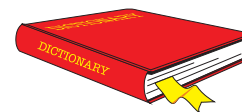


## Section 3: Objectives & Targets and Environmental Management Programs: (Establishing Goals and Roadmaps for Achieving and Improving Environmental Management)

### Key Section Terms



**N**ow that you've identified and ranked your most important environmental aspects and impacts, it's time to set some goals for improving your organization's environmental management. Setting objectives and targets presents an opportunity to identify where you want to be in the next year or two regarding your significant aspects. Let's determine which of your significant aspects will have specific and measurable objectives and targets for improving your performance.

Remember, all significant aspects must be managed in accordance with the ISO 14001 requirements; however, your organization can select aspects to set objectives and targets. In doing so, consider your organizational goals, environmental policy, and your organizational abilities. If you are in a position to be enthusiastic and push performance, then do so and select challenging objectives and targets. On the other hand, there is no shame in taking a more conservative approach and choosing more practical objectives and targets. Just remember that the EMS is about continual performance improvement!

As mentioned earlier in this document, your EMS can also be strengthened by using other important utility management tools and programs. For example, a number of utilities, including some that contributed to this Handbook, are using the Balanced Scorecard approach to set performance measures for their organization. The Balanced Scorecard gives organizations a well-organized method of developing measures that deal with both environmental performance and customer needs. When setting your objectives and targets, you may wish to use the Balanced Scorecard approach to ensure they are responsive to a full range of needs.

Let's review a few basic terms:

**Environmental Objective:** The internal goal your facility establishes to improve its environmental performance. Example: Reduce air emissions generated from the burning of diesel fuels.

**Environmental Target:** A measurable performance requirement that arises from your objective. Example: Reduce sulfur dioxide, particulate matter, and carbon dioxide emissions from the burning of diesel fuels by 50% from 2002 levels.

**Performance Indicator:** A measurement tool that can be used to evaluate and measure environmental performance in relation to a specific target. Examples include: measuring the emissions of sulfur dioxide, particulate matter, and carbon dioxide per year from established baselines in order to check the progress in meeting your target of 50% reduction from current levels. Performance indicators can be adjusted to meet specific management needs or as necessary to ensure progress toward reaching specific environmental targets.

**Baseline** – The starting point from which to track the achievement of an objective. Establish “normalized” baselines to accurately measure how your facility's environmental performance could change over time. Normalized baselines will measure your actual environmental performance changes rather than changes in production, customer demand, or other non-environmental related factors.

**Environmental Aspect** – Elements of an organization's activities, products or services that can interact with the environment. Aspects = Causes

**Environmental Impact** – Any change to the environment, whether adverse or beneficial, that results from an organization's activities, products or services. Impacts = Effects

**Environmental Management Program (EMP)** – A structured program with a set of specific identifiable actions (an “action plan”) providing the direction for EMS objectives and targets to be obtained and tracked. Your EMP should assign tasks, resources, responsibilities, and timeframes for achieving your objectives and targets.

**Environmental Objective** – An overall environmental goal based on an established environmental policy, that an organization sets itself to achieve. Wherever possible, environmental objectives should be quantified, to facilitate the evaluation of environmental performance and the measurement of progress towards specific environmental targets.

## Key Section Terms, continued

**Environmental Target** – A detailed performance requirement, quantified where practicable, that arises from the environmental objectives and that needs to be set and met for the objective to be achieved.

**Stakeholders** – Groups and organizations having an interest or stake in an organization's EMS (e.g., regulators, shareholders, customers, suppliers, special interest groups, residents, etc.).

## COACH'S CORNER



Setting objectives and targets will help your organization translate environmental goals into measurable results. These goals can be factored into your organization's strategic plans and can facilitate the integration of environmental management into your quality, health and safety, and other management programs.

How many objectives and targets should your organization have? Wastewater facilities that have implemented EMSs recommend that it is best to start with a limited number of objectives (2 to 3) and then expand the number over time. Keep your objectives simple initially, achieve some early successes, and then build on them. As you gain experience in managing your objectives and targets, additional and potentially more robust objectives and targets can be set and added.

