

4.6 MANAGEMENT REVIEW

PURPOSE OF MANAGEMENT REVIEW

Regular, scheduled management review meetings must be held to assess the EMS. These gatherings are opportunities for top management to reaffirm its commitment to continual improvement of the EMS, and to demonstrate their environmental leadership.

ISO 14001 4.6 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.

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.

Overview of Management Reviews

Full management reviews of the EMS should be scheduled for not less than once a year, probably lasting at least half-day, and involving all top management (executives, decision-makers) at the facility, including the Chief Executive Officer or General Manager, and the environmental management representative (EMR). A briefing package should be prepared by the EMR for the managers to review in

advance in preparation for the meeting. The information should include:

- The environmental policy
- Summaries of internal and external environmental audit findings
- A summary of non-conformances with the EMS, and the corrective and preventive actions taken
- A list of objectives and targets, progress towards achieving them, and a time-frame for their completion
- An agenda for the management review meeting, plus notes on key issues for discussion.

The meeting itself should have a structure based on the agenda, and ample opportunity for discussion and decision making. A typical agenda might look like:

1. Summary of key points in pre-meeting briefing notes by the EMR
2. Discussion by top management of continuing suitability of the environmental policy and of objectives and targets, taking into account changes in business focus and climate, production, legal requirements, economic, social, and technological factors
3. Concerns of interested parties based on communications with them and complaints from them
4. Types of, and trends in non-conformances with the EMS

5. The effectiveness of corrective and preventive actions, taking into consideration the legal requirements of due diligence
6. The resources needed to maintain and improve the EMS
7. A vision for environmental management initiatives at the facility.

Attendance and discussions at, and decisions from a management review should be documented in minutes of the meeting. Based on the conclusions reached, action plans with persons responsible and schedules for completion should be drawn up. These will become part of an updated environmental management program (EMP). The date of the next management review should be set to keep the flame of continual improvement burning.

SUMMARY OF KEY POINTS

Top management must:

- Hold regular management reviews to assess the suitability, adequacy, and effectiveness of the EMS

- Base their decisions on careful review of (i) the results of environmental audits, (ii) non-conformances, corrective and preventive actions, (iii) progress towards achieving environmental objectives and targets, and (iv) other relevant information about the EMS.

Management reviews must consider changes in:

- Environmental legislative requirements
- Business and economic conditions
- The organization's products and services
- Technology
- Public opinion and societal needs.

Top management must allocate sufficient resources to maintain the EMS and achieve continual improvement in environmental performance.