

c) Management Review

The most wide ranging and strategic evaluation of performance is the management review process. The management review must be carried out by Top Management and should essentially be based upon factual input (generated by the system) in order to make recommendations and improvements going forward (outputs).

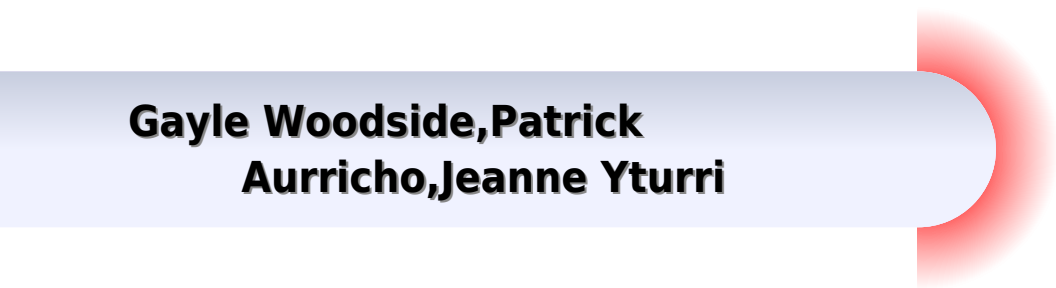
The Standard is helpful in providing a framework of what a management review should entail and it is suggested that these headings are used in the documented information that is produced by an organization:

Note: comments on each section have been included to provide guidance when carrying out the Management Review.

Excerpt from 9.3 of ISO 14001	Comment
a) the status of actions from previous management reviews;	This should be a summary to what extent previous management review actions have been carried out or not carried out and the reasons why. Some organizations produce a comparative table.
b) changes in:	
1) external and internal issues that are relevant to the environmental management system;	This is a review of the context review detailed in section 4. Changes in relation to external and internal issues should be explained.
2) the needs and expectations of interested parties, including compliance obligations;	Again, this is a review of the context review detailed in section 4. Changes in relation to the needs and expectations of interested parties, including compliance obligations will need to be noted.
3) its significant environmental aspects;	If there have been any changes to significant aspect they should be explained. This will of course depend realistically if there have been any changes to processes.
4) risks and opportunities;	If there are any different or changes to the risks within the EMS these should be noted and explained. Any opportunities should also be brought out although this can be brought out in g) below.
c) the extent to which environmental objectives have been achieved;	Reviewing whether environmental objectives have been achieved needs to be carried out. It is suggested that the formulation of a table to show the extent of objective realisation is included within the Management Review. This will allow a review of performance and the extent of continual improvement achieved.
d) information on the organization's environmental performance, including trends in:	
1) nonconformities and corrective actions;	This should be a review of the non-conformities and corrective actions that have taken place since the last management review. If there have been particular trends in either corrective actions or non-conformities they should be brought out as there may be decisions needed to be taken to mitigate their occurrence.
2) monitoring and measurement results;	As detailed earlier in this section, a depiction should be created to determine whether the monitoring and measurement that is carried out is meeting the expectations of the organization. Where the information that is provided shows underperformance then the Management Review process can provide change.
3) fulfilment of its compliance obligations;	Whether an organization is meeting its compliance obligations is fundamental to an EMS. To satisfy this part of the Standard, it can be as simple as saying that the organization is "meeting its compliance obligations". However, if an organization has decided to depict (as detailed above) a pie chart to show its "compliance status" then inserting this into the documented information will meet this requirement. On a practical level, if a particular compliance obligation is proving tricky to comply with then this should be highlighted too.
4) audit results;	The results of audits carried out since the last Management Review should be appraised. To cover this comprehensively it should include both internal and external audits. The depth to which this is carried out will differ from organization to organization and the quantity of audits carried out.
e) adequacy of resources;	A review as to whether resources are adequate to run the EMS broadly or resources to carry out individual process should be appraised. Very often "Top Management" need to be informed about inadequacy of resources (in whatever form) so that change can be provoked.
f) relevant communication(s) from interested parties, including complaints;	There may have been comments, complaints or other communications from interested parties. By reviewing them this may give an external perspective as to how well the EMS is performing. If there is a particular issue that needs resolving that has been highlighted by an interested party "Top Management's" assistance to resolve it may be required.
g) opportunities for continual improvement.	Opportunities for continual improvement may have been brought out of other sections of the Management Review although any other opportunities for improved environmental performance should be reflected upon.

Beyond Compliance The Refinery Managers Guide To Iso 14001 Implementation

**Gayle Woodside,Patrick
Aurricho,Jeanne Yturri**



Beyond Compliance The Refinery Managers Guide To Iso 14001 Implementation:

Beyond Compliance, 2006 **Beyond Compliance** Nicholas Cheremisinoff, Motasem B. Haddadin, 2013-11-25 This book offers refineries a practical guide for implementing environmental management systems EMS The author who has implemented hundreds of successful EMS programs throughout North America Europe Russia and the Middle East provides a detailed explanation of what an EMS is and how it can benefit refinery operations in complying with environmental laws and improving the overall efficiency of their operations The author's approach has been internationally recognized as an integrated model that captures improved compliance and financial savings by reducing operating costs through dedicated pollution prevention programs **Electrodialysis and Water Reuse** Andréa Moura Bernardes, Marco Antônio Siqueira Rodrigues, Jane Zoppas Ferreira, 2013-08-30 This book presents novel techniques to evaluate electrodialysis processes to synthesize ionic membranes and to characterize their properties It shows the potential use of membrane process to the treatment of effluents generated in many industrial sectors such as refineries leather industries mining and electroplating processes The book is based on the results obtained by the author's research group during the past decade It is useful for students researchers and engineers interested in membrane technologies for water reuse **Responsible Care** Nicholas Cheremisinoff, Paul Rosenfield, Anton Davletshin, 2013-11-25 Environmental regulations provide protection to the public workers and the environment To protect themselves from long term liabilities however companies have to do more than just comply with the basic responsibilities This handbook is designed to introduce terminology methodology tools procedures and practical guidance for incorporating efficient pollution prevention strategies into the overall business plan It is a company's responsibility to protect and control its management of waste and pollution and a company that fails to do so will ultimately inflict a negative impact on its bottom line especially in financial performance Responsible Care delivers critical guidelines and rules of thumb required for industrial managers to improve their companies profitability through waste reduction cleaner production technologies and sound management practices **The British National Bibliography** Arthur James Wells, 2007

American Book Publishing Record, 2005 **The ISO 14001 Implementation Guide** Suzan L. Jackson, 1997-02-20 With the establishment of new international standards for environmental management systems EMS many managers are faced with the daunting and often bewildering task of creating management systems that enable their companies to conform to these standards In their haste and confusion however many companies implement bureaucratic ineffective systems that add no real value to their businesses The ISO 14001 Implementation Guide Creating an Integrated Management System shows you how to use the ISO 14001 standard to improve your company's productivity and profitability while meeting registration requirements Using a practical business oriented approach this authoritative book details the background and development of the ISO 14000 series of standards fully explains the requirements of 14001 and offers hands on guidance on how to implement an effective EMS It highlights common but costly mistakes and leads you step by step through the creation

of an EMS that will result in a more competitive business as well as a cleaner environment Suzan L Jackson draws on her experience as an ISO 9000 and ISO 14000 consultant and trainer and as a member of the U S Technical Advisory Group to ISO Technical Committee 207 which is developing the ISO 14000 environmental management standards With her insider s perspective Jackson demonstrates how the implementation of a cohesive well defined management system helps cut costs increase efficiency and focus energies In addition she provides insights into ways of successfully integrating ISO 9000 ISO 14001 and other management systems The ISO 14001 Implementation Guide provides a wealth of proven tips techniques and tools that help ensure smooth trouble free and efficient EMS implementation including critical success factors flowcharts for setting up the elements of an environmental management system helpful tips and advice for avoiding common pitfalls With its timely straightforward and on target advice The ISO 14001 Implementation Guide is the definitive practical guide for environmental and quality professionals and managers who need to develop an environmental management system that will improve business as well as meet the ISO 14001 standard An excellent and very readable workbook on how to integrate management systems into an organization ISO 14001 will be an important but difficult step into the future for much of U S industry this book should be close at hand for those taking that step Dorothy P Bowers Vice President Environmental and Safety Policy Merck Co Inc Suzan Jackson s book provides vital guidance and answers Her book can be quite helpful to those who are considering establishing a new environmental management system or those who just want a better understanding of ISO 14001 John Master Former Director Environmental Health and Safety ARCO Chemical Co A remarkably easy to read highly authoritative guide to a very complex standard Suzan Jackson shows us how environmental management and business improvement are no longer mutually exclusive goals Robin Gildersleeve President INFORM International Forum for Management Systems Inc Written by a recognized ISO expert and member of the U S Technical Advisory Group to ISO Technical Committee 207 which is preparing the ISO 14000 environmental management standard this invaluable guide shows you how to Learn to use an environmental management system to improve the overall effectiveness and profitability of the company Meet the requirements of ISO 14001 Develop and implement a cohesive well defined environmental management system Integrate an EMS with other management systems Formulate an environmental policy and draw up strategic plans and objectives for your company Monitor and measure the effectiveness of the system keep records and take preventive and corrective action *ISO 14000 Guide: The New International Environmental Management Standards* Joseph Cascio, Gayle Woodside, Philip Mitchell, 1996-05 Meet a higher environmental standard with ISO 14000 First ISO 9000 set the international standard for quality Now ISO 14000 sets an equal standard for environmental compliance moving beyond mere legal requirements to demand organizations actively manager every environmental aspect of their operations products and services In ISO 14000 Guide Joseph Cascio a lead developer of ISO 14000 and environmental management experts Gayle Woodside and Phillip Mitchell arm you with an instant primer to ISO 14000 s rationale importance and implementation Step

by step they show you how to achieve ISO 14000 recognition forge a workable environmental policy set targets monitor audit and correct the program and more You also get a self assessment tool a sample environmental management system manual and other hands on resources *Environmental Management Systems Handbook for Refineries* Nicholas Cheremisinoff, 2013-11-25 This book offers refineries a practical guide for implementing environmental management systems EMS The author who has implemented hundreds of successful EMS programs throughout North America Europe Russia and the Middle East provides a detailed explanation of what an EMS is and how it can benefit refinery operations in complying with environmental laws and improving the overall efficiency of their operations The author s approach has been internationally recognized as an integrated model that captures improved compliance and financial savings by reducing operating costs through dedicated pollution prevention programs ISO 14001 Implementation Manual Gayle Woodside, Patrick Aurricho, Jeanne Yturri, 1998-05-22 This one stop sourcebook provides all the information procedures and guidance needed for ISO 14001 implementation Packed with checklists figures templates tables and example programs the book enables environmental health and safety EMS in accordance with ISO 14001 Designed for easy access and portability this unique tool covers all 18 elements of the standard explaining how to implement each in a cost effective practical way 50 illus

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