## NOTE



Your organization has the flexibility to determine what environmental goals are appropriate based on your needs. Objectives and targets can be set organization-wide or within an operation (e.g., 20% energy reduction for your entire wastewater treatment operation versus 20% energy reduction for the biosolids operation).

## NOTE

Although there are a lot of examples from wastewater facilities that have implemented EMSs, there are no "standard" environmental objectives and targets that make sense for all organizations. Your objectives and targets should reflect what your organization does, how well it is currently performing, and what it wants to achieve.



## Step-by-Step Guide to Setting Objectives & Targets and Establishing EMPs

- Step 1) Determine the Significant Aspects for which You'll Set Objectives & Targets
- Step 2) Identify Your Objectives and Establish Target(s)
- Step 3) Define the Performance Indicator(s) You'll Use to Measure Your Targets
- Step 4) Establish Your Environmental Management Programs (EMPs) to meet the Objectives and Targets
  - a. List the Individual Tasks Required to Meet Your Target
  - b. Assign Responsibility
  - c. Establish Deadlines for Individual Tasks
  - d. Estimate Staff Time and Costs
- Step 5) Get Top Management's Commitment and Approval
- Step 6) Develop a Procedure for Setting Objectives & Targets and Establishing EMPs
- Step 7) Check Your Objectives & Targets and EMPs for EMS Conformance
- Step 8) Communicate Your Objectives & Targets and EMPs
- Step 9) Review and Revise Your Objectives & Targets and EMPs



## Step 1) Determine the Significant Aspects for which You'll Set Objectives and Targets

Previously it was mentioned that you do not have to set objectives and targets for every significant aspect, so how does your organization decide which to select? Look back at your list of ranked significant aspects and determine which aspects you want to establish performance improvement goals based on your: 1) legal and other requirements; 2) the views of interested parties (e.g., internal and external stakeholders); 3) technical options; and 4) financial, operational, and other organizational realities.

### COACH'S CORNER



Be flexible in setting your objectives and targets. Define a desired result, then let your employees in the areas where the objectives and targets will be set determine how to achieve the result. Employees within these areas will be in the best position to establish, plan, and achieve your goals, as well as recommend what is realistically feasible. And remember, involving employees at all levels helps to build commitment to the EMS.

As you set your objectives and targets, don't forget to account for existing programs that are working well. For example, if you currently have an environmental preferred purchasing program or a material substitution effort that is producing results, think about other non-hazardous chemical substitutions based on your significance analysis. What programs have worked well in the past and what could or would have made them better?

## Step 2) Identify Your Objectives and Establish Target(s)

Remember the sanitary sewer overflow (SSO) example that we analyzed for significant environmental impact?

Operation/Activity	Aspect	Impact
Repairing/Maintaining Manholes	Use of Oils and Lubricants	- Depletion of a Natural Resource - Contamination of Water/Land
Repair Leaking Sewer Lines	Energy Use	- Depletion of a Natural Resource - Employee H&S
Operate & Maintain Pump Stations	Sewer System Overflows (SSOs) – i.e., spills	- Degradation of Water/Land (Streams, Creeks, Soil, etc.) - Impact to Public Health

*Keep your number of objectives and targets small and manageable to start. You can always expand the number of environmental goals you want to accomplish as your EMS matures.*

Rick Bickerstaff  
Charleston, South Carolina  
Commissioners of Public Works

### Three Keys to Success

*(from wastewater facilities):*



1. Post your organization's objectives and targets around your facility so staff can physically see the status or plan of your goals and objectives.
2. Score "quick wins" with your objectives and targets to bring about success and show management and employees that your EMS is paying off—environmentally and financially.
3. Establish operational controls (work instructions, training, roles & responsibilities, etc.) for all significant aspects, including your objectives and targets and EMPs.

## COACH'S CORNER



Selecting the right performance indicators for objectives and targets can help you understand how well your EMS is working.

Make sure you select indicators that actually allow you to measure what you are trying to improve.

