

Contents

<i>Figures, Tables and Boxes</i>	<i>xv</i>
<i>Acronyms and Abbreviations</i>	<i>xvii</i>
1 Introduction: How to use this book	1
What this introduction covers	1
What is environmental management?	2
Why bother with it?	2
How does it work with environmental regulation?	3
What is an environmental management system?	4
How will your culture affect your systems?	5
Why is sustainable development important to my organization?	7
How to get the best from this book	8
ISO/EMAS quick check	9
Chapter executive summary	9
You are here	9
Toolkit requirements	10
Context	10
Tasks	10
Narratives	10
Smallco	10
BIG Inc	11
Trade secrets	12
Understanding the requirements of environmental management	
system standards	12
Third party auditing	12
Environmental management system project management	12
Planning for continual improvement	13
Integrated management systems	13
Glossary	13
Authors' note	13
SETTING UP	
2 Commitment: Do we want to do this?	17
ISO/EMAS quick check	17
Chapter executive summary	17
You are here	18
Toolkit requirements	18
Knowledge	18
Skills	19
Context	19

Tasks	19
Have you characterized your top level commitment?	19
Do you appreciate the role and influence of stakeholders?	21
Do you understand how to define the issues?	23
How does the supply chain affect your EMS?	25
Is certification appropriate for your EMS ?	26
Narratives	27
Smallco	27
BIG Inc	28
Trade Secrets	28

3 The initial environmental review: Where are we now?	30
ISO/EMAS quick check	30
Chapter executive summary	30
You are here	31
Toolkit requirements	31
Knowledge	31
Skills	32
Context	32
Tasks	33
What is involved in scoping and preparation?	33
What are the specific initial environmental review communication issues?	35
What information needs to be brought together?	37
What level of analysis is required?	45
Narratives	45
Smallco	45
BIG Inc	46
Trade secrets	47

PLANNING

4 Aspects, impacts and effects: What are we trying to manage?	51
ISO/EMAS quick check	51
Chapter executive summary	51
You are here	52
Toolkit requirements	52
Knowledge	52
Skills	53
Context: What are aspects, impacts and effects?	53
Tasks	54
Is there a systematic way to identify aspects and impacts?	54
What do they mean for the organization?	59
What will effective prioritization look like?	61
How do they link with the EMS?	63
Narratives	67
Smallco	67
BIG Inc	67
Trade secrets	68

5	Legislative and regulatory issues: What must we do?	69
	ISO/EMAS quick check	69
	Chapter executive summary	69
	You are here	70
	Toolkit requirements	70
	Knowledge	70
	Skills	71
	Context	71
	Tasks	72
	Do you know how to identify relevant environmental legislation/regulation?	72
	Do you know how to structure your monitoring of legal developments?	75
	Do you know which elements of your EMS the law affects?	76
	Do you know where to go for further information?	78
	Do you know what is meant by 'other requirements' in EMS standards?	79
	Narratives	80
	Smallco	80
	BIG Inc	81
	Trade secrets	81
6	Developing a policy: Where do we want to go?	82
	ISO/EMAS quick check	82
	Chapter executive summary	82
	You are here	83
	Toolkit requirements	83
	Knowledge	83
	Skills	84
	Context	84
	Tasks	84
	What is an environmental policy?	84
	When do I need to write one and how should I write it?	85
	How do I design an effective policy?	85
	What will I need to include in it?	86
	What needs to be done with it in the context of the EMS?	89
	Narratives	89
	Smallco	89
	BIG Inc	90
	Trade secrets	90
7	Developing objectives and targets: What are the landmarks on our route?	91
	ISO/EMAS quick check	91
	Chapter executive summary	91
	You are here	92
	Toolkit requirements	92
	Knowledge	92
	Skills	93
	Context	93
	Tasks	93
	What is the relationship between an objective and a target?	93

Are there different types of objectives in an EMS?	94
How is an objective made effective (how do I know I have set the right one)?	96
How are objectives and targets set?	96
Can environmental performance indicators help to set targets?	98
What other elements of the EMS are affected?	100
Narratives	101
Smallco	101
BIG Inc	101
Trade secrets	102
8 Environmental management programmes: Who is doing what by when?	103
ISO/EMAS quick check	103
Chapter executive summary	103
You are here	104
Toolkit requirements	104
Knowledge	104
Skills	105
Tasks	105
What resources are required: human, physical and financial?	106
What is project management and programme control?	107
How do I develop the programme?	109
How do I measure and monitor progress?	112
Narratives	112
Smallco	113
BIG Inc	114
Trade secrets	114
DOING	
9 Communication: Who talks to whom?	117
ISO/EMAS quick check	117
Chapter executive summary	117
You are here	118
Toolkit requirements	118
Knowledge	118
Skills	119
Context	119
Scenario 1	120
Scenario 2	120
Tasks	120
What are the steps to effective communication in your organization?	124
How do I implement a communication programme?	125
How do I best deal with external communication issues?	126
How do I motivate people?	127
Narratives	127
Smallco	127
BIG Inc	127
Trade secrets	130

10 Training and awareness	131
ISO/EMAS quick check	131
Chapter executive summary	131
You are here	132
Toolkit requirements	132
Knowledge	133
Skills	133
Context	134
Tasks	134
How can I establish my organization's environmental training needs?	140
How do I link training needs with EMS needs?	140
What is the best way to implement a training programme?	149
Narratives	149
Smallco	149
BIG Inc	150
Trade secrets	
 11 Documents and their control: Where have we been?	 151
ISO/EMAS quick check	151
Chapter executive summary	151
You are here	152
Toolkit requirements	152
Knowledge	153
Skills	153
Context	154
Tasks	154
Will you know when you have written enough procedures?	155
Do you know how to go about writing procedures?	156
What is document control?	157
Do you know which elements of your EMS are affected by documentation and its control?	159
What are the extra documentation requirements in EMAS?	159
Narratives	159
Smallco	160
BIG Inc	160
Trade secrets	
 12 Operational controls: Can we do this?	 161
ISO/EMAS quick check	161
Chapter executive summary	161
You are here	162
Toolkit requirements	162
Knowledge	163
Skills	163
Context	163
Tasks	163
How do you know that you've got the right controls?	

