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**Verfier's perspective:  
lean management systems – are they solid,  
compliant and delivering results?**

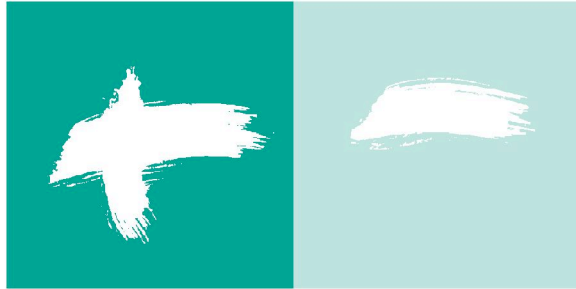
**Brussels, 15. December 2008**



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# GÜNTER JUNGBLUT

Dipl.-Geologe / Dipl.-Kaufmann

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## Lecturer

- Management Consultant introducing environmental management systems (EMS)
- Verifier EMAS / DIN ISO 14001
- Executing about 80 audits each year (especially in small and middle sized enterprises)
- Free lancer since 15 years



# Project

- Projekt sponsored by the ministry on environment Baden-Württemberg, Germany
- „Pilot scheme EMASeasy© introducing environmental management systems (EMS) according EMAS in small and middle sized enterprises”
- Executer: Modell Hohenlohe e.V., Waldenburg, Germany



## Participating enterprises

| no. | NACE - Code | trade              | number of employees | clients                                      |
|-----|-------------|--------------------|---------------------|--|
| 1.  | 28          | metallprocessing   | 46                  | automotive                                   |
| 2.  | 28          | metallprocessing   | 51                  | automotive / aerospace / electrical industry |
| 3.  | 28          | metallprocessing   | 28                  | automotive                                   |
| 4.  | 29          | cooling technology | 11                  | industry / trade                             |
| 5.  | 28          | metallprocessing   | 53                  | industry                                     |

yellow coloured enterprises introduced a quality management system (ISO 9001 or ISO TS 16949)



## Realisation

- Introducing their EMS all enterprises used the tool of EMASeasy©
- In July 2007 all verifications took part
- Duration of verification: one day on site / one day preparation and postprocessing
- Main items: legal compliance, continual improvement and prevention of pollution, validation of the environmental statement
- All enterprises passed the examination and were registered



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## Positive findings

- ▣ Intensive involvement of members of staff
- ▣ Detection and evaluation of environmental aspects is well established
- ▣ Identifying legal requirements is well established
- ▣ All questions concerning liability are well treated
- ▣ High performance in developing the environmental programme, a lot of ideas for improvement could be implemented
  - ▣ **Savings of waste and energy consumption (savings of costs)**
  - ▣ **Better handling of hazardous materials**



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## Opportunity for improvement

- External help for identifying legal requirements is desirable (throughout Germany there are about 8000 legal requirements)
- Internal audit: check of environmental representative has to be carried out independently
- External help to introduce a lean system is still necessary



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## Conclusion

- Lean management systems: concentrating on essential items
- Less (paper) documentation is easier to handle but heavier to develop
- Abstraction concerning EMS is needed (verifier and consultant)
- Systems are solid
  - High acceptance of members of staff
  - All lot of improvements are proposed by staff
  - Easy to handle and keeping alive
- Systems are compliant
  - Essential elements of the standard are implemented (plan-do-check-act)
  - Paper tigers can be abandoned
- Systems deliver a lot of results to improve environmental performance of the enterprise



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**Thank you for your attention!**