



powered by perspective

Management Systems Integration in Large Government Organizations

Michael DeWit
CEAA September 27, 2002

© ICF Consulting Group, Inc. All Rights Reserved.

ICF includes ADL Global Environment and Risk -Americas (GER) Division



Large Government Organizations

- ◆ US agencies with 150,000 to 700,000+ employees
- ◆ GSA and FAA have 8000 sites each, Post Office has 40,000+
- ◆ NASA has virtually every aspect in the solar system to consider

See Notes pages for added supporting information



powered by perspective

Environmental Management System

- ◆ Code of Environmental Management Principles (CEMP)
 - 5 Principles, 14 components
- ◆ Executive Order 13148 April 2000
 - Affirmed Bush Administration commitment in 2002 to EMS
 - By 2005 all agencies must have an EMS
- ◆ Performance Track
- ◆ ISO 14000



powered by perspective

3

Quality Management System

- ◆ Business Management Systems (BMS)
- ◆ Administrative Structures / Systems
- ◆ ISO 9000



powered by perspective

4

Health & Safety Management System

- ♦ OSHA VPP
 - Specific Federal VPP Criteria
- ♦ ANSI Z-10 / ILO
- ♦ Agency programs
 - Integrated Safety Management (7 principles, 5 core functions)



powered by perspective

5

Department Of Energy ISM

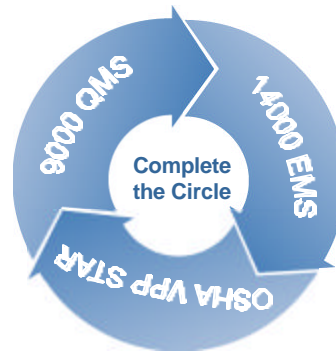


powered by perspective

6

Integrate What

- ♦ EMS – QMS - HSMS
- ♦ ISM - OHSA VPP
- ♦ CEMP – ISO 14000 – Performance Track
- ♦ MS as a part of “business”



powered by perspective

7

Business/Operations Management Systems



powered by perspective

8

Challenges

- ♦ Magnitude of the task
 - Until mid 90's many agencies did not take a compliance stance
- ♦ Separate silos
- ♦ Decentralized structures to be mapped
 - 11 GSA regions all with unique structures
 - Multiple areas of concern crossing business lines

Environmental Requirements Legend:

Recycling	Energy Conservation
Sustainability	NEPA National Environmental Policy Act
Environmental Compliance	Safety
Affirmative Procurement	Fire Protection



powered by perspective

9

Environmental Requirements

Functional Activities	Business Areas						
	Property Management	Property Development	Portfolio	Property Disposal	Security	Facility Services	Customer Services
Development Planning	NEPA \$	NEPA \$	NEPA \$				
Property Acquisition		NEPA \$	NEPA \$				
Building Design	NEPA \$	NEPA \$					
Building Construction	NEPA \$	NEPA \$					
Market Survey		NEPA \$	NEPA \$				
Lease Acquisition		NEPA \$	NEPA \$				
Build-out	\$						
Turnover Integration							



powered by perspective

10

Challenges

- ♦ Variation across geographic regions
 - 5 FAA business lines with different overlays of responsibility across regions and within it's 10 regions
- ♦ MS as a reflection of culture
 - Similar to Corporate cultures
- ♦ Complexity
 - Double the size, ? X Complexity
 - 5 years for EMS may not be enough for many agencies
 - Multi layered Systems



powered by perspective

11

Lessons for Auditors

- ♦ An Functional EMS may not look much if at all like ISO 14001 - developing unique objective repeatable criteria to assess conformance is required
- ♦ Every EMS is unique, some are just more unique
- ♦ Integration within the organization is more important than integration with other systems
- ♦ Integrate for the right reasons
- ♦ Does the organization use MS to reach organizational performance goals?



powered by perspective

12

Thank you

Michael DeWit

T: 416-341-0391

F: 416-341-0383

mdewit@icfconsulting.com

<http://www.icfconsulting.com/markets/environment/envmgmt02.asp>



powered by perspective