

EFCOG Best Practice #116

Best Practice Title: Environmental Scorecards

Facility: Y-12 National Security Complex

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Brief Description of Best Practice: Environmental scorecards are an organization-specific measure of environmental performance to assist managers and environmental support staff in identifying opportunities for improvement. Six factors, based on functional metrics, make up the overall rating which follows a familiar “stop light” color system, similar to the site-wide metrics.

Why the Best Practice was used: The scorecards were developed to improve focus on environmental metrics, improve performance feedback to management and environmental support staff, and communicate environmental metrics in an easily understandable manner. Use of the scorecards allows organizations to focus on problem areas and tracking and trending of their own environmental performance.

What are the benefits of the Best Practice: The scorecards clarify roles and responsibilities and increase ownership of environmental performance in the organizations. They provide feedback for continuous improvement and allow organization managers to consider environmental performance when setting priorities and goals. Posting the scorecards on an internal website fosters constructive competition with positive peer pressure.

What problems/issues were associated with the Best Practice: The practice was not communicated well with senior managers prior to implementation which resulted in some confusion. Some managers were discontent with the scoring system.

How the success of the Best Practice was measured: Management attention to environmental concerns has improved, performance feedback to environmental support staff is clearer, and the number of environmental concerns is decreasing.

Description of process experience using the Best Practice (see attached presentation): Each organization is assigned a color rating representing Excellent, Meets Expectations, Needs Improvement, or Unsatisfactory. Each color rating is based on six factors which are included in the site-level metrics. Ratings are posted on an internal website in a matrix format with a six-month history available and ‘Needs Improvement’ and ‘Unsatisfactory’ ratings always include an explanation of the rating. Notifications are sent via electronic mail when new metrics are posted and all organization ratings are visible.

Environmental metrics are not new to Y-12, but organization-level metrics have had limited success in the past. The unique aspect of these scorecards is that each organization rating factor is tied directly to a site-level metric. This allows users to relate their organization’s environmental performance to the overall environmental performance of the site. In addition, publishing the scorecards on an internal website in a matrix format has reduced the effort needed to compile the monthly scorecards and has improved communication to the organizations.

Environmental Scorecards: A Best Practice

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Description

- An organization-specific measure of environmental performance to assist managers and environmental support staff in identifying opportunities for improvement
- Six factors, based on functional metrics, make up the overall rating
- Ratings are given monthly and based on a familiar color system
 - Excellent
 - Meets Expectations
 - Needs Improvement
 - Unsatisfactory

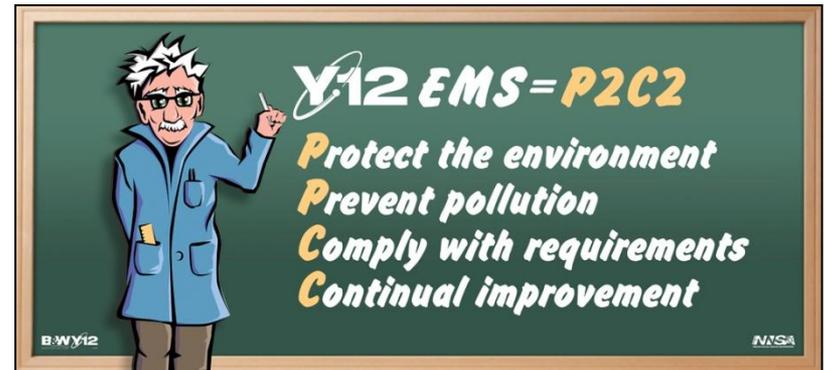


Purpose

- Improve focus on environmental metrics
- Improve performance feedback to management and environmental support staff
- Communicate environmental metrics in an easily understandable manner
- Allow focus on problem areas
- Allow tracking and trending of performance on an organizational level
- Improve participation in developmental training opportunities by environmental support staff

Purpose (cont.)

