

Section 3: Management Review

The management review is the final element in your EMS cycle (“Act”). It’s an opportunity to review the effectiveness of your EMS with top management and fine-tune your EMS and make course corrections. Top management will help determine whether the EMS is functioning properly, where additional resources need to be allocated, and if the environmental policy is appropriate or needs to be revised. The management review provides opportunities for continual improvements to be implemented into the system.

The management review element provides the opportunity for constructive dialogue with management to judge the suitability, adequacy, and effectiveness of the EMS. Seize the opportunity to reflect upon your organization’s environmental policy and commitment to continuous improvement. Are resources, both time and monetary, being strategically employed? Are there any course corrections that need to be made? Are you on the right path to efficiently and effectively meeting your organization’s EMS objectives and targets?

Step-by-Step Guide to Management Review

- Step 1) Determine When and What to Review
- Step 2) Identify Who Should Attend Your Management Review
- Step 3) Document Accomplishments and Follow-up Actions
- Step 4) Develop an EMS System Procedure for Management Review
- Step 5) Check Your Management Review Procedure for EMS Conformance



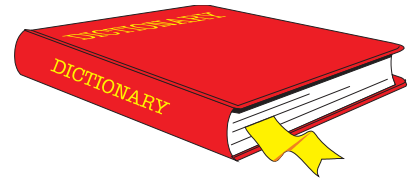
Step 1) Determine When and What to Review

Schedule your Management Reviews at appropriate intervals, typically after your EMS internal audits, to check on the progress of your objectives and targets, but at least annually. Determine a management review frequency that will work best for your organization.

What to Review

There is a wide range of information you can report to management. Decide with your Core Team the appropriate information to communicate. Present the information to management so it is easily understood without overloading them with details.

Key Section Terms



EMS Audit – A systematic, documented verification process of objectively obtaining and evaluating an organization’s EMS to determine whether or not it conforms to the environmental audit criteria pre-defined by the organization and applicable standards (i.e. the ISO 14001 Standard).

Continual Improvement – The principle of continual improvement, as fundamental to the ISO 14001 Standard, is intended to ensure that an organization does not simply adopt an EMS, or other Plan-Do-Check-Act based management system, for cosmetic purposes and thereby remain static. Continual improvement is the process of enhancing a management system to achieve improvement in overall performance and effectiveness in line with the organization’s management policies.

Environmental Policy – Statement by the organization of its intentions and principles in relation to its overall environmental performance which provides a framework for action and for the setting of its environmental objectives and targets.

Environmental Objective – Overall environmental goal, arising from the environmental policy, that an organization sets itself to achieve, and which is quantified where practicable. Objectives are based on specific significant aspects.

Environmental Target – Detailed performance requirement, quantified where practicable, based on an organization’s defined environmental objectives and that must be met to achieve those objectives.

Management Review: Questions to Consider

- ◆ Did we achieve our objectives and targets? If not, why not?
- ◆ Is our environmental policy still relevant to what we do?
- ◆ Are we applying resources effectively?
- ◆ Are our procedures clear and adequate? Do we need other controls or to modify any?
- ◆ Are we monitoring our EMS (e.g., via EMS audits)?
- ◆ What do the results of those audits tell us?
- ◆ What other changes are coming? What impacts (if any) will these have on our EMS?
- ◆ What stakeholder concerns have been raised since our last review?
- ◆ How are stakeholder concerns being addressed?



Three Things to Avoid (from wastewater facilities):

1. Not communicating with top management on what they would like to review to access the performance of the EMS.
2. Conducting only annual reviews. Consider having management reviews every quarter to give management an update and to check the progress of your EMS.
3. Not training top management on the fundamentals of an EMS. If Management understands what an EMS can do for you, they will understand what it can accomplish for your organization.

Use objective information from internal audits and other “checks.” Focus on performance and not on process or procedures. You might consider providing some information (e.g., status on meeting EMS objectives and targets, etc.) to management before the meeting. Since the EMR is the communication “link” between the organization’s EMS activities and management, it is his/her responsibility to pull the information and materials together to allow management to conduct an adequate and constructive review. However, as with all EMS activities, this is a team effort. Work together with your Core Team and other personnel to ensure that everyone is on the same page and that information flows laterally and from the top-down and the bottom-up.

Step 2) Identify Who Should Attend Your Management Review

Make sure you get managers involved that can make key decisions regarding your EMS. You identified top management (Phase I) earlier in the implementation process. Are these the same people you will have in the management review meeting?

Two kinds of people should be involved in the management review process:

- ⇒ People who have the right kind of information/knowledge
- ⇒ People who can make decisions about the organization and its resources (top management).

Wastewater organizations that have implemented EMSs at their facilities have indicated that Public Works Directors, General Managers, Plant Managers, Line and Division Managers (especially within areas where objectives and targets were set), the EMR, and invited City/County Commissioners, other local leaders and citizen groups attended Management Reviews.

Step 3) Document Accomplishments and Follow-up Actions

EMS progress and updates from implementing the EMS can be reported back to management in the monthly “good news” stories or in other creative ways. During management review meetings, make sure that someone documents and records what issues were discussed, what decisions were reached, and follow up on action items and responsibilities.

REMEMBER



Remember to track and document your EMS performance and benefits to management on a regular basis. How well you are reaching your environmental goals, avoiding accidents and spills, and saving money is very important to management as they develop plans and allocate resources.

NOTE



Your EMR is responsible for gathering the meeting information, agenda topics, planning, scheduling, etc. for management reviews.