Examples of EMS performance indicators could include:

- ▶ Number of odor complaints/week
- ▶ Pounds of chlorine used/gallon of water treated
- ▶ Energy used per unit of production
- ▶ Percentage of solid waste recycled/used/year
- ▶ Percentage of employees completing environmental training

## REMEMBER



Remember to focus your environmental goals on areas that will have the most impact on your environmental footprint and your wastewater operations. You may want to review your significant impacts and the environmental policy statement that your organization drafted before you finalize your goals.

In this example, that the SSOs, based on their potential impact, scored a 16 when reviewed for significance. Since you set your significance threshold at 15, SSOs became a significant aspect.

Operation/Activity	Aspect	Impact	Land Impact	Air Impact	Water Impact	Health & Safety	Total Score
Operate and Maintain Pump Stations	Sewer System Overflows (SSOs)	-Degradation of Water/Land (Streams, Creeks, Soil, etc.) - Impact to Public and Worker Health	5	1	5	5	16

Now let's look at setting an objective and target to improve our management of SSO events. After reviewing your technical and financial options, legal requirements, and the views of your local community stakeholders, what is a performance-driven, but achievable objective and target? Also remember that the best targets are those that are measurable.

Therefore, consider your current baseline data and/or your organization's ability to collect a good baseline for a particular target. The following objective and target serves as an example for decreasing the potential environmental impact of the sanitary sewer operations and maintenance division, with a focus on decreasing the number or percentage of SSOs.

Significant Aspect	Objective	Target
Sewer System Overflows (SSOs)	Reduce the number of sewer system overflows (i.e., spills)	Reduce SSOs by 40% from FY 2002 & 2003 normalized baseline levels

*Sometimes behavior-based targets (e.g., learning a systems-based management approach) are not the biggest gains in performance measures related to your targets, but they are very important in terms of culture change and should be considered.*

Donna Adams  
Eugene, Oregon  
Wastewater Division

## Example Objectives and Targets from Wastewater Facilities

Significant Aspect	Objective	Target
Pollution Prevention, Improved Biosolids Quality	Improve the Quality of Biosolids and Limit Their Effect on the Environment	Arrange for Dewatering and Land Application of Water Plant Residuals
Solid Waste Generation (All Operations)	Optimize Existing Recycling Program	Expand Recycling Program to Aluminum, Plastics, Glass, Cardboard and Packing Materials; Manhole Recovery
Engine Generator Operation in Equipment Maintenance	Reduce Air Emissions	Reduce Sulfur Dioxide Emissions (lbs) from the Engine Generators by 85% (Baseline 2002)
Potable Water Used in Mixing of Polymer (Gravity Belt Thickener Operation and Belt Filter Press Operation)	Reduce Potable Water Use	Reduce potable water use (gallons) by 10% (Baseline 2002)
Water Effluent	Improve Water Quality in Watershed	1) Reduce Sediment in ABC Creek Stormwater by 10% by December 2005 2) Participate in and Contribute to ABC Creek TMDL Implementation Team

### Step 3) Define the Performance Indicator(s) You'll Use to Measure Your Targets

Performance indicators are what you will need to measure your performance in meeting your established targets. In the case of environmental regulations they may already be spelled out. However, when it comes to your objectives and targets you will need to identify appropriate "performance" indicators to track and assess progress towards meeting your established goals.

Now that you've established a sample environmental objective and target, set a parameter to measure the performance of a target, such as reduction of SSOs events by 40% from 2002 levels.

Significant Aspect	Objective	Target	Performance Indicator
Sewer System Overflows (SSOs)	Reduce the number of sanitary sewer system overflows (i.e., spills)	Reduce SSOs by 40% from FY 2002 & 2003 normalized baseline levels	# of SSO events per year

## Factors to consider in setting objectives and targets

- ▶ Ability to control
- ▶ Ability to track /measure
- ▶ Cost to track /measure
- ▶ Progress reporting
- ▶ Links to your environmental policy's 3 commitments

### NOTE

Your performance indicators should be simple and understandable; measurable; and relevant to what your organization is trying to achieve (i.e., its objectives and targets).

