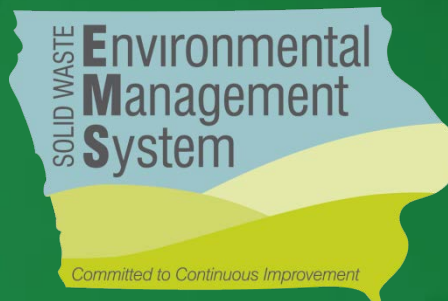




**IOWA**  
Department of  
Natural Resources



# Senior Management Involvement



G R E S H A M  
S M I T H   A N D  
P A R T N E R S

**The Number One Reason Cited  
by Organizations for an EMS  
“Failing” is Lack of Management  
Support**

# Why Management Support is Critical

- Generally the Signatory to the Environmental Policy
- Identification of Environmental Impacts
  - Identify Significant Aspects and Impacts According to “Management Priorities”
    - Regulated
    - Community Concerns
    - Cost
- Objectives and Targets, Action Plans, and Resources
  - Requires Staff Time, Financial Support, Equipment, etc.

# Why Management Support is Critical

- ① Training
  - Allow Staff to Attend and Participate in Training Classes
- ① Documentation
  - Signatory to EMS Procedures
- ① Audit/Assessment
  - Participate in Process
- ① Reevaluation and Modification
  - Make Changes to the EMS Including Objectives and Targets, Action Plans, and Key Resources
- ① As Part of the EMS You Will Be Asking Staff to Commit Resources

# Who is “Senior Management?”

- ◎ Organization Dependent
  - Elected Officials
  - City Manager/Executive Director
  - Facility Manager
  - Environmental Manager
- ◎ Who Has the Authority to Commit Staff to Training, Allocate Funding for Objectives and Targets, and ***Receive and Address*** Complaints About the EMS

# What is Management “Support?”

- ◎ Be Visible and Positive about the EMS
  - Encourage the Team
  - Ask About Progress
- ◎ “Walk the Talk” by Words and Actions
  - Use the Recycle Bin
  - Discuss Environmental Issues in Speeches and Staff Meetings
- ◎ Provide Resources (Staff and Funding)
  - Important for Objectives and Targets
- ◎ Share Performance Results with the Workforce
  - Use Results in Emails, Briefings, and Speeches



# What is Management “Support?”

- ◎ Open Door Policy to Discuss Hurdles
  - Ability to Discuss EMS Hurdles and Facilitate Solutions
- ◎ Reach Out to External Entities to Address Issues and Provide Potential Solutions
  - Objectives and Targets/Action Plans Relying on Performance From Others
- ◎ Be the Carrot and the Stick
  - Environmental Awards
  - Disciplinary Action/Contract Termination
- ◎ Provide Direction and Leadership
  - Assist with Objective and Target Discussions

# How to Start with Senior Management

- Suggestions for Engaging Senior Management, But Dependent on Organization, Structure, Size and Scope
  - Provide Introduction to EMS and Associated Benefits
  - Environmental Policy Can Be the “Door Opener”
  - Three Good News Bullets a Month
  - Invitation to Attend EMS Core Team Meetings
    - Or Place Senior Management on EMS Core Team and Ask for Attendance, When Required
  - Craft Messages for Senior Management



# How To Start with Senior Management

- ⦿ Schedule Quarterly Briefings
- ⦿ Updates in Staff Meetings

***Think About Other Successful Programs with Management Involvement and Draw From Those Experiences***



# Best Practices

- ① Identify and Engage Senior Management
  - May be Needed at Multiple Levels for Larger Organizations
- ① Educate, Educate, Educate
  - Get the Manager(s) Comfortable with EMS and the Message
- ① Make it Easy...Craft Messages
- ① Report Results Frequently that Show Improvement
- ① Make Your Message Fit the Personality of the Manager(s) – Otherwise It Seems Fake

# Consider Two Facilities

- Management Message No. 1 –

*“We have to do this EMS thing. I’m not sure what it is but we have to do it. Participate if you can, but if it is a problem let me know. We all have full time jobs already and I don’t want this to get in the way.”*

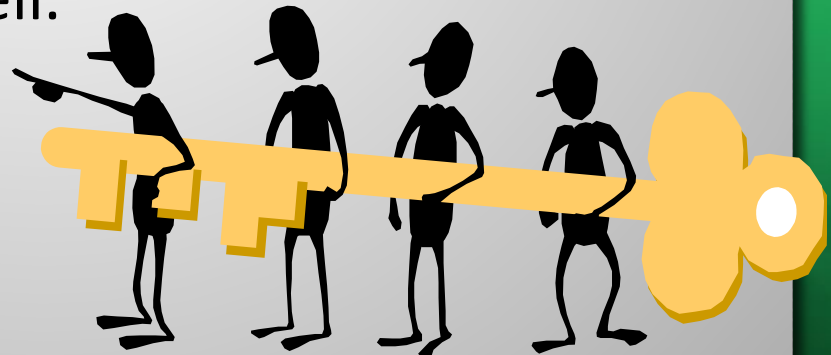
# Consider Two Facilities

- Management Message No. 2 –

*“The Management Team is excited about our new initiative called an EMS. I’m still learning, but it is about improving our environmental footprint. If you have questions, let me know or talk to Sue. Please participate so we can have the best EMS in Iowa!”*

# Summary

- ⦿ This Difficult “Change” Can be Minimized by Management’s Attitude Towards the Process
- ⦿ Management Must:
  - Be a Cheerleader
  - Engage Staff on Environmental Issues
  - Ask Questions
- ⦿ Commitment is Demonstrated Not Only in Written Form, But In Actions as Well.





**IOWA**  
Department of  
Natural Resources

# Questions?

**SOLID WASTE** Environmental  
Management  
System

*Committed to Continuous Improvement*



G R E S H A M  
S M I T H   A N D  
P A R T N E R S