

SECTION 2

LAUNCH AND IMPLEMENTATION TOOLS

This section of the workbook contains documents useful in launching ISO 14001 activities. In particular the following documents are included:

- Launch Guidance Document
- EMS Development & Implementation Flowchart
- EMS Development & Implementation Schedule
- EMS Management Review Meeting forms

The Launch Guidance Document provides information and tools to those responsible for obtaining management commitment at the facility level to implement ISO 14001. Prior knowledge of ISO 14001 requirements by those using this document is assumed.

The EMS Development & Implementation Flowchart and Schedule are complementary documents that can be used to describe the path for implementing ISO 14001 and the main activities necessary for successful implementation. The schedule assumes a ten (10) month period to develop & implement ISO 14001 prior to registration.

The EMS Management Review Meeting forms are templates that can be used by facility management to periodically review development & implementation activities prior to registration. It is important that all management review meetings be documented to demonstrate management involvement in the system.

ISO 14001 Environmental Management System

Launch Guidance Document

This document pertains to those responsible for obtaining management commitment to implement an ISO 14001-based environmental management system

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Management Meeting Launch Guidance

- Meeting will be conducted by those responsible for obtaining management commitment to implement an ISO 14001-based system
- Schedule meeting when all members of the Management Team can attend, especially the Facility/Plant Manager
- Coordinate meeting so that appropriate Corporate and Division representatives can attend
- Schedule meeting for at least one hour to allow sufficient time to cover all the material

Scheduling

- Review Management Team schedule's to ensure full attendance
- Distribute meeting announcement if necessary (see attached)

Meeting Room Setup

- Overhead projector
- Podium and microphone if required or available
- Flip chart and markers

Meeting Material - presentation material provided by presenters

- Power point presentation materials
- Environmental management system development & implementation flowchart
- Management review meeting #1 agenda
- Draft commitment memorandum

Facility/Plant Name Environmental Management System Management Review Meeting #1

Date: _____

Location: _____

Attendees: See sign-in sheet

<u>Agenda Topics</u>	<u>Time</u>	<u>Responsibility</u>
1. Introduce ISO 14001 Elements and Management Responsibilities		
2. Review Development & Implementation Flowchart		
3. Designate Environmental Management Representative & establish Cross Functional Team (CFT)		
4. Review Draft Commitment Memorandum		

<u>Agenda Topics</u>	<u>Discussion Topic</u>	<u>Required Documentation</u>
1. Introduce ISO 14001 Elements and Management Responsibilities	<ul style="list-style-type: none"> • ISO 14001 background including similarities to ISO 9001/2 & QS 9000 • Review presentation overheads & explain management responsibilities 	<ul style="list-style-type: none"> • Attendance sign-in sheet
2. Review Development & Implementation Flowchart	<ul style="list-style-type: none"> • Discuss the implementation strategy 	<ul style="list-style-type: none"> • Meeting minutes reflecting endorsement of implementation plan
3. Designate Environmental Management Representative & Establish Cross Functional Team (CFT)	<ul style="list-style-type: none"> • Roles & responsibilities of environmental management representative • Selection of EMR 	<ul style="list-style-type: none"> • Meeting minutes identifying EMR
4. Review Draft Commitment Memorandum	<ul style="list-style-type: none"> • Issuance of memorandum from facility/plant manager committing implementation of ISO 14001 and announcing EMR 	<ul style="list-style-type: none"> • Signed memorandum

Meeting Announcement

Attendance List : *(list names of attendees)*

Meeting date and time: *(identify date and time of meeting)*

Announcement

A Management Team meeting has been scheduled to review and discuss the ISO 14001 Environmental Management System standard, and to obtain your commitment for implementing this system. ISO 14001 is a voluntary international standard that will help establish a common environmental baseline across all our facilities. It will also help improve our overall environmental performance, thus assuring a safe environment for our children and future generations.

Meeting Agenda

1. Introduce ISO 14001 Elements and Management Responsibilities
2. Review Development & Implementation Flowchart
3. Designate Environmental Management Representative & Establish Cross Functional Team
4. Review Draft Commitment Memorandum

Memorandum

Date: *(Date)*

To: *(Facility/Plant Management)*

From: *(Facility/Plant Manager Name)*

Subject: Implementation of a New Environmental Management System Based on ISO 14001

Over the next several months the *(Facility/Plant Name)* will be implementing a new Environmental Management System (EMS) based on the ISO 14001 international environmental standard. The fundamental goal of this voluntary international standard is continual improvement in our environmental performance as measured by the types and amounts of wastes and discharges we create. This increased environmental stewardship will help ensure a safe environment for our children and future generations.

