

A person wearing a traditional conical hat is seated in a wooden boat on a river. The boat is filled with various goods, including baskets of produce and other items. The water is calm, reflecting the boat and the person. The background shows some trees and foliage along the riverbank.

# ISO 14001 4.4.1 STRUCTURE AND RESPONSIBILITY



# Lesson Learning Goals

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

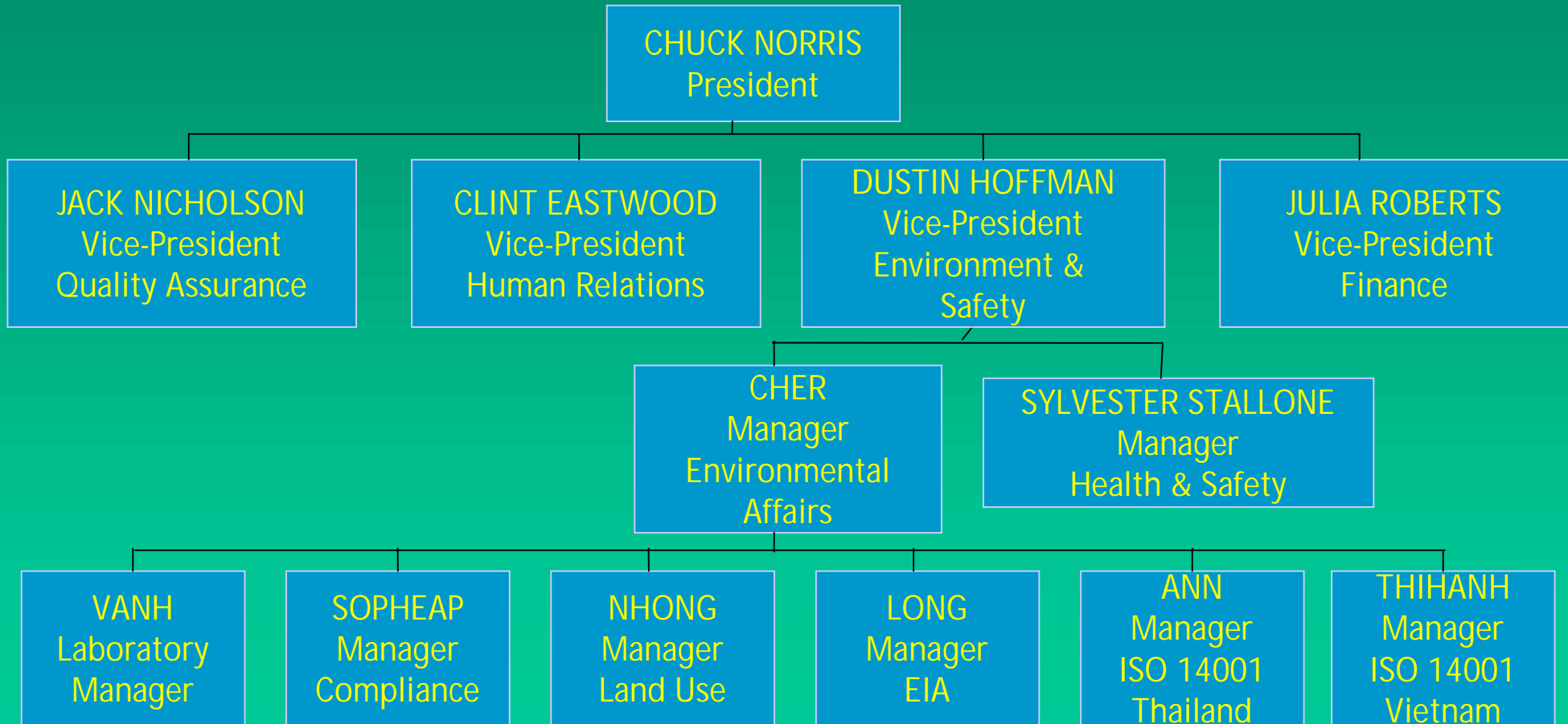
- Give examples of what is meant by role, responsibility, authority, and organizational structure
- Name four kinds of resources needed in an EMS
- Summarise the responsibilities of an Environmental Management Representative
- Explain why clear definitions of roles, responsibilities, authority, and reporting relationships are important in an EMS

# Organizational Structure

- Relationships between functions and levels in an organization
- Reporting hierarchy
- Summary of duties and responsibilities

# Organizational Structure

## GREEN COMPANY ORGANIZATION CHART



# EMS Integration

- ➔ Look for opportunities to integrate the EMS into other organization functions such as:
  - » quality
  - » engineering
  - » finance
  - » human resources
  - » maintenance
  - » purchasing

# ISO 14001 Structure and Responsibility says:

Roles, responsibility, and authorities shall be defined, documented, and communicated to facilitate effective environmental management

