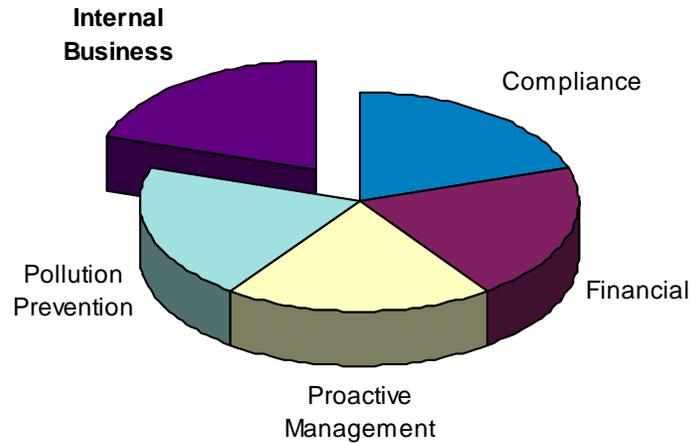


ENVIRONMENTAL PERFORMANCE BALANCED SCORECARD

INTERNAL BUSINESS PERSPECTIVE



INTRODUCTION

The Internal Business Perspective of the Environmental Performance (EP) Balanced Scorecard provides the basis for determining if the environmental program is achieving continuous improvements in the implementation and integration of an Environmental Management System (EMS).

PURPOSE

The Internal Business perspective measures how well the activity implements and integrates an effective Environmental Management System.

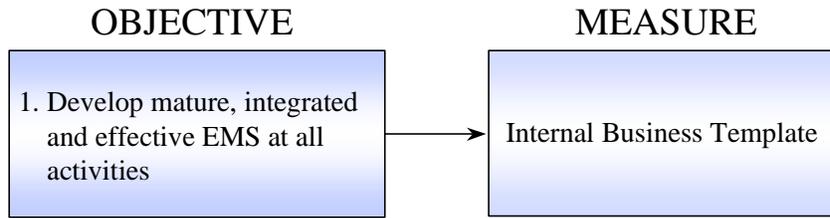
OBJECTIVES

One objective has been selected to analyze the Internal Business portion of environmental programs:

OBJECTIVE

1. Develop mature, integrated and effective Environmental Management Systems at all activities.

Each objective has been translated into specific measures.



The Internal Business Template asks managers to evaluate the robustness and sophistication of the systems that have been put in place to manage the environmental program. It covers the topics of leadership and compliance and reviews topics dealing with business processes.

Internal Business Template	Yes	Partially	No
	10	5	0
Does the Command communicate a clear environmental policy, so that all personnel understand the priority of environmental protection in relation to other organizational values?			
Does the Command establish and communicate a clear goal for the environmental program and objectives for meeting that goal, so that all members of the organization understand the results desired and measures planned for achieving them?			
Does the Command address the current and potential environmental impacts and risks to the environment, to human health and on the community from its products, services, facilities, and operations?			
Does the Command support and strengthen its community involvement regarding environmental awareness and issues by being both responsive to current issues and proactive to future issues?			
Does the Command assign and communicate responsibility for all aspects of the environmental program so that managers, supervisors and workers in all parts of the Command know what performance is expected of them?			
Does the Command provide adequate authority and resources to responsible parties, so that assigned environmental responsibilities can be met?			
Does the Command hold managers, supervisors, and workers accountable for meeting their environmental responsibilities, so those essential tasks will be performed?			
Does the Command review environmental program operations at least annually to evaluate their success in meeting the goals and objectives, so that deficiencies can be identified and the program and/or the objectives can be revised when they do not meet the goal of effective environmental protection?			
Does senior leadership review, get trained in, and briefed on environmental issues and regulations that affect Command performance, capabilities and organization?			
Is senior leadership visibly involved in implementing the program by incorporating the environmental program into their strategic plans and integrating the environmental program into activity business process to facilitate the achievement of improved activity effectiveness?			
Are workers encouraged to be involved in the structure and operation of the program and in decisions that affect the environment, so that they will commit their insight and energy to achieving the environmental program's goals and objectives?			
Does the internal assessment always include applicable Federal, state and local compliance checklists, as well as Navy requirement checklists? And are the			

Internal Business Template	Yes	Partially	No
results collected, documented and analyzed?			
Does the internal assessment also include the evaluation for improvement of mission performance, readiness, effectiveness and efficiency of the environmental organization?			
In addition to scheduled assessment, do environmental and non-environmental managers, supervisors and workers generate areas for improvement and areas of noncompliance by using their environmental awareness knowledge in their day-to-day activities?			
Has the Command put a process in place so that worker's insight and experience in their jobs are utilized to address environmental concerns?			
Does the Command provide a reliable system for workers to notify management personnel about these concerns and receive a timely and appropriate response without fear of reprisal?			
Does the Command have a process in place to investigate environmental releases or spills and "near miss" incidents, so their causes and a means for their prevention are identified?			
Does the Command have a process in place for timely completion of all actions required by the Command for closure of Notices of Violation and Notices of Non-compliance?			
Does the environmental organization participate in the process to analyze planned and new facilities, processes, materials, and equipment in order to identify environmental areas for improvement and potential areas of noncompliance?			
TOTALS:			

SCORING

Initial Application (Establish Baseline)

-  Score > 100
-  70 < Score < 100
-  Score < 70

Subsequent Application (Quantify Progress)

-  Score > 100 with 10-20% improvement from previous evaluation
-  70 < Score < 100 with 0-20% improvement from previous evaluation; OR score > 100 with a 0-10% improvement from previous evaluation
-  Score < 70 and/or score declined from previous evaluation