## Performance Indicators: A Few Words about Measuring Your Progress

When you establish quantifiable objectives and targets you first need to establish a baseline. This baseline serves as the starting point from which you will measure your progress. For example, if you set an objective to reduce hazardous waste and a target to reduce the waste by 10% by 2005, what does that mean? fifty pounds, 100 pounds, or 1000 pounds? You will first need to determine how much hazardous waste was generated the previous year. Is information available to make this calculation? If not, what level of effort is necessary to define the baseline? You may find that no baseline data exist. If so, do not let this stop you from moving forward. Set a plan to determine your baseline as a first step.

## A Word About “Normalized” Baselines

To accurately measure how your facility performance is changing over time, establish “normalized” baselines where appropriate. Normalized baselines will measure your actual environmental performance changes rather than changes in production, customer demand, or other non-environmental related factors.

For example, if you were measuring the amount of salt used on your facility roads, you would want to establish a normalized baseline because the amount of snow and ice you get (and therefore, the salt you will use) will vary from year to year. Average your salt use over two or three years to normalize the salt you use to get an accurate baseline from which to measure.

### REMEMBER



When setting up the EMPs for your wastewater facility, consider that you may already have baseline data that measure and track your

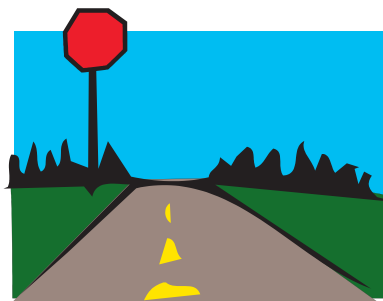
objectives and targets. For example, if your target was to decrease the amount of total dissolved solids in your effluent by 10%, you probably already have baseline effluent data from which to start to track your success in meeting a 10% reduction.

## Environmental Management Programs (EMPs)

At this point, you have identified your significant aspects and set objectives and targets for those that you want to improve performance. Now it is time to look at how you will achieve these goals. An important part of your EMS is developing step-by-step action plans that define how your organization intends to reach its objectives and targets. These action plans (roadmaps) are called Environmental Management Programs or EMPs.

Your EMPs are directly linked to your objectives and targets—that is, they describe how your organization will translate its goals into concrete action plans so that environmental objectives and targets are achieved.

Establish your environmental practices as a way of ensuring that your EMS objectives and targets will be met. For example, the QualServ program, supported by the Water Environment Federation (WEF) and American Water Works Association (AWWA), has developed a series of best management practices that you may wish to consult. Remember—build on what’s already out there in your industry!



## Step 4) Establish Your EMPs (Actions Plans)

Now that you have set an objective and target for your wastewater facility, how will you achieve it? How will you accomplish your goals? Let’s look at the SSO example again and develop a program (EMP) for achieving the target of reducing SSO events.

Your EMP should (step-by-step):

- a) List the individual tasks (what and how will you do it?)
- b) Assign responsibility for achieving goals (who will do it?)
- c) Establish deadlines (by when?) for individual tasks
- d) Estimate staff time and costs (how much?)

Use the sample Action Plan or EMP on the next page (or a similar method) to manage and track your objective and targets.

### NOTE



If you do not have baseline data for a particular objective and target, the first step in your EMP could be to establish the baseline.

## Step 4a) List the Individual Tasks Required to Meet Your Target

**Area/Operation:** Sanitary Sewer Operations and Maintenance

**Significant Aspect:** Sewer System Overflows (SSOs)

**Objective:** Reduce the number of SSOs

**Target:** Reduce SSOs by 40% from FY 2002 & 2003 normalized baseline levels

**Start Date:** 6/15/04

**Completion Date** 6/15/06

Tasks
Create Baseline Data (Normalized from CY 02 & 03 SSO events)
Develop a System to Document Causes/Locations/Sources, etc. of SSOs
Implement a Fats, Oils & Greases (FOG) Program
Communicate and Update Staff and Implement Public Outreach Program
Implement and Optimize Preventative (PM) Maintenance Program
Install SCADA and Flow Metering Devices to Improve Pump Station (PS) Inspection and Monitoring System
Communicate and Update Staff
Develop Capacity, Management, Operation, and Maintenance (CMOM) Program
Communicate Changes to Staff
Track SSO events for CY 06 & 07 and Compare Against your Target