# What are Roles, Responsibilities, and Authority?

- **Role** is the position an individual occupies with an organization (job title), and the relationship of that position to others in the organization
- **Responsibilities** are the assigned duties and obligations of an individual in a role
- **Authority** is the power and influence an individual has to carry out responsibilities



# Example

- **Role:**  
Manager of Environment, Health, and Safety
- **Responsibilities:**
  - » Co-ordinate environmental management system activities
  - » Monitor compliance with laws and regulations
  - » Set performance standards
  - » Report to senior management on environmental, health and safety issues and performance
- **Authority:**
  - » Order cut-back in production if necessary to maintain compliance



# What is Meant by “Defined, Documented, and Communicated”?

- **Defined:** the organization has identified the positions and responsibilities required to effectively plan, implement, and maintain the EMS
- **Documented:** roles, responsibilities and authority have been written down
  - » e.g., job descriptions, organization charts, operating procedures, memoranda

# What is Meant by “Defined, Documented, and Communicated”? (Cont'd)

- **Communicated:** roles, responsibilities and authorities have been made known and are understood by all personnel

# Clearly Defined Duties

## Need:

- A clear 'chain of command' and reporting relationships
- Well-defined areas of responsibility with no overlaps, no gaps
- Effective communications between functions and levels in the organization

# ISO 14001 Structure and Responsibility also says:

Management shall provide resources essential to the implementation and control of the environmental management system. Resources include human resources, and specialized skills, technology, and financial resources

# Management Responsibility

→ Ensure managers, supervisors, and workers have adequate:

- » time
- » training, know-how, experience
- » equipment
- » support
- » i.e., RESOURCES

to plan, implement, and maintain the EMS

# The Most Important Ingredient in an EMS

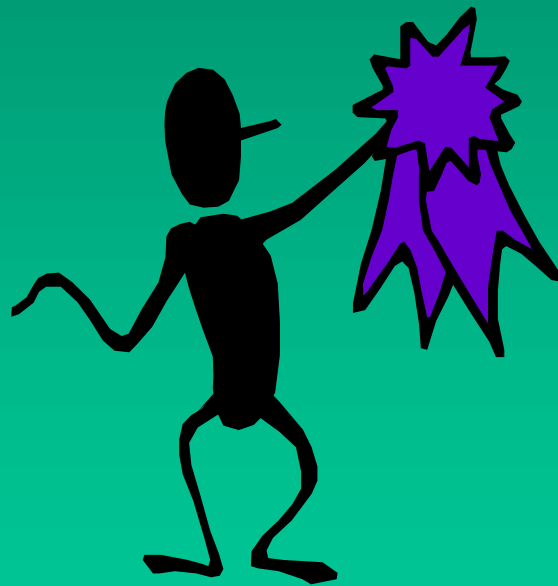


# EMS Costs and Benefits

- Help to justify resources by tracking benefits of EMS implementation, such as:
  - » Energy savings
  - » Reduction in waste disposal costs
  - » Lower spill clean-up costs and down-time
  - » Less surveillance by regulatory bodies
  - » Savings in raw material use/cost



# Rewarding Performance



- Include environmental performance in periodic personnel appraisals
- Provide motivators for good environmental management practices
- Reward personnel who improve environmental performance

# ISO 14001 Structure and Responsibility also says:

The organization shall appoint specific management representatives who, irrespective of other responsibilities, shall have defined roles, responsibilities, and authority for:

- (a) ensuring the EMS requirements are established, implemented, and maintained in accordance with this International Standard
- (b) reporting on the performance of the EMS to top management for review, and as a basis for improvement of the EMS

# Environmental Management Representative (EMR)

Responsible for:

- Coordinating and monitoring progress in the EMS
- Identifying problems, and initiating corrective and preventive action where necessary
- Reporting progress and problems to top management
- Recommending changes to top management

# Characteristics of an Environmental Management Representative

- Respected in the organization
- Knowledgeable about environmental issues
- Committed to environmental improvement
- Has vision, authority, motivation, organization, time-management, stamina

# Top Management's Role



- Build awareness of, and motivation for, environmental protection
- Communicate environmental values and commitment to the environmental policy
- Integrate environmental awareness into the organizational culture

# Individual's Role

It is the commitment of individuals with shared values that transforms an EMS from procedures and documents into a way of life at work

# Ingredients of an Effective EMS

- Clear vision and purpose communicated
- People, responsibilities, resources, leadership, and structure aligned properly
- Strong leadership from top management and the environmental management representative
- Each person in the organization fulfilling their roles and responsibilities in the EMS



# Concluding Thoughts

Important points to remember are:

- In an EMS, **everyone** has a role to play and responsibilities to meet
- Responsibilities and reporting structures for the EMS must be clearly defined
- Management must make available adequate resources (e.g., people, time, money, equipment)
- The EMR is the coordinator of the EMS, and the link to top management