- Organizations with significant environmental aspects and impacts are included
 - Engineering – Development
 - Environment, Safety, and Health
 - Facilities, Infrastructure, and Services
 - Production
 - Projects
 - Quality Assurance – Analytical Chemistry
 - Quality Assurance – Product Certification
 - Safeguards, Security and Emergency Services
 - Waste Management



Process

- Each organization is assigned a color rating based on six factors
- Ratings are posted on an internal website in a matrix format
- Six-month history available
- Details are available
- Notifications sent via electronic mail when new metrics are posted
- All organization ratings are visible

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Environmental Officer Program

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View the **Environmental Scorecard summaries** by clicking an organization name.

Organization	07/11	06/11	05/11	04/11	03/11	02/11
Engineering — Development	Blue	Blue	Blue	Blue	Blue	Blue
Environment, Safety and Health	Green	Yellow	Blue	Blue	Blue	Blue
Environmental Management — Waste Management	Blue	Green	Blue	Blue	Green	Blue
Facilities, Infrastructure and Services	Blue	Blue	Green	Red	Red	Red
Production — Assembly/Quality Evaluation Production	Blue	Blue	Blue	Blue	Green	Blue
Production — Depleted Uranium Production	Blue	Blue	Blue	Blue	Blue	Blue
Production — Enriched Uranium Production	Blue	Blue	Blue	Blue	Blue	Blue
Production — Enriched Uranium Special Processing Production	Blue	Green	Blue	Green	Green	Green
Production — General and Enriched Manufacturing Production	Blue	Blue	Blue	Blue	Blue	Blue

Environmental Scorecard

Organization: Facilities, Infrastructure and Services

Manager: Steven Little

Environmental Officer(s): Wes Long, Al McLendon

Criteria (click to view rating key)	07/11	06/11	05/11	04/11	03/11	02/11
Number of Environmental Permit Noncompliances	■	■	■	1	2	3
Number of Environmental Notices of Violation	■	■	■	■	■	■
Reportable Releases to Environment	■	■	■	■	■	■
Results of Hazardous Waste Area Reviews	■	■	■	■	■	■
Results of Low-Level Radioactive Waste Area Reviews	■	■	■	■	4	5
Environmental Officer Participation	■	■	■	■	■	■
Overall Score	■	■	■	■	■	■

Key: E = Excellent ■; ME = Meets Expectations ■; NI = Needs Improvement ■; U = Unsatisfactory ■; NA = Not Applicable ■

Notes:

1. The Sanitary sewer limit for flow was exceeded on 04/16/2011.
2. The Sanitary sewer limit for flow was exceeded on 03/06/2011.
3. The Sanitary sewer limit for flow was exceeded on 02/28/2011.
4. The LLW area operated by FI&S was not reviewed in March.
5. The LLW area operated by FI&S was not reviewed in February.

Criteria (click to view rating key)	07/11	06/11	05/11	04/11	03/11	02/11
<u>Number of Environmental Permit Noncompliances</u> E = No permit noncompliances for current month and past 2 months ME = No permit noncompliances for current month NI = 1 permit noncompliance for current month U = More than 1 permit noncompliance for current month and past 2 months				1	2	3
<u>Number of Environmental Notices of Violation</u> E = No NOV for current month and past 2 months ME = No NOV for current month NI = 1 NOV for current month U = More than 1 NOV for current month and past 2 months						
<u>Reportable Releases to Environment</u>						
<u>Results of Hazardous Waste Area Reviews</u>						
<u>Results of Low-Level Radioactive Waste Area Reviews</u>					4	5
<u>Environmental Officer Participation</u>						
Overall Score						
Key: E = Excellent ■ ; ME = Meets Expectations ■ ; NI = Needs Improvement ■ ; U = Unsatisfactory ■ ; NA = Not Applicable ■						

Benefits

- Clarifies roles and responsibilities
- Ownership of organization environmental performance
- Provides feedback for continuous improvement
- Allows managers to consider environmental performance when setting priorities and goals
- Peer pressure and constructive competition



Problems

- Poor communication with senior managers prior to implementation
- Confusion with assessment process
- Discontentment with scoring system
- Evolution of the system is not negative

Measuring success

- In use since August 2010
- Management attention to environmental concerns has improved
- Performance feedback to environmental support staff is clearer
- Number of environmental concerns is decreasing

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