## Three Lessons Learned

(from wastewater facilities):

1. Track, review, and communicate the status of your objectives and targets, and action plans, on a regular basis (i.e., monthly to ensure they are on track). Report on your objectives in a monthly status report to top management.
2. Ask for volunteer(s) to “own” the objectives and targets. This allocates roles and responsibilities and increases EMS buy-in.
3. Keep in mind as you develop your objectives and targets and EMPs (Action Plans) that operations and divisions may have different priorities. Try and relate to each group when setting your goals. For example, show the cost savings of your objective to management and show the safety benefits to frontline employees.

### REMEMBER

“What gets measured, gets managed.”

Peter Drucker  
Management Expert

## COACH'S CORNER



Involve employees early that will participate and have responsibility in meeting your targets to establish and carry out your programs. Also, clearly communicate the expectations defined in your programs to those with responsibilities. Check in frequently with key EMP staff. How are they progressing? Are there any problems or concerns? Communicating with staff on your objectives and targets and subsequent Action Plans will head off or manage problems that may arise. Make sure any hurdles or issues are communicated early to management so that resources can be re-directed as necessary.

## Step 4b) Assign Responsibility

Assign responsibility both for the overall EMP and for the individual tasks. Make sure you communicate and confirm this with managers and staff in responsible areas.

**Area/Operation:** Sanitary Sewer Operations and Maintenance

**Significant Aspect:** Sewer System Overflows (SSOs)

**Objective:** Reduce the number of SSOs

**Target:** Reduce SSOs by 40% from FY 2002 & 2003 normalized baseline levels

**Start Date:** 6/15/04

**Completion Date** 6/15/06

Tasks	Staff
Create Baseline Data (Normalized from CY 02 & 03 SSO events)	McIntyre
Develop a System to Document Causes/Locations/ Sources, etc. of SSOs	Scott
Implement a Fats, Oils & Greases (FOG) Program	Franklin
Communicate and Update Staff and Implement Public Outreach Program	Prescott & Murray
Implement and Optimize Preventative (PM) Maintenance Program	Martin
Install SCADA and Flow Metering Devices to Improve Pump Station (PS) Inspection and Monitoring System	Jones
Communicate and Update Staff	Prescott
Develop Capacity, Management, Operation, and Maintenance (CMOM) Program	Solich
Communicate Changes to Staff	Smith
Track SSO events for CY 06 & 07 and Compare Against your Target	Enders

## Step 4c) Establish Deadlines for Individual Tasks

Plan intermediate deadlines for your EMPs. Incorporating deadlines give those responsible a sense that this is important and needs to be accomplished in a timely manner.

**Area/Operation:** Sanitary Sewer Operations and Maintenance

**Significant Aspect:** Sewer System Overflows (SSOs)

**Objective:** Reduce the number of SSOs

**Target:** Reduce SSOs by 40% from FY 2002 & 2003 normalized baseline levels

**Start Date:** 6/15/04

**Completion Date:** 6/15/06

Tasks	Staff	Deadlines
Create Baseline Data (Normalized from CY 02 & 03 SSO events)	McIntyre	07/01/04
Develop a System to Document Causes/Locations/ Sources, etc. of SSOs	Scott	08/30/04
Implement a Fats, Oils & Greases (FOG) Program	Franklin	09/30/04
Communicate and Update Staff and Implement Public Outreach Program	Prescott & Murray	10/15/04
Implement and Optimize Preventative (PM) Maintenance Program	Martin	12/30/04
Install SCADA and Flow Metering Devices to Improve Pump Station (PS) Inspection and Monitoring System	Jones	06/31/05
Communicate and Update Staff	Prescott	08/01/05
Develop Capacity, Management, Operation, and Maintenance (CMOM) Program	Solich	11/30/05
Communicate Changes to Staff	Smith	12/30/05
Track SSO events for CY 06 & 07 and Compare Against your Target	Enders	01/01/06 to 12/31/07

### REMEMBER



EMPs allow you to track and assess your progress in accomplishing your objectives and targets and your policy commitments and they also help you quantify the economic and environmental benefits of your EMS.

