorecard ratings within this shorter timeframe.

**I. Appropriate Facilities/Organizations.**

**a. Number of EMS “Appropriate Facilities/Organizations”.**

The total number of EMS “appropriate facilities/organizations” is 19

The following table describes changes to the Department’s “Appropriate Facilities” list occurring since the 2006 EMS report submission.

Facility/Organization Name	Description of Change
Jefferson Laboratories	Added to the list as a newly identified appropriate facility. Jefferson Laboratories is owned and operated by the Food and Drug Administration and located in Jefferson Arkansas.

**b. Self-Declaration Status.**

Number	Type of Self Declaration
0	Self declarations based on 1 <sup>st</sup> party (internal) assessments
7	Self declarations based on 2 <sup>nd</sup> party assessments
0	Self declarations based on 3 <sup>rd</sup> party (ISO 14001 registrar) assessments (not required by EO 13423)
12	Not Self Declared
19	Total

**III. Environmental Management System Effectiveness Questions.**

**a. Responses to Questions on the Benefits of EMS on the Facility/Organization.**

	Reduced risk to facility mission	Improved fiscal efficiency or cost avoidance	Greater understanding of environmental issues at all levels of the organization	Greater appreciation of individuals to contribute to improving the organization’s environmental footprint	Greater integration of environment into organizational culture or operations	Greater integration of environment into real property asset management	Improved community relations	Improved effectiveness in overall mission	Improved cooperative conservation with other groups
A great deal	0	0	0	0	0	0	0	0	0
Quite a bit	10	2	14	11	0	0	3	0	10
Somewhat	4	1	2	5	18	15	2	13	2
A little bit	5	14	3	3	1	1	12	5	3
Not at all	0	2	0	0	0	2	1	1	1
Does not apply	0	0	0	0	0	1	0	0	3
Totals	19	19	19	19	19	19	19	19	19

The excerpts above highlight the report’s standardized style.

**Action: Collaborated with FedCenter to develop and maintain an EMS reporting module.**

**Results:**

- **Automates many reporting features.** While agencies are not required to use this module, it provides many benefits. For example, the FedCenter EMS reporting system automatically calculates facility-level scores, tallies and compiles facility-level responses, and creates agency-level data tables. These automated features help further streamline the reporting process, transforming jobs that can take hours into tasks that take only moments.
- **Provides a means to archive old data.** The FedCenter EMS module retains prior-

year reports, providing agencies with a historic record of past data and snapshots of past implementation progress. In addition, all present and archived data is password secured and exclusive to each agency.

- **Serves as a successful model for other environmental, energy, and transportation elements to begin electronic reporting.** One of the key challenges to this system was to be flexible enough to accommodate a diverse array of agencies while being focused enough to collect meaningful data. Meeting this challenge has set the path for other areas to begin streamlining their reporting mechanisms through an electronic process. With the EMS module, much of the organizational structure is already established, allowing those developing future modules to focus squarely on the specific data requirements for their individual program areas.

SubAgency/Command	Facility	Updated By	Last Updated	Score
HHS/CDC	Anchorage	Eric Haukidal	12/12/2007 1:16 PM	Yellow
HHS/CDC	Chamblee	Eric Haukidal	12/10/2007 8:38 AM	Green
HHS/CDC	Fort Collins	Eric Haukidal	12/12/2007 1:18 PM	Yellow
HHS/CDC	Lawrenceville	Eric Haukidal	12/10/2007 9:38 AM	Yellow
HHS/CDC	Morgantown	Eric Haukidal	12/10/2007 8:51 AM	Yellow
HHS/CDC	Pittsburgh	Eric Haukidal	12/10/2007 8:55 AM	Yellow
HHS/CDC	Roybal	Eric Haukidal	12/10/2007 8:33 AM	Green
HHS/CDC	San Juan	Eric Haukidal	12/12/2007 1:20 PM	Yellow
HHS/CDC	Spokane	Eric Haukidal	12/10/2007 9:37 AM	Yellow
HHS/CDC	Taft & Hamilton Bldgs	Eric Haukidal	12/10/2007 9:38 AM	Yellow
HHS/FDA	Jefferson Laboratories	Eric Haukidal	12/27/2007 12:11 PM	Yellow
HHS/FDA	White Oak Campus	Eric Haukidal	12/07/2007 1:10 PM	Yellow
HHS/HHS	Hastings Indian Med Cen	Eric Haukidal	12/07/2007 1:29 PM	Green
HHS/CDC	San Xavier Health Cen	Eric Haukidal	12/07/2007 1:37 PM	Yellow
HHS/NH	NI Env Health Services	Eric Haukidal	12/11/2007 9:40 AM	Yellow
HHS/NH	NH Animal Center	Eric Haukidal	12/12/2007 1:27 PM	Yellow

Facility EMS Information	2007 EMS Scorecard Metrics	EMS Effectiveness - Benefit of EMS on the Facility	EMS Effectiveness - Benefit of EMS on Environment	2007 EMS Experiences Feedback
Environmental Aspects	C			Field History
Goals, Objectives and Targets	D			Field History
Operational Controls	C			Field History
Environmental Training	D			Field History
Contracts	B			Field History
EMS Audit/Evaluation Procedures	D			Field History
Last EMS Audit/Evaluation Date	08/27/2007			Field History
Management Review	D			Field History
Score	Yellow			

Example screen shots from the FedCenter EMS reporting module

**Action:** Worked aggressively with EPA and OFEE to develop the 2007 EMS data call package in time for the August EO 13423 Senior Officials meeting.

**Results:**

- **Was the only scorecard element to provide annual report data call and guidance at the Senior Official’s meeting.** This effort helped establish the EMS element as being “out ahead” in terms of clearly defining what is expected. This is especially fitting since the Executive Order (EO) calls for EMS to serve as the unifying management process for all other EO goals and programs.
- **Helps increase program visibility.** Unveiling the EMS data call to the Agency Senior Officials helps ensure a high-level interest and awareness in the program. In most cases, environmental management is not the primary or sole duty of these senior officials. As a result, it is important to take every opportunity to highlight and stress the EMS program to senior management.
- **Gives agencies plenty of time to prepare.** Providing agencies over 4 months to respond to the data call allows them plenty of time to coordinate with their facilities and sub organizations, brief their senior leaders, and make any necessary program adjustments.

Not content to rest with these achievements, the EMS Metrics Workgroup continues to look ahead. The workgroup is currently engaged in developing EMS metrics for 2009 and beyond

to reflect new requirements of the EO 13423 and environmental scorecards. EMS reporting occurs at the end of each calendar year for the previous fiscal year time period. As a result, Agencies will not report progress against 2009 metrics until December 2009 (nearly 2 years away). Despite this long timeframe, the EMS Metrics Group is proactively developing the next set of metrics to ensure agencies have plenty of time to prepare. The workgroup's goal is to establish the 2009 metrics in time to present them to the Federal community at the Annual Environmental Symposium in June. The workgroup continues to meet regularly and is on track to achieve this goal.

The EMS Metrics Workgroup consists of the following individuals:

Member	Agency
Maj Aaron Altweis	DOD
Will Garvey	EPA
Thomas Granito	USCG
Micheal Green	NASA
Eric Haukdal	DHHS
LtCol Marc Hewett	DOD
Steve Luzzi	CERL

Member	Agency
Russelle McCollough	EPA
John Roland	Forest Service
Karen Waldvogel	USDA
Peter Wixted	DHS
Steven Woodbury	DOE
James Wozniak	DLA