“Conduct a management review at least annually to review your entire EMS. To be more proactive, conduct quarterly management reviews to assess internal quarterly audits and quarterly legal requirements. This allows a snap shot, every three months, of your system progress.”

James Naber
Buncombe County, North Carolina
Metropolitan Sewer District

Step 4) Develop EMS System Procedures for Management Review

When you're satisfied that your process for conducting management review conforms to the EMS requirements, document the process in a system procedure. As with all EMS system procedures, it needs to clearly define what, who, when, how, and where.

For samples of Management Review procedures and a Management Review Agenda from wastewater facilities, see Appendix A.

Step 5) Check Your Management Review Procedure for EMS Conformance

Check ✓

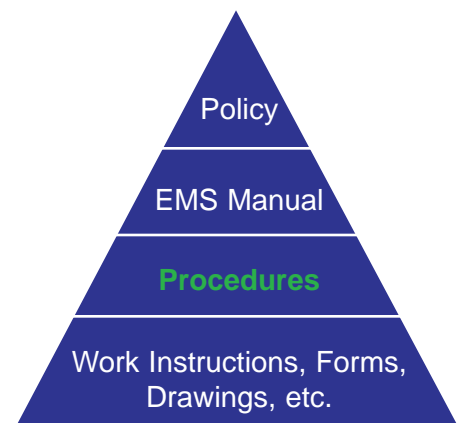
1. Are management reviews scheduled on a regular (at least annual) basis?
2. Does the management review check for the effectiveness of the EMS based on policy, Objectives & Targets, previous audits, changes to operations, etc.?
3. Are management reviews documented and recorded? Are action items tracked?

“Attempting to implement improvements to your operations will be futile if you don't have management's full support, commitment and involvement.”

Rick Bickerstaff
Charleston, South Carolina
Commissioners of Public Works

Information to Cover During the Management Review

- ▶ Audit results - EMS and compliance status
- ▶ External communications
- ▶ Progress on achieving objectives and targets
- ▶ Progress towards or achievement of environmental performance measures
- ▶ Reports of emergencies, spills, other incidents and/or accidents
- ▶ Status of corrective actions
- ▶ Results of action items from previous management review meetings
- ▶ Policy revision based on EMS effectiveness and suitability
- ▶ Changing circumstances (e.g., changes in operations or services, new customers, etc.)



A Management Review **system procedure** is required for this element. A system procedure defines the purpose (why the procedure is needed), scope (to what operations/areas/staff the procedure applies), roles & responsibilities (who needs to complete the tasks), and the tasks that need to be completed for this element.

Three Keys to Success

(from wastewater facilities):



1. Top management must receive frequent updates, especially with regard to the status and performance of your EMS objectives and targets.
2. Management reviews should assess how changing circumstances might influence the suitability, effectiveness or adequacy of your EMS. Changing circumstances might be internal to your organization (such as new facilities, changes in products or services, new customers, etc.) or might be external factors (such as new laws, new scientific information, changes in political leadership, or changes in adjacent land use).
3. As you assess potential changes to your EMS, consider other organizational plans and goals. In this way, environmental decision-making can be integrated into your overall management and strategy.

Three Lessons Learned

(from wastewater facilities):

1. Communicate and review with top management to find out what they would like to see in order to assess the EMS. If the meeting is relative to management, they will continue to be more engaged and committed to the EMS.
2. Provide top management with just a summary of the EMS. Top management are “big picture” people and do not need a lot of detail during the management review meetings.
3. Ensure that all levels of management (division, line managers, etc.) participate in management review meetings.

Our planning has improved considerably. Prior to EMS establishment, no formal, consistent structure was available for environmental planning. Also, our planning is much more focused by having a management review process. EMS drivers are known in our place, and employees have a better understanding of the reasons behind planning initiatives. Additionally, knowledge of our facility’s impact on the environment has been heightened and is reviewed on a regular basis.

Rick Bickerstaff
Charleston, South Carolina
Commissioners of Public Works

Management review meetings provide good guidance for progress and improvement, a resource for future projects, and a strategic direction for future departments’ involvement.

Tri-County Metropolitan Transportation District
Portland, Oregon

✂

✂

✂

Management Review

(Cut out this section for handy reference)

The **Purpose** of this EMS element is to:

- Establish a management review system to check the effectiveness and adequacy of the EMS.

The **Results** of this EMS element are:

- Identification and confirmation of a group of key management level personnel who will attend scheduled management review sessions.
- Development of a management review procedure (EMS Document) that addresses the requirements of the EMS and is appropriate and effective to your organization's operations and services.
- Establishment of a schedule, agenda, and meeting notes (EMS Record) for your management reviews.

Before you Begin this EMS element:

- Establish an EMS internal audit and corrective action system.
- Establish all elements of your EMS.

✂

✂

✂

ISO 14001 Requirements	Links to Other EMS Elements	Required Documents & Records	Optional Documents & Records
<p><i>Management Review</i></p> <p>The organization's top management shall, at intervals that it determines, review the environmental management system, to ensure its continuing suitability, adequacy and effectiveness. The management review process shall ensure that the necessary information is collected to allow management to carry out this evaluation. This review shall be documented.</p> <p>The management review shall address the possible need for changes to policy, objectives and other elements of the environmental management system, in the light of environmental management system audit results, changing circumstances and the commitment to continual improvement.</p>	<p>All elements of the EMS are linked as part of the Management Review.</p>	<p>Management Review Procedure</p> <p>Meeting Minutes</p>	<p>Management Review Agenda</p>