

# Implementing Proactive Environmental Management

*Lessons Learned from  
Best Commercial Practice*

Frank Camm  
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RAND

# Implementing Proactive Environmental Management Lessons Learned From Best Commercial Practice

**Alan S. Gutterman**



## **Implementing Proactive Environmental Management Lessons Learned From Best Commercial Practice:**

**Implementing Proactive Environmental Management** Frank A. Camm, Jeffrey A. Drezner, Beth E. Lachman, Susan A. Resetar, 2001 Like many large organizations the Department of Defense DoD faces a serious challenge trying to balance core military financial and environmental goals Over the last 15 years DoD and other large complex global organizations have turned increasingly to proactive environmental management to balance such competing goals more successfully Proactive approaches give organizations strategic flexibility but are difficult to implement The authors first summarize how commercial firms have implemented proactive environmental management in weapon system design logistics base management and environmental cleanup then draw implications for DoD's environmental management efforts in these areas The authors then propose an approach based on total quality management to define and monitor the details of this implementation effort

**Implementing Proactive Environmental Management. Lessons Learned from Best Commercial Practice**, 2001 From 1990 to 1995 as the total defense budget fell from 315 to 291 billion a year DoD environmental spending rose to 5.2 billion a year At the same time increasingly tight environmental regulations constrained training and vessel mobility in DoD potentially limiting military readiness These trends brought environmental management into high focus Was DoD making appropriate trade offs among 1 its military mission 2 its environmental obligations and 3 constraints on its budget and other resources Were there opportunities to increase military performance without compromising environmental obligations or resource constraints During the 1980s and early 1990s many U.S. firms found themselves in a similar situation Even as their environmental obligations were rising in the face of increasingly demanding regulations and threats of liability increasingly effective global competition squeezed their profit margins forcing these firms to think about environmental management in a different way The Office of the Deputy Under Secretary of Defense for Environmental Security asked RAND to study the environmental management practices of commercial firms recognized as having the best practices of this kind Such practices should provide lessons that DoD could use to improve its own environmental management practices This report summarizes the findings of the study that resulted from this request

**Practicing Management** Alan S. Gutterman, 2019-03-27 A wide range of conceptualizations of management have been offered and it is often difficult for managers to fully understand their roles within the organization however managers striving for effectiveness would do well to invest effort into understanding the functions roles and skills associated with managerial positions In order to be adroit practitioners of their craft managers must understand these basic concepts as well as the different levels of managerial effectiveness how they are measured the styles available to managers and the factors that determine which style might be preferred in a particular instance This book addresses a wide array of topics relating to the practice of management including the roles and activities expected from an effective manager specific managerial skills styles of management management systems and managing in developing countries

Green Warriors David E. Mosher, 2008 Recent experiences in Iraq Afghanistan and the Balkans have

highlighted the importance of environmental considerations These range from protecting soldier health and disposing of hazardous waste to building water supply systems and other activities that help achieve national goals in the post conflict phase of contingency operations The Army has become increasingly involved with environmental issues in every contingency operation and must be better prepared to deal with them This study assesses whether existing policy doctrine and guidance adequately address environmental activities in post conflict military operations and reconstruction Findings are based on reviews of top level policy and doctrine analysis of operational experience extensive interviews with diverse Army personnel and a review of operational documentation and literature From these sources a database of 111 case studies was created The research showed that environmental concerns can have far reaching and significant impacts on the Army both direct and indirect especially in terms of cost current operations soldier health diplomatic relations reconstruction activities and the ultimate success of the operation or the broader mission Some evidence suggests that environmental problems may have even contributed to insurgency in Iraq Recommendations include updating current policy and doctrine to fully address environmental considerations in contingency operations ensuring that contractors are carefully selected and managed and transmitting proactive field environmental practices and lessons throughout the Army

**What the Army Needs to Know to Align Its Operational and Institutional Activities** Frank Camm,Cynthia R. Cook,Ralph Masi,Anny Wong,2007-01-24

The Army must transform its institutional activities to align them with operating forces to improve support and release resources from institutional activities This document provides a model for evaluating value chains to promote the alignment of needs and resources according to three representational institutional Army activities medical services enlisted accessioning and short term acquisition

