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Sandia National Laboratories' 2002 Green Zia Program Feedback Report

Anastasia D. Richardson

Prepared by
Sandia National Laboratories
Albuquerque, New Mexico 87185 and Livermore, California 94550

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**Anastasia D. Richardson, Kristin Klossner
Solid/Hazardous Waste Management and Pollution
Prevention Department
Sandia National Laboratories
PO Box 5800
Albuquerque, NM 87185-1050**

Abstract

The Green Zia Environmental Excellence Program is a voluntary program designed to support and assist New Mexico businesses to achieve environmental excellence through the development of an environmental management system (EMS). Since 2000, organizations within Sandia National Laboratories (SNL) have participated in the program. SNL's Pollution Prevention (P2) program supports and assists SNL organizations by utilizing Green Zia tools to aid in the implementation of each organization's EMS. This report is based on a feedback session held in September 2002 with past SNL Green Zia Program participants. The goal of the feedback session and of this report is to enhance the services that the P2 Program provides to SNL organizations. This report summarizes the feedback received.

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Introduction

Environmental excellence is best achieved through a well-integrated environmental management system (EMS). A prevention-based EMS relies on a thorough knowledge of processes and a structure for continuous improvement to reduce or eliminate wastes, reduce energy usage and increase water conservation. This system takes advantage of existing business management approaches to improve environmental performance.

The Green Zia Environmental Excellence Program is a voluntary program administered by the New Mexico Environment Department and the New Mexico Energy, Minerals and Natural Resources Department designed to support and assist all New Mexico businesses to achieve environmental excellence through continuous improvement and effective energy management. The program encourages integration of environmental excellence into business operations and management practices through the establishment of a prevention-based environmental management system.¹

Since 2000, organizations within Sandia National Laboratories (SNL) have participated in the program. SNL's Pollution Prevention (P2) program supports and assists SNL organizations by utilizing Green Zia tools to aid in the implementation of each organization's EMS. This report is based on a feedback session held in September 2002 with past participants in the Green Zia Program. The goal of the feedback session and of this report is to enhance the services that the P2 Program provides to SNL organizations. This report summarizes the feedback received.

Green Zia Program Overview

The Green Zia Program emphasizes the establishment of a *system* to provide a framework for continuous environmental improvement that will assure compliance and reduce or eliminate pollution. The Green Zia Program is based on the Malcolm Baldrige Business Performance Excellence Criteria and the Quality New Mexico program. The Green Zia Program provides a valuable self-assessment framework to help organizations understand environmental excellence and measure their progress toward its achievement. Applicants receive a feedback report from their examiner team, which helps identify program strengths and opportunities for improvement.

The Green Zia Environmental Excellence Program is a multi-year program. The program stresses the importance of a sound, systematic approach to environmental decision-making that is well deployed throughout the organization and is supported by results that measure the success of the system. An organization that works through the Green Zia Program from the beginning Commitment Level through the Achievement Level and then ultimately to the Green Zia Environmental Excellence Award, will gain a thorough understanding of environmental and energy-associated issues that will affect its bottom

¹ Green Zia Environmental Excellence Program, 2002 Program Information and Guidance, New Mexico Environment Department, 2002.

line. The participating organization will also establish a system that helps them address environmental issues in cost-effective ways, based on sound business practices. Participants that achieve the Green Zia Environmental Excellence Award will be on par with environmental leaders worldwide and will demonstrate that companies can profit from sound environmental performance.

Participants can enter the program at any one of three levels—***Commitment, Achievement, or Excellence***. The levels are designed to engage businesses at all stages of environmental management system implementation, and to encourage progressively higher system development. Organizations that submit applications that meet appropriate program criteria are recognized at an annual ceremony, with those achieving the highest, or Excellence level, receiving the Governor’s award. Special acknowledgements are made to organizations that participate for consecutive years, regardless of their award or recognition level. The goal of the Green Zia Program is to encourage organizations to improve their environmental programs over time.

Implementation of the Green Zia Program at SNL

The P2 Program assists SNL line and service organizations to develop Environmental Management Systems utilizing Green Zia Program tools. SNL has had organizations participating in the Green Zia Program since 2000. To date 9 organizations ranging in size from programs to Centers have participated in the program. Three organizations have participated for multiple years. Table 1 displays the participating organizations and the level of recognition attained through the Green Zia Program.

