

A photograph of a man and three children in a traditional dugout canoe on a river. The man is standing at the front, holding a long wooden pole. The children are sitting in the middle and back of the canoe. The water is calm, and the background is a bright, hazy sky.

ISO 14001 4.6 MANAGEMENT REVIEW



Lesson Learning Goals

At the end of this lesson you should be able to:

- Describe the main purposes of EMS Management Review
- Outline the responsibilities of top management in EMS Management Review
- Write an agenda for a Management Review
- Identify at least four areas of an EMS that must be assessed in a Management Review

EMS Management Review

PURPOSE

- ➔ Top management meets to review and assess the EMS
- ➔ Management Reviews are major opportunities for top management to:
 - » reaffirm commitment to continual improvement
 - » demonstrate environmental leadership

ISO 14001 Management Review says:

The organization's top management shall, at intervals it determines, review the EMS 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.

Management Review Reviewed

- How often? Not less than once per year, preferably more frequently
- Who should be involved? Senior executives at the facility, including the CEO (i.e., guiding minds of the organization)
- How long should the review take? As much time as is needed for thorough discussion and decision making; probably at least half a day

ISO 14001 Management Review also says:

The management review shall address the possible need for changes to policy, objectives, and other elements of the EMS in the light of EMS audit results, changing circumstances, and the commitment to continual improvement

Ingredients of a Good Management Review

- Attendance by all top management and the Environmental Management Representative
- Pre-meeting review by management of:
 - » Environmental Policy
 - » EMS audit reports
 - » Non-conformances, corrective and preventive actions
 - » Progress towards objectives and targets
 - » Meeting agenda and briefing notes on key issues

Format of a Management Review Meeting

- Summary of key issues in pre-meeting materials by the Environmental Management Representative
- Discussion by top management of:
 - » continued suitability of the Environmental Policy and of environmental objectives and targets, taking into account business, production, legal, economic, social, and technological changes
 - » concerns of interested parties

More Management Review Meeting Topics

- ➔ Discussion by top management of:
 - » types of, and trends in, non-conformances
 - » effectiveness of corrective and preventive actions, considering need for due diligence
 - » resources needed to maintain the EMS, and for continual improvement in the EMS and in environmental performance
 - » the vision for environmental management at the facility

Management Review Outcomes

- Documented minutes of discussions and decisions reached
- Action plans, with responsibilities, deadlines, and required resources
- Date of next meeting, taking into account the current 'health' of the EMS and priorities

Concluding Thoughts

Important points to remember are:

- Top management must:
 - » hold regular Management Reviews to assess the suitability and effectiveness of the EMS and the Environmental Policy; and base their decisions on reviews of:
 - » the results of environmental audits
 - » non-conformances, corrective and preventive actions
 - » progress towards objectives and targets
 - » other relevant information about the EMS

Concluding Thoughts (Cont'd)

Additional points to remember are:

- ➔ Management reviews must consider changes in:
 - » legislative requirements
 - » business and economic conditions
 - » the organization's products or services
 - » technology
 - » public opinion and societal needs

- ➔ Top management must allocate adequate resources to maintain the EMS and achieve continual improvement