



Integration of Corporate and Services into the EMS of an Electrical Utility

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Environmental Management within the Hydro Group

- Environmental management since 1975
- Program management at the Corporate level
- Internally developed EMS in early 1990's
- ISO 14001 in 1997
- Lead to environmental management at the facility/area level



Environmental Commitment and Responsibility Program

(www.canelect.ca)



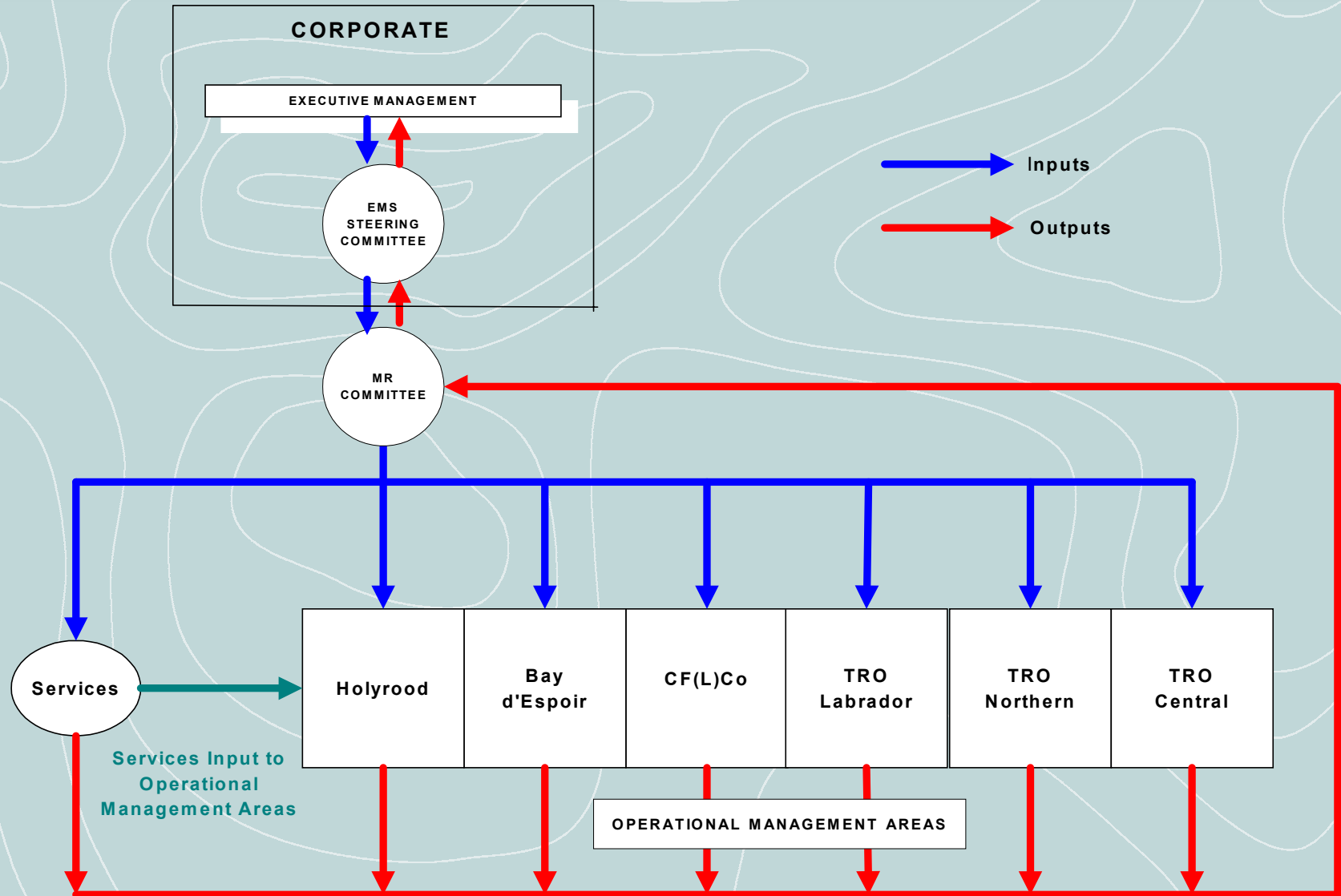
- CEA co-ordinated
- Approved in 1997
- ISO 14001 EMS cornerstone
- Condition of membership
- Corporate and generation by end of '99
- T&D and other by end of '02

The Problem

- “Corporate” defined as “those components of an EMS that must be in place to enable the operating business unit’s EMS components to function: corporate policy on the environment, delegation of responsibilities, performance reporting, environmental auditing programs etc.”
- Others components could include engineering, procurement, environmental services, legal services

The Problem (cont'd)

- Three principles established early:
 - All activities, products and services would be included
 - All staff would be included
 - Business structure, and existing roles, responsibilities and accountabilities would be unaltered
- How would all the “Corporate” components be included?

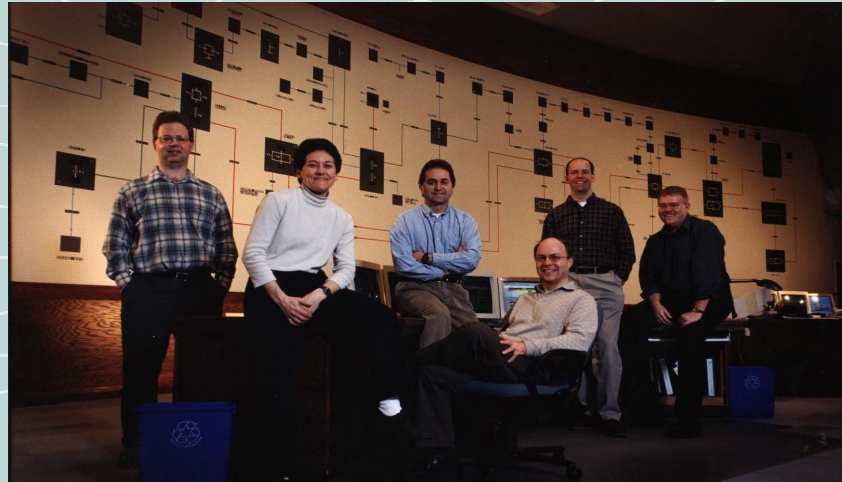


Discussion - Corporate EMS

- Executive Management included and supportive
- EMS Steering Committee membership critical
- Directors/Managers included in this MA
- Long-term status of EMS a concern (eg. SEA)
- Boundary with Services MA can be blurred (eg. Environmental Services)
- Cost associate with auditing and registration



Discussion – Services EMS



- Approach working effectively but boundaries can be blurred
- Environmental aspect different in Service groups
- “Top Management” a collegial approach – membership critical
- EMS built over time causing identity problems
- Cost associate with auditing and registration

Discussion - MR Committee

- Critical for the functioning of the overall EMS
- Benefits are:
 - Exchange of information and ideas
 - Maintenance of consistency throughout
 - Critical communication point between Corporate and the operational management areas
 - Integration and mentoring of new MRs



QUESTIONS ?