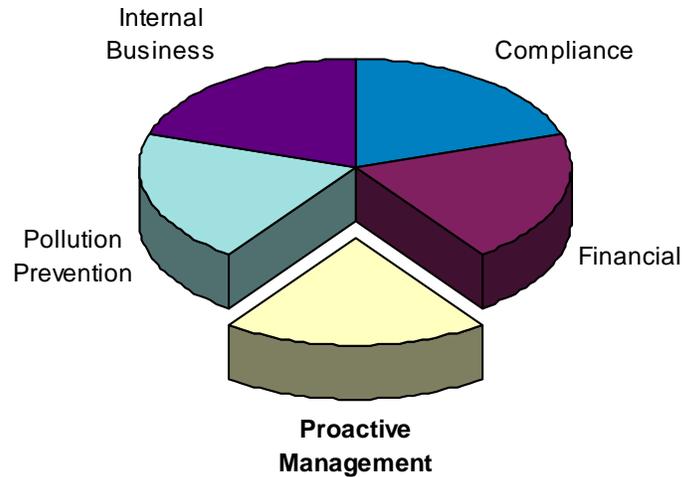


SUPSHIP COMMUNITY ENVIRONMENTAL PERFORMANCE BALANCED SCORECARD

PROACTIVE MANAGEMENT PERSPECTIVE



INTRODUCTION

The Proactive Management Perspective of the Environmental Performance (EP) Balanced Scorecard provides the basis for determining if the environmental program is being managed proactively.

PURPOSE

The proactive management metrics are provided to change our way of thinking about environmental management and improve our management system.

Best Management Practices

Environmental Program success does not hinge solely on compliance. Looking for, developing and implementing Best Management Practices is also necessary for improvement.

Community Trust

Community Trust is necessary to secure a reputation as an environmental steward. To gain the trust of neighbors and regulators, commands should engage in regular and frequent environmental outreach and involvement activities. This metric will help gain well deserved recognition for those who already have ongoing *Community Trust* activities. A positive "*Community Trust*" image can help tremendously during compliance negotiations, should the need arise.

Innovation

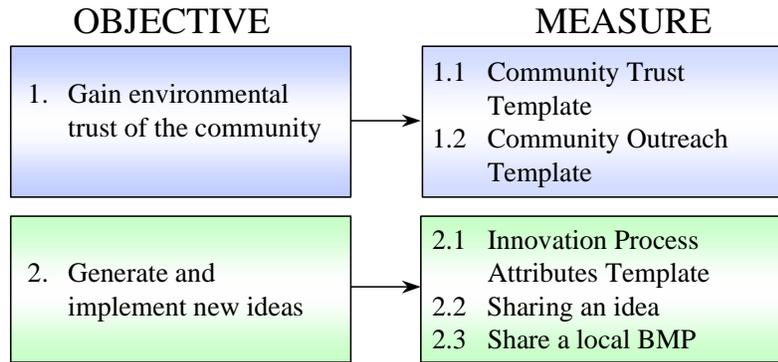
The *Innovation* Metric is designed to encourage *different thinking* and help commands/activities develop an *innovation* process to ensure continuous improvement.

OBJECTIVES

OBJECTIVES

- 1. Gain environmental trust of the community..
- 2. Generate and implement new ideas.

Each objective has been translated into specific measures.



Proper monitoring and management of these measures will result in improved environmental programs.

How these measurements add up to a red/yellow/green Proactive Management Perspective score is discussed below. The construction of each measurement, from the component formulas, is also presented.

SCORECARD MODEL

1.1 Community Trust Template	(160 pts.)								
1.2 Community Outreach Template	(155 pts.)								
+									
2.1 Innovation Process Attributes Template	(93 pts.)								
2.2 Sharing an idea	(30 pts.)								
2.3 Share a local BMP	(50 pts.)								
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Below is a list of Class 3 requirements and Best Management Practices. Use it as a checklist and for inspiration, however, it is not scored.

