

# Flip Chart Notes – EMS In Depth Workshop, July 17, 2019

## Leadership & Commitment

### Challenges:

- Financial resources for improvements
- Limited time
- Accountability
- How to message
- Other competing priorities

### Best Practices:

- Messaging
- Tracking appropriate metrics
  - (\$) – tangible benefits/consequences
- Projects/initiatives
- Understand what matters - know the personalities/values
- Use tools of EMS risks/opportunities

## Organizational Roles, Responsibilities & Authorities

### Challenges:

- Culture, part of the job
- Staff turnover
- Competing priorities affect how the job is done
- Managing “out of process”

### Best Practices

- Documentation
- Management of change
- Creative communication
- Focus on successes/positives
- Factory presence

## Compliance Obligations

### Challenges:

- Lots of regulations
- Limited staff/time
- Accurate data for reporting
- Changes to operations
- Communication/training staff
- Seems dumb
- Convince management of level of effort

### Best Practices

- Get help!
- Audit/factory presence
- Management of change
- Messages/stickers/SOPs instructions
- Use management responsibilities to communicate
- Information – Google, Listserves, newsletters, cyber regulations/BLR, ENHESA, EPA/State

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## Environmental Objectives

<p>Challenges</p> <ul style="list-style-type: none"> <li>• Resources limited</li> <li>• Make meaningful to organization</li> <li>• Outside influences</li> <li>• Plateaus, finding new objectives</li> <li>• Changes to operations/new projects</li> <li>• Get relevant data at right level</li> <li>• Metrics – right ones</li> <li>• Production/environmental variation</li> <li>• Other corporate/organization commitments</li> </ul>	<p>Best Practices</p> <ul style="list-style-type: none"> <li>• Adapt to specific facility</li> <li>• Align with organization goals</li> <li>• Make relevant to staff to engage/implement</li> <li>• Patience, be strategic, set milestones</li> <li>• Increase awareness</li> <li>• Incentives/rewards for ideas</li> </ul>
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## Competence & Awareness

<p>Challenges:</p> <ul style="list-style-type: none"> <li>• Time/resources training</li> <li>• Effective content</li> <li>• Planning takes time</li> <li>• Staff turnover</li> <li>• So much training! (Fatigue)</li> <li>• Follow through and accountability</li> <li>• Changes in job description/duties</li> <li>• Documenting compliance tracking</li> <li>• Contractors often overlooked</li> </ul>	<p>Best Practices:</p> <ul style="list-style-type: none"> <li>• Food, incentives (Swag)</li> <li>• Awareness – frequent messaging at various levels of organization</li> <li>• Periodic meetings (targeted)             <ul style="list-style-type: none"> <li>○ Include in existing meeting</li> </ul> </li> <li>• Consistent messaging, multiple media, communication plan</li> <li>• Piggyback on HR/training/safety</li> <li>• EMS in contracts</li> <li>• Audits/"floor walk" to identify needs</li> </ul>
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## Documented Information

<p>Challenges:</p> <ul style="list-style-type: none"> <li>• Control - who accesses – read/write or read only</li> <li>• Conflicting retention times</li> <li>• Organization/standardizing - hard to find</li> <li>• Updating – who's responsible for obsolete</li> <li>• Consistent nomenclature</li> <li>• Incomplete, missing and incorrect records</li> <li>• Different formats of documents</li> <li>• Time/cost of maintaining</li> <li>• External documents</li> </ul>	<p>Best Practices:</p> <ul style="list-style-type: none"> <li>• Change logs</li> <li>• Assign responsibilities, system for accountability (reminder emails)</li> <li>• File index</li> <li>• System with security (control of access)</li> <li>• Electronic forms for (consistency &amp; control of data)</li> <li>• Supervisory confirmation of data submission</li> <li>• Peer audits of reports</li> <li>• System! (software optional)</li> </ul>
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## Operational Planning & Control

<p>Challenges:</p> <ul style="list-style-type: none"><li>• Staff conformance/adherence</li><li>• Change</li><li>• Unforeseen issues</li><li>• Understandable</li><li>• Realistic</li><li>• Operation changes/mandates</li><li>• Resistance to change “that doesn’t make sense”</li></ul>	<p>Best Practices:</p> <ul style="list-style-type: none"><li>• Systematic communication of information &amp; Method</li><li>• Communicate importance</li><li>• Tie to strategic direction of organization</li><li>• Management of change</li><li>• Failure mode effects analysis</li></ul>
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## Emergency Preparedness & Response

<p>Challenges:</p> <ul style="list-style-type: none"><li>• Functional lack of knowledge</li><li>• Conflicting plans</li><li>• Updating</li><li>• Notification requirements &amp; format</li><li>• Coordination with external agencies</li><li>• Complete &amp; compliance</li><li>• Staff/resources</li><li>• Testing</li></ul>	<p>Best Practices:</p> <ul style="list-style-type: none"><li>• Incentives for awareness &amp; readiness</li><li>• Training follow</li><li>• Exercises &amp; drills/update &amp; improve</li><li>• Involve external organizations (tours)</li><li>• Response team</li><li>• Records</li></ul>
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## Performance Evaluation

<p>Challenges:</p> <ul style="list-style-type: none"><li>• Data management</li><li>• Normalizing</li><li>• Documentation/tracking</li><li>• Compliance status metrics</li><li>• Communicate results</li></ul>	<p>Best Practices:</p> <ul style="list-style-type: none"><li>• Adapt communication messages to audience</li><li>• Compliance Metrics by regulatory program</li><li>• Identify trends</li><li>• Normalize</li><li>• Communicate with top management</li></ul>
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## Internal Audit Program

### Challenges:

- Time consuming/resource intensive
- Audit results not specific enough
- Identify good auditor – independent, trained, etc.
- Repetitive, boring
- Staff participation
- Corporate /organizational culture

### Best Practices:

- Spirit of continuous improvement
- Audit schedule, variation
- Train auditors, have back up
- Share results across facility
- Discussing
- Prepare staff

## Management Review

### Challenges:

- Messaging, provide context for information
- Time consuming for organization
- A lot required to communicate
- Provide understandable, meaningful dialog

### Best Practices:

- Spread out meetings
- Provide context
- Substantive topics
- Executive summary (level of detail)
  - 1 page, bulleted
- Consistent agenda, template
- Documentation and follow ups

## Nonconformity and Corrective Action

### Challenges:

- Root cause analysis
- Variability in investigations need input
- Systematic process
- Resources/time
- Effectiveness of corrective actions/timelines

### Best Practices:

- Root cause analysis based on criteria (risk)
- Environmental management reviews
- Systematic process (software optional)
- Manageable /sustainable