Table 1: SNL Organizations Participating in the Green Zia Program

Year	Commitment Level	Achievement Level
2000	<ul style="list-style-type: none"> • Sustainable Design Program • The Machine Shop • Environmentally Preferable Purchasing Program • The Steam Plant 	
2001	<ul style="list-style-type: none"> • Environmental Restoration Division • Fleet Services Department • Manufacturing, Science & Technology Center 	

2002	<ul style="list-style-type: none"> • Neutron Generator Production Center 	<ul style="list-style-type: none"> • Environmental Restoration Division • Fleet Services Department • Manufacturing, Science & Technology Center • Custodial Services
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Participation in the Green Zia program provides numerous benefits to SNL organizations. They include:

- An independent assessment of an organization's environmental performance.
- Provides a framework to achieve environmental excellence and improve customer satisfaction.
- Integrates environmental activities overall business practices.
- Encourages improved efficiency and productivity by adopting proactive environmental management techniques.
- Provides a mechanism for morale-boosting recognition that could further pollution prevention within an organization.

SNL's Green Zia Program Feedback

The Green Zia Program at SNL is starting to gain momentum as more organizations become interested in participating. In addition, implementation of the program on an organization specific basis will enhance the creation of an SNL-wide EMS which is planned for 2005. The increased interest along with the planned EMS implementation prompted the P2 Program to initiate a feedback meeting to facilitate continuous improvement of SNL's Green Zia Program. In addition this feedback report will also be provided to the New Mexico Environment Department's (NMED's) Green Zia Program Office to facilitate their continuous improvement of the state-wide program.

During the Feedback Meeting, participants were requested to give feedback on following categories:

- Interaction with SNL's P2 Program
- State Green Zia Program: Comments and Concerns to take to the State
- Training/Facilitation
- Commitment/Hours/Funding
- Application Process (writing, submitting, fee, SNL's Review and Approval process)
- Value of Program to the Organizations
- Timing
- Other Areas of Interest/Concern

Individual comments were compiled during the first half of the meeting. These comments were placed in two categories: Strengths and Opportunities for Improvement similar to the way Green Zia examiners comment on applications. During the second half, the

comments were discussed and all the participants reached consensus. This section summarizes the results of the feedback received. Attachment 1 contains the raw feedback received and individual comments.

Strengths

All participants seem to agree on the value of the Green Zia Program to their organizations not only for environmental improvement, but also as a cost saving mechanism. It was noted that the Green Zia Program is an excellent tool for continuous improvement and fits in well with the Governance model that SNL is pursuing. In addition the comments received were very favorable for the P2 Program's continued support of each organization's environmental management system and Green Zia. Participants commented that the P2 facilitation and training on the Green Zia program was well managed and encouraged new ideas to increase pollution prevention opportunities within organizations.

Opportunities for Improvement

Opportunities for Improvement spanned a wide range of topics. Several participants noted the need for further publicity of Green Zia within SNL. It was agreed that this publicity should focus on recognizing past participants, informing potential new participants about the program and raising the general awareness level of Green Zia at SNL.. It was also noted that further publicity was need for P2 related activities occurring around the state to allow SNL organizations to develop more community involvement. Ideas generated to increase Green Zia awareness included:

- A monthly Green Zia meeting open to all Sandians
- Spot awards for P2 related accomplishments
- Articles in the Sandia Daily News and Sandia LabNews
- Increased information available on SNL's internal website
- Presentations given at Center and Division meetings
- Utilizing ES&H coordinators and Environmental Protection Representatives to spread the word within their organizations
- An upper management Green Zia Program Champion at either the Vice-President or Director level.

In order to remedy the difficulties of actually writing and getting approval to release the application, it was suggested that SNL's P2 Program should develop a SNL specific "Application checklist" and a timeline to help applicants through the process.

In addition to publicity there was a consensus among participants that the state Green Zia Program application should be revised to be more concise to simplify both the writing and

examination process. Another suggestion added that application materials should be released by the NMED's Green Zia Program Office earlier to assist participants in the following year's improvement efforts. Additionally it was suggested that NMED's Green Zia Program Office should develop a lessons learned/best practices booklet with a Green Zia slant that provides a practical overview of the "road to excellence." It was also suggested that there should be more interaction between applicants and examiners through examiner feedback presentations for both the Commitment and Achievement levels.

