



IOWA
Department of
Natural Resources



Identifying an EMR and Building an EMS Core Team



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

**The EMR is Responsible for EMS
Implementation and the EMS
Core Team Provides Support**

EMR...Another Acronym But What is It?

An Environmental Management Representative (EMR) is an individual who will manage the development, implementation and maintenance of the EMS.

The EMR will be:

- Primary point of contact for the EMS
- Usually designated by Senior Management
- Responsible for keeping EMS development and implementation on track
- Reporting EMS progress and implementation challenges to Senior Management

EMR Selection

- Passion to Drive the EMS
- Organizational Savvy
- Enjoys Training Others
- Has Process / Systems Knowledge
- Wants to Learn or has EMS knowledge
- Possesses Communication Skills

***Congratulations... You Have Been Selected
to be the EMR...***



The EMS Core Team

- ① Assist the EMR in Building a Successful EMS
- ① Bring Operational Knowledge to the EMR
- ① Reviews Drafts of Documents for Applicability and Adequacy
- ① Support System
- ① Buy-In for the EMS
- ① Cheerleaders for Their Areas of Operation

EMS Core Team Qualifications

One or More of the Following:

- Environmental Knowledge
- Operational Staff
- Trusted Staff
- Good Communicators
- Enthusiasm and Energy



***Congratulations... You Have Been
Selected to be on the EMS Core Team***

How to Build the EMS Core Team

- ◎ Solicit Volunteers for the EMS Core Team
 - Ask for Participation
 - How Can You Make It “Prestigious”
- ◎ OR Identify and Assign Members to the EMS Core Team
 - Management Appointment
 - Usually by Title or Position

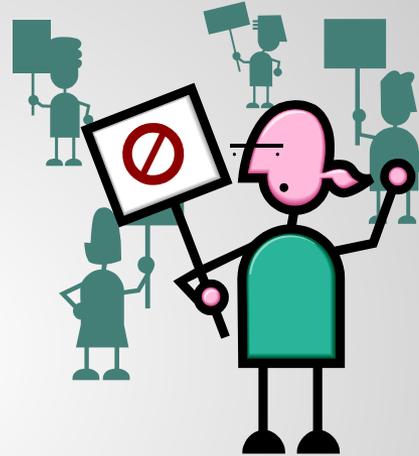


How to Build the EMS Core Team (cont.)

- ◎ Consider Areas of Importance to the EMS Development
 - Environmental Knowledge
 - HR
 - Purchasing
 - Communications
- ◎ Reward/Recognize Involvement
 - T-Shirts with “EMS Core Team Member”
 - Employee Reviews/Performance Plans
- ◎ Provide Training to the EMS Core Team
 - Overview of EMS
 - Goals of the EMS

Consider Nay Sayers/Saboteurs

- ⦿ Consider the Nay Sayers or Saboteurs for the EMS Core Team
- ⦿ Provide the Opposite View Point in Reviewing the EMS
- ⦿ Can Change Their Attitude
- ⦿ Potentially Bring the Rest of the Nay Sayers With Them



Team Membership

We want to put together a team that is representative of the Division as a whole. We plan to have a small core group that will direct the project and there will also be several groups of in-house experts working to perform specific tasks.

Team members should have the following qualities:

- Commitment to the environment
- Ability to communicate with co-workers
- Field experience and knowledge of operations
- Environmental management skills
- Creativity and energy
- Ability to see the forest
- Be open to feedback from all levels of the organization

Cedar Rapids/Linn County Solid Waste Agency EMS Core Team

The Core Team mission is to:

- design and maintain EMS frame work,
- identify objectives through open discussion of issues with each other and employees,
- initiate work groups who help define and achieve targets that support Agency objectives.

The core team is the base of the program and can be expanded or reduced according to objectives defined.

Members of the Core Team are:



Best Practices



- ⦿ Select an EMR with an Environmental Background or with an Interest in Environmental Issues
- ⦿ Provide Time for the EMR to Develop and Implement the EMS
- ⦿ Implement Reporting Tool or Mechanism for EMR to Report and Address Hurdles and Successes



Best Practices



- Typical Core Team Size is 3-6 Members
- Schedule EMS Core Team Meetings on a Regular Basis (Monthly)
- Don't Pressure Anyone Not Willing to Serve
- Ensure EMS Core Team Members Understand Their Role
- Opinions From Core Team Members Matter Regarding the EMS
- Keep EMS Core Team Agendas and Meeting Minutes



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Questions?

SOLID WASTE Environmental
Management
System

Committed to Continuous Improvement



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