In order to support this new initiative, I am designating *(named individual)* as the Environmental Management Representative for the *(Facility/Plant Name)*. In this capacity, *(named individual)* will be responsible for coordinating the actions needed to meet the environmental requirements of the ISO 14001 standard, as well as those of the company. *(named individual)* will also periodically report implementation progress to Plant Management.

To ensure adequate resources for developing and implementing the new EMS, I have asked *(named individual)* to assemble and direct a standing cross-functional team. This team will have representatives from most plant functions and activities. Team responsibilities may include evaluating current systems and documents for potential inclusion in the EMS, developing an environmental policy, identifying wastes and discharges associated with our operations and determining appropriate tracking metrics, assuring that regulatory compliance requirements are met, and, in general, creating all required system documents and processes.

We will be obtaining certification to the ISO 14001 standard by an independent, accredited Registrar. I would like our new EMS be fully implemented in sufficient time to allow the certification process to begin by *(Date)*. I, therefore, request your full support in attaining this goal.

CROSS FUNCTIONAL TEAM

Roles & Responsibilities

Team Membership

The Cross Functional Team (CFT) should include representation from most functional and process/work areas. In addition to the Environmental Management Representative, typical representation may include:

- Production
- Maintenance
- Human Resources
- Safety
- Engineering
- Material Handling
- Quality
- Controller's Office
- Environmental Engineers
- Training

Environmental Management Representative Roles & Responsibilities

The Environmental Management Representative is a member of the Management Team and has the primary direct responsibility and authority to develop and implement the Environmental Management System, including managing the overall project, reporting progress to the facility manager, scheduling periodic reviews by the Management Team and chairing the Cross Functional Team.

Team Member Roles & Responsibilities

CFT members must be motivated and willing to undertake the responsibilities, time commitment and opportunities involved in developing and implementing the EMS at the facility. They should also have access to their respective Area or Department Manager to assure that:

- area/department environmental aspects are identified,
- objectives and targets are consistent area/department goals,
- area/department procedures and work instructions are complete, accurate and implemented, and
- employee awareness and job specific training are completed

Due to the linkages between ISO 14001 and ISO 9001/2 including Document Control, Records, Structure and Responsibility, Management Review, Internal Audits, etc., it is strongly recommended that the Cross Functional Team include representation from the Quality Department as well as others closely involved in the development and implementation of the ISO 9001/2 system.

The Cross Functional Team will have responsibility for EMS development including:

- Developing a facility specific environmental policy
- Identifying environmental aspects
- Evaluating aspect significance
- Developing objectives and targets
- Creating environmental management programs
- Detailing operational control requirements
- Directing training resources
- Implementing an internal auditing system

The Cross Functional Team will also be the primary ISO 14001 communications link to area and department personnel. CFT members will need support from areas and departments in developing procedures and work instructions, maintaining documents and records, and training all facility employees.

There will be frequent CFT meetings of 1-3 hour's duration and assignment of responsibilities between meetings, continuing until the certification audit. The CFT is to document its meetings with agendas, attendance sign-in lists and minutes indicating decisions and recommendations concerning environmental management system development and implementation.

Typical Area/Department Activities and Assignments

Facility/Plant Manager

- Overall responsibility for development and implementation of the environmental management system.
- Allocation of resources for implementation and training.

Controller's Office

- Assure financial considerations are addressed in preparing projects, in reviewing projects, and planning.

Department/Area Manufacturing Areas

- Develop and implement area specific procedures and/or work instructions to minimize environmental releases and comply with regulatory requirements.
- Develop procedures and/or work instructions for start-up, shut-down and other non-routine operating conditions.
- Support resource availability for awareness training and job specific training.

Materials Handling

- Develop and implement procedures and/or work instructions to reduce the risk of spills or releases to the environment.
- Develop and implement internal waste management procedures and/or work instructions.

Employee Relations/Human Resources -- Training, Security & Safety

- Develop training needs analyses and plans.
- Implement employee awareness and job specific training.
- Maintain environmental training records.
- Coordinate development and implementation of emergency procedures including procedures to control spills and releases.

Maintenance Operations

- Develop and implement procedures and/or work instructions to assure proper calibration of control and monitoring instrumentation.
- Develop and implement procedures and/or work instructions to maintain environmental control equipment.

Engineering/Environmental Coordinator

- Assure technological and technical options reviewed and considered in establishing objectives and targets.
- Develop and implement procedures and/or work instructions to assure that necessary permit, license and other regulatory approvals are identified during project development.
- Facilitate CFT meetings on behalf of EMR when appropriate.
- Manage and maintain facility compliance assurance program.

