



EMS Development and Implementation

Recommended Steps

Environment International
Offers Specialized Services

- **EMS Development and Implementation**
- **Training**
- **ISO 14001**
- **EMS Auditing**
- **Pollution Prevention**
- **Waste Minimization**

ENVIRONMENT INTERNATIONAL LTD.

Environment International Ltd. (EI) has assisted many clients in the design of environmental management systems (EMSs) and their associated processes in conformance with the ISO 14001 standard. Using the experience gained during these projects, we have developed standard methods that can be adapted for use at many different facilities. EI uses the following steps:

- Step 1:** hold kickoff discussion to initiate the project and ensure a clear understanding of the required end points
- Step 2:** review current process documentation and corporate strategy including procedures manuals
- Step 3:** conduct onsite meetings with key staff who implement processes
- Step 4:** perform gap analysis
- Step 5:** develop and document appropriate processes as designated by ISO 14001
- Step 6:** assist in the implementation of an EMS using experience from other facilities
- Step 7:** develop and present facility-specific training on ISO 14001
- Step 8:** assist the EMS project team in developing an audit program

Each of these steps is described below.

Step 1. Hold kickoff discussion.

Key EI staff discuss with clients the scope of the project and project end points, and develop a schedule that is aggressive but feasible. Key points of contact are established to ensure close communication throughout the project.

Step 2. Review current process documentation including procedures manuals.

In order to implement an ISO 14001-conforming EMS it is essential to assess the facility's current environmental management and determine the most effective and efficient way to modify and/or document the existing processes to avoid disrupting day-to-day operations and the core business of the facility. EI reviews the current process documentation to familiarize itself with the current status of processes at the facility with respect to ISO 14001 and identify potential areas for design and development of new EMS processes.

Step 3. Conduct onsite meetings with key staff who implement processes.

Once review of current documentation is complete, we meet with key staff at the facility to discuss processes that may be in place but may not be documented at the present time. ISO 14001 does not require that all EMS processes are documented, only certain processes in key areas. It is our experience, however, in working with other facilities that documentation of all processes facilitates both assessment of conformance with ISO 14001 and implementation of the processes in a consistent manner.

Step 4. Perform gap analysis.

Using our ISO 14001 expertise and knowledge of facility operations gained during the implementation of many EMSs, EI can draw upon examples of industry practices in EMS development. Based on information gathered in steps 2 and 3, EI identifies the processes that are al-

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ready in place that can be used in an ISO 14001-compliant system at the facility. This enables us to identify which additional processes need to be developed in conformance with the standard. The gap analysis criteria are taken from the ISO 14001 standard. Where there are variances between the current client's EMS processes and ISO 14001 we assess the level of conformance with the standard. We classify the processes using the following categories:

- not initiated
- under development
- deployed but not documented
- deployed and documented

This allows us to build upon our client's current procedures to provide the most effective development of ISO 14001 EMS processes that are appropriate and conducive to business success.

Step 5. Develop and document appropriate processes as designated by ISO 14001.

We confer with the client's EMS team to discuss the findings from step 4 and determine the core processes that need to be developed. Using example processes from other facilities and our experience in developing core EMS processes, we assist the client in developing processes to meet environmental and business needs at its facility.

Step 6. Assist in the implementation of an EMS using experience gained at other facilities.

Once the core EMS processes have been developed and documented, implementation can be monitored using the same database developed to identify and determine significant aspects. Key aspects in the implementation, however, require staff involvement and understanding of the ISO 14001 requirements. It is a requirement of ISO 14001 that each employee understand the environmental aspects and impacts of their particular job. We have found that the team involved in developing the EMS is a crucial factor in its successful implementation. Members of this team can be a resource for other facility personnel and provide a repository for suggestions regarding environmental improvements.

Step 7. Develop and present facility specific training on ISO 14001.

EI focuses on EMS development by providing assistance with ISO 14001 training. If requested, this could include delivering presentations and training on ISO 14001 EMS processes that have been developed specifically for the facility as well as furnishing personnel with relevant examples of industry practices in EMS development gathered from numerous projects conducted. EI's training would employ an interactive methodology to involve personnel in the development and refinement of the EMS. We have found that many good ideas are obtained from feedback from employees involved in workshops and implementation groups. Such training would enhance the client's efforts in tackling environmental issues by providing more familiarity with ISO 14001. It would allow ISO 14001 to be incorporated as an integral part of day-to-day facility operations rather than being applied as an external process with additional cost. As a result, the facility develops stronger environmental objectives and works continuously to reach the environmental goals in a cost-effective manner.

Step 8. Assist the EMS project team in developing an audit program.

We have found that another key part of a successful EMS is the development of internal audit teams and an internal audit program. Many of the other facilities that we have worked with have found that an internal audit program has assisted them with identifying pollution prevention and money-saving opportunities as well as ensuring environmental regulatory compliance. We have extensive experience in both EMS and compliance auditing and have applied it successfully to assist companies in developing their own program. We assist clients with onsite, hands-on training for the personnel who form the audit team. In conjunction with them, we assist in the development of a facility specific audit program.

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