### NOTE



Many wastewater facilities and public organizations have managers initial or sign their objectives and targets and EMPs to confirm their agreement with the goals and plans. Their support in keeping the EMS a priority is an important key to success in maintaining the EMP schedule.

### REMEMBER



If you expect to accomplish your objective in one year, you won't want to wait until you're in the last month of that year to assess your progress. Track your progress routinely and make the necessary adjustments in the schedule if there are conflicts with high operational periods.



## Three Things to Avoid

(from wastewater facilities):

1. Biting off more than you can chew. Begin with only two or three objectives and targets and make sure they are attainable and feasible for your facility.
2. Not communicating time and resource requirements to divisional and line managers and supervisors so they can alert their employees of their objective and target and EMP responsibilities.
3. Not establishing a normalized baseline from which to measure your targets. Normalized baselines are averaged to measure your actual environmental performance changes rather than changes in production, customer demand, or other non-environmental related factors.

Provide a reality check on your EMPs with line managers, department heads, and supervisors whose operational staff and management are involved.

- ✓ Are the appropriate staff members responsible?
- ✓ Does the timing conflict with other operational priorities?
- ✓ Do the tasks seem logical and sufficient to accomplish the target?

## Step 4d) Estimate Staff Time and Costs

Confirm with managers that the resources (financial and human) are consistent with what was described in the approved budget. Are there other direct costs for materials? Equipment? Outside services? This point further reinforces the need to keep management actively involved and ensure that they are in agreement and committed to planned activities.

**Area/Operation:** Sanitary Sewer Operations and Maintenance  
**Significant Aspect:** Sewer System Overflows (SSOs)  
**Objective:** Reduce the number of SSOs  
**Target:** Reduce SSOs by 40% from FY 2002 & 2003 normalized baseline levels  
**Start Date:** 6/15/04  
**Completion Date:** 6/15/06

Tasks	Staff	Deadlines	Time (in Person Hours)	Estimated Costs
Create Baseline Data (Normalized from CY 02 & 03 SSO events)	McIntyre	07/01/04	20	\$\$\$
Develop a System to Document Causes/Locations/Sources, etc. of SSOs	Scott	08/30/04	20	\$\$\$
Implement a Fats, Oils & Greases (FOG) Program	Franklin	09/30/04	40	\$\$\$
Communicate and Update Staff and Implement Public Outreach Program	Prescott & Murray	10/15/04	16	\$\$\$
Implement and Optimize Preventative (PM) Maintenance Program	Martin	12/30/04	80	\$\$\$
Install SCADA and Flow Metering Devices to Improve Pump Station (PS) Inspection and Monitoring System	Jones	06/31/05	120	\$\$\$
Communicate and Update Staff	Prescott	08/01/05	16	\$\$\$
Develop Capacity, Management, Operation, and Maintenance (CMOM) Program	Solich	11/30/05	120	\$\$\$
Communicate Changes to Staff	Smith	12/30/05	16	\$\$\$
Track SSO events for CY 06 & 07 and Compare Against your Target	Enders	01/01/06 to 12/31/07	40	\$\$\$

**Total Estimated Cost for this EMP**

**\$\$\$**

## NOTE



Estimating your staff time and resources is an optional step. Management will need to understand the resource commitment before approving your objectives and targets, therefore many organizations incorporate this information into their EMP tables.

