

Article #1

Editor's Note:

Executive Order (EO) 13148 "Greening of the Government through leadership and environmental management " clears the way for Environmental Management System (EMS) implementation. With the signing of the EO on April 21, 2000, the President required, within eighteen months, that each federal agency conduct an agent level EMS assessment. The assessment is to be based on the Code of Environmental Management Principles (CEMP) for federal agencies and/or other appropriate EMS frameworks. The EO requires each agency to implement EMS pilot Projects within twenty-four months. Each agency shall implement an EMS, by December 31, 2005, at all appropriate agency facilities including installations.

Earlier this year, pilot projects were concluded by the Army and other services. Therefore, it seems that the Army is in good posture to begin to comply with the mandate.

The Army, ISO 14000 and You in the 21st Century

In 1997, the International Standards Organization (ISO) published their standard for Environmental management Systems (EMS) dubbed "ISO 14001"

Those who are aware of the fragmented and hodgepodge nature of our country's environmental program would believe it impossible to "standardize" its management. The law-based environmental policies and procedures which evolved into the environmental structure of the United States is indeed complex. There are over 68 Federal Laws and Amendments which yielded almost 12,000 pages in Title 40 Code of Federal Regulations on Protection of the Environment (see Charts 1 and 2). In as much as the bulk of the program authority has been delegated by the Environmental Protection Agency to the states, the actual number and quantity of state implementing laws and regulations can only be a matter of speculation. The nation's environmental movement is still evolving through the political process which is currently examining the issue of decentralization from Federal to state authority.

In spite of the evident complexity, using the environmental management system as outlined in ISO 14001 has merit. Application of ISO 14001, points out the need for a procedure such as the State Regulatory Analysis Management Program which is now being used by the Army's Regional Environmental Offices to "...identify: legislative and regulatory requirements.... appropriate to environmental aspects of activities, products, and services....".

In reality, the Army has accomplished much in the way of formulating the management components as presented by ISO 14001. As an organization with an autonomous leadership culture, the Army has done remarkably well in adjusting to the realities of external control of its internal operations. In truth,

there was continuing significant resistance through what was considered to be “sovereign immunity” from state authority for almost a decade. The watershed convictions of the “Aberdeen Three”, passage of the Federal Facilities Compliance Act, and several subsequent proposed fines in the six and even seven figure categories caused that to change. The chain of command down through the Installation Commander has realized that into the 21st century, Environmental Stewardship is indeed to be an integral part of the mission.

The Army now annually places as much budgetary resources on environmental activities as it does on the military construction program for its facilities. This is also a time of a decreasing Army force structure and keen competition for resources to perform global missions. As the land component of the only remaining superpower, the Army leadership must ensure that the Army has optimum management of environmental as well as war fighting resources.

In the early 90's a rather small staff in the Army Secretariat known as the Office of the Deputy Assistant Secretary of the Army for Environment, Safety and Occupational Health (ESOH) with the support of Engineer, Medical Service and Chemical Corps staff officers and civilian environmental specialists and engineers from the Army Environmental Office (subsequently the Office of the Director of Environmental Programs-ODEP) began to put together what became known as the Army Environmental Strategy Action Plan (AESAP). This included some rather ambitious programs and institutional changes many of which were only ideas whose time had not come.

In fact most of those ideas, to include the fielding of Army Regional Environmental Offices, now are reality and form the basis of the Army's Vision Statement and Environmental Strategy into the 21st Century. The Vision Statement: “The Army will be a national leader in environmental and natural resource stewardship for present and future generations as an integral part of our mission” was approved by the Secretary of the Army and the Army Chief of Staff in 1992 and has been supported by their successors in an ever more institutional manner each succeeding year.

Over the past decade, the Army has essentially accomplished the Environmental Management System requirements as depicted in ISO 14001 albeit in different terminology. Will the Army leadership embrace the framework of ISO 14001 and thus lay claim to being a “national leader”?

A strong argument can be made in that direction, especially as we are now in a new era of environmental management. Additional impetus towards moving towards such a policy is the promulgation of a companion Environmental Auditing (ISO 14010) series and Environmental Labeling (ISO 14024) standards. Auditing standards have now been published. Environmental labeling standards could become the basis for mutual recognition among the 24 environmental labeling programs currently operating around the world. It would seem prudent for a world class Army to be keenly interested in international standardization of labeling of Hazardous Materials and Hazardous Waste to support Pollution Prevention in overseas stationing and future deployments with its allies.

The adoption of international standards has both domestic and foreign political considerations to be sure. Controversy over the North American Free

Trade Agreement and perception of United Nations military operations are examples of a perceived loss of national prerogatives. On the other hand, taken in historical content, American preeminence in aviation resulted in English becoming the international language for aviation. Likewise, America's leadership in the complex world of environmental conservation, restoration, compliance and pollution prevention can significantly influence how all nations of the earth approach its sustainability.

Although not common knowledge, the sustained US Army military assistance program in Latin and South America provided the bridge to democracy for all of the Southern Hemisphere. With the end of the Cold War the US Army now is involved in a military to military program in assisting the former Warsaw Pact nations in coping with the East European pollution legacy. As the main component of the Nation's land power most likely to be projected around the globe, shouldn't the US Army also take a leadership role in the implementation of international standards for protection of the environment?

Article #2

Just What is ISO 14001 anyway?

ISO 14001

The Environmental Management System (EMS) specification standard of the International Standards Organization (ISO 14001) is the cornerstone of the entire ISO 14000 series. It is the only standard in the series that is "normative". That is it specifies what an organization must do and not how it must be done. It is auditable for certification or registration. ISO 14001 requires conformance to 17 elements that are organized into the five areas of policy, planning, implementation, operation, checking and corrective action, and management review (see insert).

INSERT:

ELEMENTS OF ISO 14001

Environmental Management System Requirements

I. Environmental Policy Statement

II. Planning

- A. Environmental Aspects
- B. Legal and other requirements
- C. Objectives and targets
- D. Environmental management programs

III. Implementation and Operation

- A. Structure and responsibility

- B. Training, awareness and competence
 - C. Communication
 - D. Environmental management system documentation
 - E. Document control
 - F. Operational control
 - G. Emergency preparedness and response.
- IV. Checking and Corrective Action**
- A. Monitoring and Corrective Action
 - B. Nonconformance and corrective and preventive action
 - C. Records
 - D. Environmental management system audit
- v. Management Review**

Article #3

Fort Lewis completes Pilot Project

Department of Public Works Receives EMS Certification

For over two and one half years, Paul Steucke, Chief of the Environmental Branch, DPW has championed the institutionalization of EMS throughout the Directorate of Public Works. He has skillfully convinced two Directors, and two Garrison Commanders, that the extra work involved in attaining external certification of the DPW organization is worth the effort. Arguably the most intensive effort among the seven Army Pilot Installations, Fort Lewis is the only Army installation to take the external certification route in gauging whether their approach will pass the rigorous ISO 14001 standard. Accreditation of the DPW will ultimately cost about \$78,000, including consulting fees.

Mr. Steucke stated that the preparatory work was much more than anticipated, but the benefits were greater as well. Preparing written procedures led the public works shops to discover tasks which they should have been accomplishing but were not, he said. The DPW even established its own internal website on which is found their EMS protocol and other up to date information on the progress of the initiative. An additional benefit to achieving ISO 14001 certification was to gain a competitive edge in the Commercial Activities review. Calling in a consultant was "well worth it", he added. The Directorate of Public Works received their official EMS Certification in ISO 14001 on 5 September 2000. Fort Lewis is the first Army installation to achieve external "third party" certification under the ISO standard.

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