Conclusion

The Green Zia Program provides a framework for continuous environmental improvement that will assure compliance and reduce or eliminate pollution. Participating SNL organizations determined that the Green Zia program added value to their organization and will continue to participate in the program. SNL's P2 program will continue to support and assist SNL organizations with the Green Zia process and implementation of an EMS to achieve efficient use of resources, including raw materials, energy, water and even time and distance at SNL. Feedback outlined in this report will be provided to the NMED's Green Zia Program office for use in making further program improvements. SNL's P2 Program will strive in the 2003 Green Zia cycle to:

- Make monthly Green Zia meetings available to applicants and interested parties
- Increase awareness of Green Zia at SNL by publicizing information through SNL's news mechanisms and presentations to organizations.
- Develop an Application Checklist and timeline for SNL applicants

Feedback on changes made to SNL's Green Zia Program due to this report will be sought in September of 2003.

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Attachment 1

2002 Green Zia Program Individual Feedback

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Green Zia Feedback	State Green Zia Program: Comments and Concerns to take to the state	
Strength	Opportunity for Improvement	Consensus Decision
Excellent that the state supports this program	We need to get the application from the State sooner	The application needs to be more concise
Great program!	Make application shorter and more concise	A timeline outline the application process (from submitting the application to the awards ceremony) would be helpful for first time applicants.
	State process unclear: timeline outlining all of the steps of the process would be helpful	Communication between state regulators and state Green Zia program needs to be increased. Possible use of the Green Zia program by regulators to communicate to their regulated community.
	Make the application shorter and more simple	Increase "brand name" recognition through PR
	Would be helpful if new applicants could learn from the trials and tribulations of those that have applied before	Allow more communication between examiners and applicants. Feedback meetings available for both Commitment and Achievement applicants.
	Combine Earthday and Green Zia celebration	Develop lessons learned/best practices with a Green Zia slant
	Opportunity for being able to review other organization's applications	
	Improved communication between state Green Zia Program and state regulators. Green Zia should be used as a vehicle on both sides to enhance communication. Why aren't the regulators using Green Zia to communicate with their regulated community? For example how can the state award a Green Zia to Environmental Restoration at the same time they issue a compliance order to Sandia for ER deficiencies	

Green Zia Feedback	State Green Zia Program: Comments and Concerns to take to the state	
Strength	Opportunity for Improvement	Consensus Decision
	Get more recognition to winners	
	Allow Green Zia to be used as a positive point during state audits	
	Improve the Green Zia website to include more examples of company successes	
	At the achievement level more interaction with examiners would be good.	
	I have a concern that their feedback is by "feeling" not fact	
	They need to accept applications electronically. Easy the process instead of having to submit both written and electronic copies.	
	Is the state committed to the Green Zia program for a prolonged period of time?	
	Develop lessons learned/best practices with a Green Zia slant	
	Perform a Cost-Benefit analysis on application process: Is the length of the application (cost to fill out) proportional to the benefit gained from the process?	

Green Zia Feedback	Training/Facilitation	
Strength	Opportunity for Improvement	Consensus Decision
P2 offered good facilitation in getting process started and to stay on task	More opportunities to attend P2 workshops/conferences would be great	Advertise P2 related state activities and monthly meetings
Training was excellent and more EMS examples should be available		Provide more EMS examples
The involvement with training in regards to environmental issues has been beneficial		
P2 worked well with procurement to offer advice and guidance on filing for GZ award. Also helpful in flowdown of info on requirements for recycled content for specific products		
Excellent facilitation. Got the creative juices flowing.		

Green Zia Feedback	Commitment/Hours/Funding	
Strength	Opportunity for Improvement	Consensus Decision
14400 100% committed	Large time commitment to some individuals	Get all groups on the same "page" that way all can be done early
Cost savings shown	Hard to find time	Get commitment - management commitment through funding and written policy statement
	Develop funding alternatives for project develop. Corporate driven.	
	Corporate commitment: dollars should follow	
	Get executive leadership approval. Get executive funding. Develop funding alternatives with facilities.	
	Develop corporate Green Zia/energy conservation policy	
	Is anyone collecting info on time to do applications?	
	Different levels of commitment for hours and funding as a result, not sure of any commitment	
	The writing of the application and reviewing takes a long time.	

