

Maintaining an EHS Program with Shrinking Resources

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think it. apply it.™

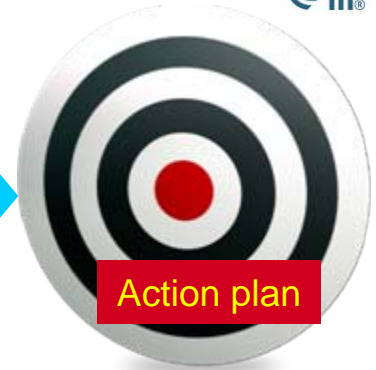
The Analytical Process - Mapping



Understand mission and tasks

Prioritize & rank tasks

Evaluate available resources



- Action Planning -determine how resources can best be deployed, consistent with your mission and objectives. Possibilities include:
 - Eliminate a task or function if it is non-essential
 - Improve the task (and lessen the resources necessary) through systems, standardization, software or other techniques
 - Outsource the task or function
 - Delegate the task to another organization within the company
- Measure of success: the production of the desired effects or results with minimum waste of time, effort, \$\$. Caveat – per the mapping, you must make sure you are providing value to the Company, working on the “right” things.

Acknowledgement: Richard Maclean, Right-Sizing Organizations for Quality, Environmental Mgmt., May 1999

Some options to consider



- Cross-train your staff to perform different tasks or utilize subject matter experts (SMEs) as opposed to staff dedicated to a narrow task, e.g. developing new corporate procedures or policies.
- Use low-cost, offshore resources to perform “back office” tasks
- Install EHS or carbon accounting software
- Outsource project type work (vs. sustaining services); negotiate a multi-facility contract with a provider for preferred pricing
- Outsource tasks that can be handled on a turnkey basis, e.g. haz waste manifesting, recycling programs, energy management.
- Delegate inspections (“housekeeping”, 5S, general safety, office safety, etc.) to other organizations or their managers – this is essentially a management systems approach.
- Train facilities personnel to perform routine monitoring (e.g. storm water samples & observations)
- Utilize SMEs as a shared service function, to provide services in multiple locations. Tradeoff = increased travel expenses
- Make use of interns. They are motivated, energetic and less expensive.
- Locate functions in lower-cost regions; good for tasks suitable to remote work.

Resources



- Reading:
 - <http://www.competitive-e.com/publications/chronpapers.html>
 - <http://www.enviro-innovate.org/OIT/index.html>
 - <http://www.greenbiz.com/>
- Associations:
 - National Association for Environmental Management
<http://www.naem.org/>
 - American Society of Safety Engineers <http://www.asse.org/>
- Software:
 - EHS Freeware <http://www.ehsfreeware.com/> (Note: buyer beware!)
 - Software Guide (really more of a catalog) <http://www.environmental-expert.com/software.aspx?>
 - EHS Softserve (requires a subscription)
<http://www.ehsoftserve.com/Sdirectory/index.htm>

Keep talking to one another. Informal networks are extremely valuable AND free.