## Step 5) Get Top Management's Commitment and Approval

Get top management buy-in and approval for your objectives and targets and EMPs. Top management needs to ensure that your objectives are integrated with other organizational objectives and are consistent with the overall mission of your facility. Management also needs to know what the efforts of achieving these goals will cost in terms of staff time and capital expenditures, the length of time needed to accomplish this effort, how it will interface with periods of high operational priority, and who will be involved in the tasks.

## Step 6) Develop a Procedure for Setting Objectives & Targets and Establishing EMPs

When you're satisfied that your process for setting objectives and targets and establishing EMPs conforms to the EMS requirements, it's time to document the process in a system procedure. Your system procedure clearly defines what you will do, roles and responsibilities, when you will do it, how information will be communicated, and where information will be stored. This documented procedure will be a consistent, easily accessible, and clear guide for ensuring that this important element of your EMS is carried out according to plans.

*For a sample procedure on setting Objectives and Targets and example Environmental Management Programs for a wastewater facility, see Appendix A.*

## Step 7) Check Your Objectives & Targets and EMPs for EMS Conformance

Once you have established your environmental objectives and targets, review the process for EMS conformance.

### Check ✓

1. Are there documented objectives and targets applicable to the organization?
2. Are your objectives and targets consistent with your Environmental Policy goals?

## COACH'S CORNER

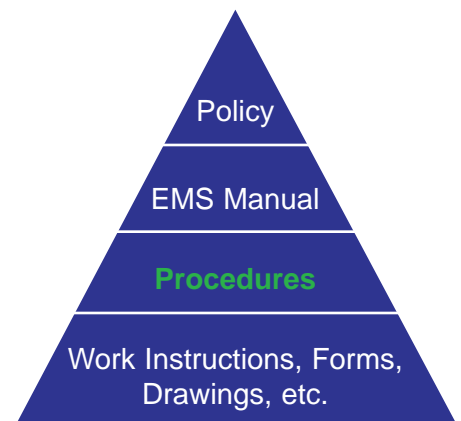


Make sure your objectives and targets are realistic and that metrics for measuring progress and setting success points are in line with the organization's business and technical goals.

## NOTE



Invite your budget office to the meeting when you set your objectives and targets. Since they hold your purse strings, their involvement is important in determining the allocation of funds for your new EMPs (Action Plans).



An objective and target and EMP **procedure** is recommended 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.

## NOTE



To obtain the views of externally interested parties, consider holding an open house or establishing a focus group with people in the community. These activities can have other payoffs as well. For many wastewater organizations, public image and ultimately public acceptance is a high priority issue. Consider embracing the local community and giving them an opportunity to provide input. For example, you might find out that odor is a real concern and should be an operations focus area.

## Involving Contractors and Temporary Staff

On-site contractors and temporary staff may work in areas in which there are significant aspects or where objectives and targets have been set. Communicating your objectives and targets and EMPs to contractors and temporary staff is important and can get you needed buy-in on what you are trying to accomplish. Also, keep in mind that your suppliers (of services or materials) can help you in meeting your objectives and targets (e.g., by providing more “environmentally-friendly” products).

3. Did you consider your legal and other requirements; significant environmental aspects; technical options; the views of your internal and external stakeholders; and your financial, operational, and business realities when setting your objectives and targets?
4. Did you set quantifiable performance indicators for your targets?
5. Are environmental performance improvements noted and tracked?
6. Are programs (plans) set to implement your objectives and targets?
7. Do you regularly communicate progress of your objectives and targets to management?

## Step 8) Communicate Your Objectives & Targets and EMPs

Communicate your objectives and targets and action plans to employees, suppliers, contractors, and external stakeholders. Open communication will increase buy-in of your environmental goals and what you are trying to accomplish. In addition, communication of your goals and plans will keep the EMS on everyone’s radar and ensure that your organization is on the path to continual improvement (i.e., your goals are seen as important and a priority).

## COACH'S CORNER



When communicating objectives and targets to employees, try to link them to their actual job activities and the reduced or positive impacts on the local community of which they live. Keep in mind that individuals respond to information that is meaningful to “their world,” thereby increasing the likelihood they will follow through and act on the goals you are trying to achieve.