Class 3 Requirements and Best Management Practices		Yes	No
1.	Does the Commanding Officer review and sign all permit applications?		
2.	Do you have an active Environmental Management/Compliance/Protection Board?		
3.	Do you have current Host-Tenant Agreements that address environmental responsibilities?		
4.	Do you regularly coordinate and/or confer with the Safety Office where there are areas of overlap or functional similarities?		
5.	Do you notify the REC and NAVSEA of potentially precedent setting issues?		
6.	Do you consult with the Command counsel and the REC on fee/tax issues?		
7.	Do you conduct general Environmental Awareness Training annually for all hands?		
8.	Do you conduct general Environmental Awareness Training for new employees?		
9.	Do you provide specific "Billet-specific Environmental Training" as required in the OPNAVINST 5090, chapter 25?		
10.	Do you report NON's/NOV's as required by the OPNAVINST 5090?		
11.	Do you report spills as required in OPNAVINST 5090 and in a timely manner?		
12.	Do you have a current (updated annually) and comprehensive spill response mechanism in place?		
13.	Do you have trained and prepared spill response personnel and resources to conduct an adequate response?		
14.	Do you have an Integrated Spill Prevention and Response Plan?		
15.	Do you have site/area-specific spill plans; conduct spill drills; evaluate drills and actual responses to identify areas for improvement?		
16.	Do you ensure that natural resource management principles, and cultural resource management principles are integrated with environmental compliance and protection programs?		
17.	Do you have a current Hazardous Material Control and Management Plan?		
18.	Have you implemented the P2 Practices outlined in Chapter 3 of the OPNAVINST 5090?		
19.	Do you routinely work with the Safety and Industrial Hygiene Offices regarding hazardous material substitutions, pollution prevention initiatives?		
20.	Do you collaborate with the Safety Office in developing a single comprehensive AUL?		
21.	Do you have a current Hazardous Waste Management Plan?		
22.	Do you have a current Solid Waste Management Plan?		
23.	Do you have a current Resource Recovery Plan?		
24.	Do you annually survey air emission sources to identify potential reduction opportunities?		
25.	Do you have a current ODS Elimination Plan ?		
26.	Do you have a current Pest Management Plan?		
27.	Do you have an Energy Conservation Program?		
28.	Do you have a QA/QC Program for Navy and/or contractor environmental laboratory(s)?		

Objective 1.1 – Gain “Environmental Trust” of the Community.

The Community Trust Template assesses the relationship to external customers (e.g. community and regulators).

Community Trust	Yes 40 pts.	Partially 20 pts.	No 0 pts.
1.	Has the environmental organization identified its Community customers?		
2.	Does the Command have processes in place to involve and communicate with their external customers, such as the community and regulators, in order to create or maintain a good working relationship and a positive image for the Command?		
3.	Does the environmental organization publicize Command successes?		
4.	Is there a process in place within the environmental organization to enhance/build stronger relationships with the community?		

Totaling 'yes' and 'partially' columns determine points.

Objective 1.2 – Community Outreach.

The Community Outreach Template measures efforts at community outreach. It determines whether we are truly working to establish a rapport and a reputation as a Good Neighbor with the community, how attuned we are to the community, and if we seek and receive recognition for our achievements.

Complete the *Community Outreach Template* by answering Yes or No to each question. Each Yes answer is worth 5 points.

Community Outreach Activities	Yes	No
1. Sharing environmental accomplishments/achievements with the community?		
2. Time spent with Fleet on environmental awareness?		
3. Providing information booths at malls or local fairs?		
4. Pro-active articles in the local newspaper?		
5. Participation in community environmental events?		
6. Environmental speeches by the CO?		
7. PAO participation in Command environmental meetings?		
8. Environmental partnerships with schools?		
9. Earth Day observances?		
10. Recycle Day observances?		
11. Environmental staff presentations to community groups?		
12. Published environmental program mission, vision, guiding principles and goals?		
13. Does the environmental office immediately involve PAO in case of spills, NOVs, or other environmental incidents, which could engender public interest?		
Community Involvement Activities		
14. Requesting feedback from the community on base environmental issues?		
15. Environmental staff members participate in regional or community programs to prevent pollution, address waste management issues, and to protect natural and cultural resources?		
16. Naval Officers participate in regional or community programs to prevent pollution, address waste management issues, and to protect natural and cultural resources?		
17. Command employees (non-environmental staff) participate in regional or community programs to prevent pollution, address waste management issues, and to protect natural and cultural resources?		
18. Participation in local clean-up and conservation projects?		
19. Negotiated and current mutual aid/cooperative agreements with community emergency management organizations, e.g. local fire departments, Coast Guard, LEPC?		
20. Active participation with local authorities and emergency management agencies in disaster preparedness?		
21. Active participation in business/professional/academically oriented environmental working groups?		
22. Active participation in organized environmental efforts, e.g. LEPC, Ride Share Programs, Ozone reduction programs?		
Environmental Awards		
23. Receipt of Navy Awards?		
24. Receipt of DOD Awards?		
25. Receipt of other federal agency awards?		
26. Receipt of community or state awards/recognition?		
27. Certification under state, community, regional environmental/conservation programs, e.g. Green Lights, Green Star?		
Regulatory Relationships		
28. Participation in the regulatory rule making processes?		
29. Participation in regulatory agency workshops?		
30. CO initiates courtesy communications with the regulatory community?		
31. Attend regular meetings (i.e. scheduled at some frequency) with the regulatory community?		
32. Participate with regulators on integrated project teams?		
33. Command level participation in "in-briefs/out-briefs" before and following regulatory inspections?		