*Green Supply Chain Management* Joseph Sarkis,Yijie Dou,2017-10-05 This book gives students a thorough overview of the environmental issues that impact the supply chain and details strategic methods of addressing the political social technological market and economic concerns that have caused organizations to reconsider their impact Readers will learn how to integrate the fields of operations management procurement and purchasing logistics and marketing into a successful green supply chain looking outward to form sustainable partnerships rather than focusing their efforts within the company Each chapter describes a function or dimension of green supply chains supplemented with short vignettes to ground the theory in practice The authors examine various industries including electronics food products and manufacturing and draw on case studies from the Americas Europe Asia and Oceania allowing students to compare and contrast domestic and international practices Blending industry insights with the latest academic thinking they also consider hot button topics like global local relationships the role of third parties green multitier supplier management and blockchain technology management Conclusive chapter summaries and plenty of visual aids help readers retain the information they need to improve environmental performance within and beyond their organizations *Green Supply Chain Management* is an excellent introduction to the topic for students and practitioners of supply chain management and environmental

sustainability     **Managing Sustainability** Alan S. Gutterman, 2020-12-28 Managing Sustainability is a comprehensive guide to governing leading and managing a successful sustainability focused business Being a socially and environmentally responsible business is a worthy goal for many people however turning the goal into reality is a daunting process This book takes a clear and practical approach to the nuts and bolt of achieving this goal and covers steps to be taken by directors and executives to create and implement appropriate strategies policies and management systems It recognizes that corporate social responsibility CSR is like any other important management initiative and requires proactive leadership from the top of the organization Key topics include Understanding how CSR is changing the traditional fiduciary duties of directors and officers Developing and implementing internal governance instruments to provide a foundation for decision making around CSR Integrating CSR into the duties and responsibilities of the chief executive officer and other members of the C suite team as well as into their compensation arrangements Conducting continuous audits and assessments of the sustainability governance and management framework using certification and rating systems to evaluate and improve CSR performance and effectiveness Current and aspiring leaders wishing to build a sustainability centered business will appreciate the straightforward and actionable guidance offered by this book     **MR**, 2003     Implementing IT Governance - A Practical Guide to Global Best Practices in IT Management Gad Selig, 2008-04-12 The issues opportunities and challenges of aligning information technology more closely with an organization and effectively governing an organization s Information Technology IT investments resources major initiatives and superior uninterrupted service is becoming a major concern of the Board and executive management in enterprises on a global basis An integrated and comprehensive approach to the alignment planning execution and governance of IT and its resources has become critical to more effectively align integrate invest measure deploy service and sustain the strategic and tactical direction and value proposition of IT in support of organizations Much has been written and documented about the individual components of IT Governance such as strategic planning demand portfolio investment management program and project management IT service management and delivery strategic sourcing and outsourcing performance management and metrics like the balanced scorecard compliance and others Much less has been written about a comprehensive and integrated IT Business Alignment Planning Execution and Governance approach This new title fills that need in the marketplace and gives readers a structured and practical solutions using the best of the best principles available today The book is divided into nine chapters which cover the three critical pillars necessary to develop execute and sustain a robust and effective IT governance environment leadership and proactive people and change agents flexible and scalable processes and enabling technology Each of the chapters also covers one or more of the following action oriented topics demand management and alignment the why and what of IT strategic planning portfolio investment management decision authority etc execution management includes the how Program Project Management IT Service Management with IT Infrastructure Library ITIL and Strategic Sourcing and outsourcing performance risk and contingency

management e.g. includes COBIT the balanced scorecard and other metrics and controls and leadership teams and people skills Change for the Better: Energy Star and Other Voluntary Programs, *The Bottom Line* Pamela Parry, 2020-07-24 The first step any company must take before it can begin ISO 14001 implementation is to secure 100 percent enthusiastic commitment from top management Top management is persuaded if ISO 14001 impacts the bottom line This practical how to book helps you build a business case for ISO 14001 Implementing ISO 14001 brings a corporate culture change resulting in cost savings reduced waste and enhanced relationships with community regulators and other stakeholders The author explores these issues with top people in the field who have already implemented the system She addresses what steps did they take has the business case been supported by experience what are the tangible cost savings Through these interviews you understand what elements or cost savings can be transferred to your company You will learn how to convince senior management to implement ISO 14001 and what business benefits your company will see through the eyes of experts who have been down that path Once you have top management on board you must deliver *The Bottom Line How to Build a Business Case for ISO 14001* shows you how to implement ISO 14001 and how it will profitably affect your bottom line

**Selected Rand Abstracts** Rand Corporation, 2001 Includes Reports R series Rand Memorandums RM series papers P series and Books **Annual Report** Rand Corporation, 2001 **Implementing Effective IT Governance and IT Management** Gad Selig, 2015-02-01 This book is a revised edition of the best selling title *Implementing IT Governance* ISBN 978 90 8753 119 5 For trainers free additional material of this book is available This can be found under the Training Material tab Log in with your trainer account to access the material In all enterprises around the world the issues opportunities and challenges of aligning IT more closely with the organization and effectively governing an organization s IT investments resources major initiatives and superior uninterrupted service is becoming a major concern of the Board and executive management An integrated and comprehensive approach to the alignment planning execution and governance of IT and its resources has become critical to more effectively align integrate invest measure deploy service and sustain the strategic and tactical direction and value proposition of IT in support of organizations Much has been written and documented about the individual components of IT Governance such as strategic planning demand management program and project management IT service management strategic sourcing and outsourcing performance management metrics compliance and others Much less has been written about a comprehensive and integrated approach for IT Business Alignment Planning Execution and Governance This title fills that need in the marketplace and offers readers structured and practical solutions using the best of the best practices available today The book is divided into two parts which cover the three critical pillars necessary to develop execute and sustain a robust and effective IT governance environment Leadership people organization and strategy IT governance its major component processes and enabling technologies Each of the chapters also covers one or more of the following action oriented topics the why and what of IT strategic planning portfolio