## Step 9) Review and Revise Your Objectives & Targets and EMPs

Once you have your objectives and targets in place and have determined the steps (in the form of your EMPs), for achieving your goals, remember that a fundamental element of the EMS is to review, assess, and improve (i.e., continual improvement!). Revisit your objectives and targets and EMPs on a regular basis as you conduct internal EMS audits and EMS management review, to ensure that your organization is on the right path, and moving toward meeting its commitments in your environmental policy and goals. This review is especially important if you have any new or modified operations. Consider leveraging your regular EMP tracking efforts as a vehicle, or opportunity, to continually share and discuss progress with top management.



## Setting Objectives & Targets and Establishing EMPs

*(Cut out this section for handy reference)*




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

- Identify environmental goals (objectives and targets) that address your wastewater facility's significant environmental impacts.
- To establish and maintain environmental management programs (action plans) for achieving your organization's objectives and targets.

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

- Environmental objectives and targets that are documented and communicated.
- EMPs (action plans) for meeting your environmental objectives and targets.

**Before You Begin** this EMS element:

- Complete your significant aspects and impacts analysis.
- 
- 
- 

ISO 14001 Requirements	Key Links to Other EMS Elements	Required Documents & Records	Optional Documents & Records
<p><i>Objectives &amp; Targets</i></p> <p>The organization shall establish and maintain documented environmental objectives and targets, at each relevant function and level within the organization. When establishing and reviewing its objectives, an organization shall consider the legal and other requirements, its significant environmental aspects, its technological options and its financial, operational and business requirements, and the views of interested parties. The objectives and targets shall be consistent with the environmental policy, including the commitment to prevention of pollution.</p>	<p><b>Environmental Policy</b> – Your environmental objectives and targets will guide the vision of your Policy.</p> <p><b>Environmental Aspects</b> – When establishing your objectives and targets, look first at your significant environmental aspects.</p> <p><b>Legal &amp; Other Requirements</b> – Consider what regulations and other requirements you must comply with as you set your objectives and targets.</p> <p><b>Structure &amp; Responsibility</b>– Top management must commit to and approve your objectives and targets. Any employee can contribute to establishing and setting parameters for your objectives and targets.</p> <p><b>Environmental Management Programs</b> - EMPs are the action plans that will layout how your objectives and targets will be accomplished.</p> <p><b>Monitoring &amp; Measurement</b>– Establish baselines and metrics of performance for your objectives and targets.</p> <p><b>Management Review</b> – The progress of your objectives and targets will be a major agenda item at management review meetings to see how your EMS is functioning.</p>	<p>Documented Objectives and Targets</p>	<p>Pollution Prevention Plans</p> <p>Other Business or Organizational Goals</p>

ISO 14001 Requirements	Key Links to Other EMS Elements	Required Documents & Records	Optional Documents & Records
<p><i>Environmental Management Programs (EMPs)</i></p> <p>The organization shall establish and maintain (a) program(s) for achieving its objectives and targets. It shall include:</p> <p>a) designation of responsibility for achieving objectives and targets at each relevant function and level of the organization; and</p> <p>b) the means and time-frame by which they are to be achieved.</p> <p>If a project relates to new developments and new or modified activities, products or services, program(s) shall be amended where relevant to ensure that environmental management applies to such projects.</p>	<p><b>Environmental Aspects</b> – When developing your EMPs for your objectives and targets, look first at your significant environmental aspects.</p> <p><b>Objectives and Targets</b> – Your EMPs manage and track (who, what, by when, how much) your objectives and targets.</p> <p><b>Monitoring &amp; Measurement</b> – Establish baselines and metrics of performance for your quantitative objectives and targets and subsequent EMPs.</p> <p><b>Management Review</b> – The progress of your objectives and targets and subsequent EMPs will be a major agenda item at management review meetings to see how your EMS is functioning.</p>	<p>Documented EMPs to manage your Objectives and Targets</p>	<p>Environmental Management Program Progress Report Form</p>