Points are determined by totaling 'Yes' column and multiplying by 5.

Objective 2 – Generate and implement ideas.

2.1 The *Innovation Process Attributes Template* lists some of the attitudes, behaviors, and actions necessary for the generation and implementation of ideas. The template measures how well you understand and put into practice these attributes, tools and techniques.

Complete the *Innovation Process Attributes Template* by answering Yes or No to each of the 31 questions. Each 'Yes' or 'N/A' answer is worth 3 points. There are a total of 93 points.

Encouraging Ideas		Yes	No	N/A
1.	Is there a formal system in place to recognize and/or reward those who generate improvement ideas?			
2.	Is there a formal system in place for employees who attend conferences/courses to share information and new ideas with their peers e.g., trip reports distributed, presentations at staff meetings?			
3.	Is idea generation, implementing ideas, continuous improvement, innovation, benchmarking in their respective areas included as individual employee performance elements, performance objectives and/or position description?			
4.	Is idea generation and sharing ideas included in employee performance elements, performance objectives and/or position descriptions			
5.	Is there a ongoing process such as regular staff meetings, email exchange, weekly status reports to give employees opportunities to widely share: new information; lessons learned; good news; new ideas, and even failures with fellow employees?			
6.	Do you routinely allow time during meetings to develop ideas?			
7.	Do you use tools and techniques to tap into the ideas of ALL your workforce?			
8.	Is training available to help develop creativity and introduce tools and techniques for successful innovation processes?			
Capturing Ideas				
9.	Do members of your organization often contact or are contacted by peers from other organizations to share information, best management practices, lessons learned, etc.?			
10.	Do you benchmark?			
11.	Do you have an Environmental "suggestion box" or a permanent Environmental "innovation team"?			
12.	Do you keep a record of your ideas; your staff's ideas; other's ideas?			
13.	Do you have a formal process to solicit and record ideas; suggestions from persons outside the Environmental Office?			
14.	Do you use periodic or regular staff meetings or hold special meetings to get fresh ideas?			
15.	Do you conduct brainstorming sessions?			
Evaluating Ideas				
16.	Do you empower/enable your staff to exercise judgement in completing tasks and/or improving practices?			
17.	Do you listen with an open mind and "seek to understand" other's ideas and encourage your staff to do likewise?			
18.	Do you have a formal system in place to evaluate ideas, e.g. a list of criteria, idea review panel, or customer feedback?			
19.	Do you routinely analyze total value added using factors such as economics/cost benefit, requirements vs. risk, environmental sustainability, investment opportunity, and mission support?			
20.	Do you look for affinity in ideas, attempt to link ideas, give opportunities to build on the "first idea"?			
21.	Do you resist judging and discarding ideas too early recognizing that "crazy ideas" could be breakthrough ideas?			
Implementing Ideas				
22.	Do you have an ongoing process to fully implement "good ideas"?			
23.	Do you reward/recognize/celebrate each milestone?			
24.	Do you document and publicize successes?			
25.	Do you reward/recognize incremental improvements equally with major breakthroughs?			
Ongoing Implementation Process				
26.	Does your environmental organization have a written and published vision?			
27.	Do staff members understand their individual roles in reaching the vision?			
28.	Do you have a short and long term plan to reach this vision?			
29.	Do you recognize the need for setting "stretch goals" as well as incremental improvement goals when planning?			
30.	Do you encourage risk taking?			
31.	Does the staff know that B+ results are more acceptable than "paralysis by analysis" and how and when to use the "Pareto Principle"/80/20 rule?			

Points are determined by totaling 'Yes' and 'N/A' columns and multiplying by 3.

2.2 Describe in one page or less (process diagrams and graphics would be helpful), of any idea/s that have been implemented or will be implemented. This is an opportunity to share ideas, innovative results, and get constructive feedback within the environmental community. These can be ideas that have been implemented, now considered “Best Management Practices” because they have met the test of time, OR proposed or recently implemented ideas that could become Best Management Practices. Ideas could come from any aspect of the Environmental Balanced Scorecard. (15 points/idea – 30 points maximum)

Ideas implemented (30 points maximum):	
Idea Title:	
Narrative:	

2.3 Describe in one page or less (process diagrams and graphics would be helpful) an Environmental Best Management Practice that you have implemented at your Command that (1) does not appear on the Template; (2) although tailored to your Command and/or Environmental Program, could be adapted for other Commands; and (3) is ongoing. This is an opportunity to share BMP’s and your innovative results, and get constructive feedback within the environmental community. These BMP’s may come from any aspect of the Environmental Balanced Scorecard. Note that a BMP must have been implemented for at least one year and have demonstrated success. (50 points for BMP)

Local BMP Score (50 points maximum):	
BMP Title:	
Narrative:	