Green Zia Feedback	Value of Program to your Organization	
Strength	Opportunity for Improvement	Consensus Decision
Great experiences with GZ and P2	We need to publicize and get the word out. Because only a few people know about you. Give all organizations opportunities to succeed.	Talking with specific Centers and Divisions about GZ program and how they can participate.
Fits in with Governance		Start "Nagging" about GZ-publish success and about general program
Director, ESH and Managers view this system as valuable		Use ES&H coordinators and EP Reps to get the word out
SNL starting to recognize Green Zia more		Upper management Champion - VP level and Directors
Helps to see what continuing improvement that everyone is doing		Overall "Value" determined to be positive
Site wide application will be a real plus to show SNL commitment		Top down system for support - everyone should know and understand the Green Zia system
Staying focused on the commitment level		

Green Zia Feedback	Timing	
Strength	Opportunity for Improvement	Consensus Decision
	Was crazy at the end	Start this years program development earlier
	Need to work up a better schedule for submission	Start this years application earlier
	I feel the time between when the application is available and the deadline is too short	Monthly GZ meetings that are open to all the groups to share progress-Combine site wide working groups and org specific
	Start earlier: So it doesn't get put off to the end	website to share information
	Monthly GZ meetings that are open to all the groups to share progress	For monthly meetings-breakdown by Green Zia category. Leave room for discussion/concerns
	Need to be aware of time that is needed to complete a well-thought out application	

Green Zia Feedback	Interaction with P2 - Generally	
Strength	Opportunity for Improvement	Consensus Decision
Interaction with P2 members good on a quarterly basis	They have a lot of projects to support. Could use more staff	Give spot awards - small awards given more often for P2 related accomplishments
Interaction with P2 has been favorable.	P2 needs to go beyond waste into total environment	Increase participant interaction by informing more orgs throughout SNL about GZ
Excellent interaction	P2 activities also should be targeted to individuals not only to programs, and projects and orgs	Develop information to distribute to Green Zia applicants and to other interested parties regarding Green Zia successes and lessons learned
Good at keeping everyone on track	How do we define the optimal roles of line and P2? P2 can provide the hands and feet, but the line can be more persuasive in encouraging P2 behavior	
Good sounding board	How can we encourage the line especially tech orgs to follow GZ principles?	
Provide assistance in spite of busy schedule	Difficult to keep up to date on new P2 issues.	
	No interaction with other participants. Only hear or read about them.	
	Develop lessons learned/best practices with a Green Zia slant	
	Increase SNL Reapplication process to be more proactive- I.e. reuse of equipment, tools, etc.	
	Possible meetings for lessons learned	

Green Zia Feedback	Application Process	
Strength	Opportunity for Improvement	Consensus Decision
P2 support for application process	The P2 group needs to understand the R&A process that the org goes through.	Develop "Application Checklist" for applicants
Application fee is low	P2 groups needs to forewarn lawyers and other SNL reviewers about applications going through.	Application process is time consuming (not the time involved with the program, just application process). The application should be reduced.
	Not always sure what was being asked in the application. Not an easy process for orgs that are unfamiliar with EMS lingo	
	Hard to draw line between SNL and internal program	
	SNL approval process not clear	
	Application process is time consuming and would benefit from leaning or another quality improvement initiatives	

Green Zia Feedback	Other Areas of Interest/Concern	
Strength	Opportunity for Improvement	Consensus Decision
Doing a great job committing to these applications	How do we get technical orgs to buy into GZ process?	Promote efficiency
	Is the executive staff aware of GZ and have they bought into it? The executive staff should recognize GZ achievements as an asset to SNL	Increase PR: SDNs and teasers on tech web regarding programs
	Need to advertise more - add links to ESH webpages, 3100, and EP pages	Sell on cost savings - not just another award.
	Rename the effort for GZ to EMS - move beyond the application toward a total environmental management system. Use GZ more as a tool and a metric	Educate SNL that GZ is not just an award. Concentrate on program aspects
	Find out what other companies are doing - benchmarking nationwide	Look at name change for SNL: Green Zia Environmental management?
	Interact with LIWG - presentations, and generally showing our faces	Focus on showing upfront "best practices" and how it would help new orgs
	Funding facility modifications: use money saved from GZ projects and implement more GZ projects. Example energy savings - seek at corporate level. Orgs should keep the money they save, but capture successes	Identify orgs with a "green" mindset and use them as a spearhead
		Tailor level of involvement to the orgs.- everyone can benefit from GZ

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Distribution:

Charles Henn
U.S. Department of Energy
Albuquerque Operations Office
Pennsylvania & H Street
Kirtland Air Force Base
Albuquerque, NM 87116

Carolyn Holloway
U.S. Department of Energy
Office of Kirtland Site Operations
PO Box 5400
Albuquerque, NM 87185-5400

Dave Wunker
The Green Zia Environmental Excellence
Program
New Mexico Environment Department
Office of the Secretary
PO Box 26110
1190 St. Francis Drive
Santa Fe, NM 87502

MS 0871 Max Saad, 14403

MS 0871 John Norwalk, 14403

MS 1050 Albert Villareal, 3124

MS 0871 Sherron Hirdman, 14403

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