How do you know that the controls will work under all conditions?	164
How do you manage control issues that affect your suppliers and contractors?	165
How are emergencies and contingencies taken into account?	167
Narratives	167
Smallco	167
BIG Inc	168
Trade secrets	168

CHECKING

13 Environmental management system auditing: Are we doing what we say?	171
ISO/EMAS quick check	171
Chapter executive summary	171
You are here	172
Toolkit requirements	172
Knowledge	172
Skills	173
Context	173
Tasks	174
How can I structure the auditing process?	174
How will ISO 14011 help?	175
Initiating: How are the ground rules established?	175
Preparing: How does an EMS audit plan work?	176
Conducting: How is an EMS audit implemented?	177
Reporting: How can corrective and preventive actions be truly effective?	179
What are the key skills to look for in an auditor?	181
What are the problems of integrating quality, health and safety and environmental audits?	181
What are the extra EMAS requirements?	182
Narratives	182
Smallco	182
BIG Inc	183
Trade secrets	183

ACTING

14 Management review: Where do we want to go next?	187
ISO/EMAS quick check	187
Chapter executive summary	187
You are here	188
Toolkit requirements	188
Knowledge	188
Skills	189
Context	189
Tasks	190
What is the purpose of a management review?	190
What are the inputs required?	190

What are the outputs?	191
How do you know when your management review is effective?	191
What are the extra requirements for EMAS?	192
Narratives	193
Smallco	193
BIG Inc	194
Trade secrets	194

APPENDICES

I	Understanding the requirements of environmental management system standards	197
	Do you know the structure of ISO 14001?	199
	Do you know the purpose of each of the clauses of ISO 14001?	201
	What do you need to know about the EU Eco Management and Audit Scheme Regulation?	207
II	Third party auditing	211
	What are the benefits of certification/registration/verification?	211
	What can I expect from my certifier/registrar/verifier?	213
	How is certification/registration/verification maintained?	215
III	Environmental management system project management	217
	The Environmental Management System Project Life Cycle	219
	What kind of information system to set up?	224
	Ways to set up your systems	225
IV	Planning for continual improvement	227
	Strand 1 Improving Environmental Performance	228
	Strand 2 Improving Business Performance	229
	Putting it all together: windows of opportunity	230
V	Integrated management systems	233
	Required Action	237
	Monitoring Progress	239
	A Combined Management Manual	240
	The Next Steps	240
	Some Final Thoughts	242
	<i>Glossary</i>	243

Figures, Tables and Boxes

Figures

4.1	<i>Organizational Analysis</i>	56
4.2	<i>Boundaries of Control</i>	60
4.3	<i>'Ishikawa' Chart</i>	66
8.1	<i>Simplified Map of an EMS</i>	113
AIII.1	<i>Time, Cost and Quality</i>	218
AIV.1	<i>Delivering Improvement</i>	227
AIV.2	<i>Environmental Management Systems Evolution Towards Continual Improvement</i>	232

Tables

2.1	<i>Stakeholder Review Form</i>	22
2.2	<i>Sample Issue List</i>	24
3.1	<i>Project Outline for Initial Environmental Review</i>	36
4.1	<i>Environmental Management System Meanings</i>	53
4.2	<i>Root Cause of Environmental Effects</i>	54
4.3	<i>Life Cycle Assessment</i>	57
4.4	<i>Evaluating Normal and Abnormal Operating Conditions</i>	58
4.5	<i>Ranking Environmental Impacts</i>	62
4.6	<i>Environmental Impacts, Aspects and Key Areas for Attention</i>	64
4.7	<i>ISO 14001 and EMAS Requirements</i>	65
5.1	<i>Filling Legal Knowledge Gaps</i>	80
8.1	<i>Example Action Plan</i>	109
8.2	<i>A Step by Step Environmental Action Plan</i>	110
9.1	<i>Planning Internal Communication</i>	124
9.2	<i>Aspects Affecting the Communication Programme</i>	128
10.1	<i>Training Areas for EMS Implementation</i>	135
10.2	<i>Identifying Functional Training Needs</i>	138
10.3	<i>EMS Training Needs</i>	138
10.4	<i>Training Objectives</i>	139
10.5	<i>The Training Cycle</i>	141
10.6	<i>Comparison of Training Interventions</i>	142
10.7	<i>Opportunities for Training Interventions</i>	144
10.8	<i>Individual Performance Assessment</i>	148
AI.1	<i>The ISO 14000 Series</i>	198
AIII.1	<i>Key Characteristics of a Project</i>	217
AIII.2	<i>Waste Management Information</i>	223
AIV.1	<i>Analysing Environmental Performance</i>	228
AIV.2	<i>Window Map</i>	231

AV.1	<i>Environment, Quality and Health and Safety</i>	234
AV.2	<i>Positive and Negative Aspects of Management Systems</i>	235
AV.3	<i>Key Issues</i>	236
AV.4	<i>Outline Action Plan</i>	238
 Boxes		
6.1	<i>Environmental Policy Statement</i>	88
7.1	<i>Types of Objectives in an Environmental Management System</i>	95
AI.1	<i>ISO 14001 Quick Reference</i>	208
AIII.1	<i>Project Management: Eight Areas of Work</i>	221
AV.1	<i>Integrated Management Manual Checklist</i>	241