Facility/Plant Name Environmental Management System
Management Review Meeting #2

Date: _____

Location: _____

Attendees: See sign-in sheet

<u>Agenda Topics:</u>	<u>Time</u>	<u>Responsibility</u>
1. Cross Functional Team Training		
2. Environmental Aspects		
3. Significant Aspects		
4. Objectives & Targets		
5. Environmental Policy		
6. Environmental Management Programs		

<u>Agenda Topics</u>	<u>Discussion Topic</u>	<u>Required Documentation</u>
1. Cross Functional Team Training	<ul style="list-style-type: none"> Status of CFT training Agreement on roles & responsibilities for development & implementation of EMS 	<ul style="list-style-type: none"> Meeting minutes reflect current status of training Meeting minutes reflect agreement for roles and responsibilities for development & implementation
2. Environmental Aspects	<ul style="list-style-type: none"> Review aspects identified for the facility 	<ul style="list-style-type: none"> Meeting minutes reflect concurrence by management of the identified aspects
3. Significant Aspects	<ul style="list-style-type: none"> Review significant aspects and rationale for decision Discuss external communications for significant environmental aspects 	<ul style="list-style-type: none"> Meeting minutes reflect concurrence by management of identified significant aspects Meeting minutes reflect decision by management on external communication of significant aspects
4. Objectives & Targets	<ul style="list-style-type: none"> Review objectives & targets for significant aspects that have been identified 	<ul style="list-style-type: none"> Meeting minutes reflect concurrence by management of identified objectives & targets Meeting minutes reflect a commitment of resources (human and economic) by management to meet objectives by the targeted dates
5. Environmental Policy	<ul style="list-style-type: none"> Review environmental policy 	<ul style="list-style-type: none"> Meeting minutes reflect policy approval
6. Environmental Management Programs	<ul style="list-style-type: none"> Review programs to ensure linkage with objectives & targets 	<ul style="list-style-type: none"> Meeting minutes reflect approval of programs and corresponding resources & time frames

Facility/Plant Name Environmental Management System
Management Review Meeting #3

Date: _____

Location: _____

Attendees: See sign-in sheet

<u>Agenda Topics</u>	<u>Time</u>	<u>Responsibility</u>
1. Facility Procedures		
2. Work Practices		
3. Training Needs Analysis		
4. Roles & Responsibilities		
5. System Documentation		

<u>Agenda Topic</u>	<u>Discussion Topic</u>	<u>Required Documentation</u>
1. Facility Procedures	<ul style="list-style-type: none"> Review that system procedures have been developed to conform to ISO 14001 	<ul style="list-style-type: none"> Meeting minutes reflect that management has concurred on the development of system procedures
2. Work Practices	<ul style="list-style-type: none"> Review that work practices have been developed for specific activities or processes 	<ul style="list-style-type: none"> Meeting minutes reflect that management has concurred on the development of work practices
3. Training Needs Analysis	<ul style="list-style-type: none"> Review training requirements for individuals whose job functions affect the operation of the EMS 	<ul style="list-style-type: none"> Meeting minutes reflect management concurrence with training needs analysis
4. Roles & Responsibilities	<ul style="list-style-type: none"> Review roles & responsibilities of those required to maintain and improve the system 	<ul style="list-style-type: none"> Meeting minutes reflect management concurrence
5. System Documentation	<ul style="list-style-type: none"> Review EMS manual to verify system documents linked to ISO 14001 elements 	<ul style="list-style-type: none"> Meeting minutes reflect management's approval of EMS manual

Facility/Plant Name Environmental Management System
Management Review Meeting #4

Date: _____

Location: _____

Attendees: See sign-in sheet

<u>Agenda Topics</u>	<u>Time</u>	<u>Responsibility</u>
1. System Training		
2. Internal Audits		
3. Corrective and Preventive Actions		
4. System Management Review		

<u>Agenda Topics</u>	<u>Discussion Topic</u>	<u>Required Documentation</u>
1. System Training	<ul style="list-style-type: none"> • Status of employee awareness training • Status of procedure/work practice training • Status of internal auditor training 	<ul style="list-style-type: none"> • Meeting minutes reflect current status of training
2. Internal auditing	<ul style="list-style-type: none"> • Review internal audit schedule • Status of internal audit observations 	<ul style="list-style-type: none"> • Meeting minutes reflect current status of internal audits
3. Corrective and Preventive Actions	<ul style="list-style-type: none"> • Status report on corrective and preventive action plans 	<ul style="list-style-type: none"> • Meeting minutes reflect concurrence by management on corrective and preventive action plans
4. System Management Review	<ul style="list-style-type: none"> • Review total status of Environmental Management System to ensure continuing suitability, adequacy and effectiveness 	<ul style="list-style-type: none"> • Meeting minutes reflect details of environmental management system review and materials or information presented

ISO 14001 RESOURCES