investment management decision authority etc the how of IT Program Project Management IT Service Management including ITIL Strategic Sourcing and outsourcing performance risk and contingency management including COBIT the Balanced Scorecard etc and leadership team management and professional competences Energy Star and Other Voluntary Programs 2002 Annual Report ,

**Industry 4.0 for Manufacturing Systems** Vishal Ashok Wankhede,VIMAL K.E.K,Pankaj Sahlot,2025-04-24 The book highlights the importance of intelligent decision making in advanced production systems and optimization of process parameters using fuzzy based multi criteria decision making tools It discusses the decision making aspects of Industry 4 0 using machine learning and optimization techniques and helps in moving toward the digitalization of manufacturing systems It further covers several important topics including the role of digital twins in advanced manufacturing processes machine learning based prediction of overall equipment effectiveness intelligent quality control tools and life cycle assessment models in Industry 4 0 Key features Presents a conceptual framework to measure the readiness of adopting Industry 4 0 in advanced manufacturing systems Discusses the impact of smart manufacturing on sustainable development and integration of Industry 4 0 and additive manufacturing Covers topics such as intelligent automation systems machine learning based preventive maintenance and the Internet of Things enabled additive manufacturing in Industry 4 0 Explains cyber physical system integration with Industry 4 0 technologies cyber physical systems in industrial robotics and green cyber physical systems Illustrates optimization of process parameters using fuzzy based multi criteria decision making tools and life cycle assessment models in Industry 4 0 This book is primarily written for senior undergraduates graduate students and academic researchers in the fields of industrial engineering production engineering mechanical engineering supply chain management and manufacturing engineering **Maximize Business**

**Profits Through E-Partnerships** Zhao, Fang,2005-10-31 This book gives a comprehensive introduction of the concepts and practices of e partnering and discusses the application of e partnership in e commerce e business the supply chain and e supply chains Provided by publisher **Peace Research Abstracts Journal** ,2002 *The Business of Low-Carbon Tourism*

Abhishek Singh Bhati,Valeriya Radomskaya,Jacob Wood,Alexander Josiassen,2025-07-25 The millions of tourists who visit tropical nations annually underscore the region s significance in global tourism However these nations receive little scholarly attention compared to major countries This book fills that gap presenting a unique in depth exploration of the pressing transformations and shared sustainability challenges faced by nations and territories in the Tropics providing valuable insights and solutions for low carbon tourism development and offering a novel attempt to progress the responsible tourism agenda The book contributes to the emerging field of low carbon tourism It concentrates on tourism intensive tropical countries exploring nation specific and regional measures that could encourage low carbon operations within the tourism sector It focuses on distinct populations host communities and service providers in the Tropics distinguishing it from most texts on sustainability and low carbon tourism that either focus on Western perspectives or strive for universal applicability

The chapters place the discussion within a contemporary context and introduce the challenges this era holds including the role of marketing policies and regulations innovation social norms and values in promoting low carbon transition in tourism Topics covered in this book include but are not limited to low impact visitor behavior and low carbon planning voluntary nudged or compulsory participation in emission reduction initiatives infrastructural social and psychological barriers to change greenwashing and responsible marketing ethnocentrism and the politics of low carbon tourism Targeted primarily at academics and professionals in tourism business environmental management policy studies and public administration this practical and insightful book is essential reading for anyone interested in low carbon tourism development and the challenges that lie ahead

**Greening People** Walter Wehrmeyer, 2017-09-20 This major collection examines both the human resource dimensions of environmental management and how environmental management impacts on human resource departments Contributions from international experts in both academia and business look at current theory and best practice in environmental TQM education training and communications Greening People argues that if a company is to adopt an environmentally aware approach to its activities the employees are the key to success or failure Realistically it is only through the energy performance and personal commitment of each employee within an organization that business will move towards sustainable industrial development This book provides an important angle on the new complexities faced by environmental managers and human resource professionals and offers practical solutions drawn from some of the leading lights in the corporate environmental revolution Greening People is divided into four parts Part 1 demonstrates the relationship between human resource management and environmental management Part 2 provides insight into the psychological make up of contemporary staff that may foster or hinder company wide implementation of environmental measures and Part 3 addresses the shortcomings of current management training programmes and suggests new approaches for effective implementation of environmental human resource management Finally a selection of excellent case studies demonstrates how the concepts are being implemented in companies and local authorities



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