



Implementing EMS

Stepwise procedures, successfactors and some typical pitfalls

Anna-Rita Korsmo and Magnus Løseth
Environment and Safety

Workshop 1

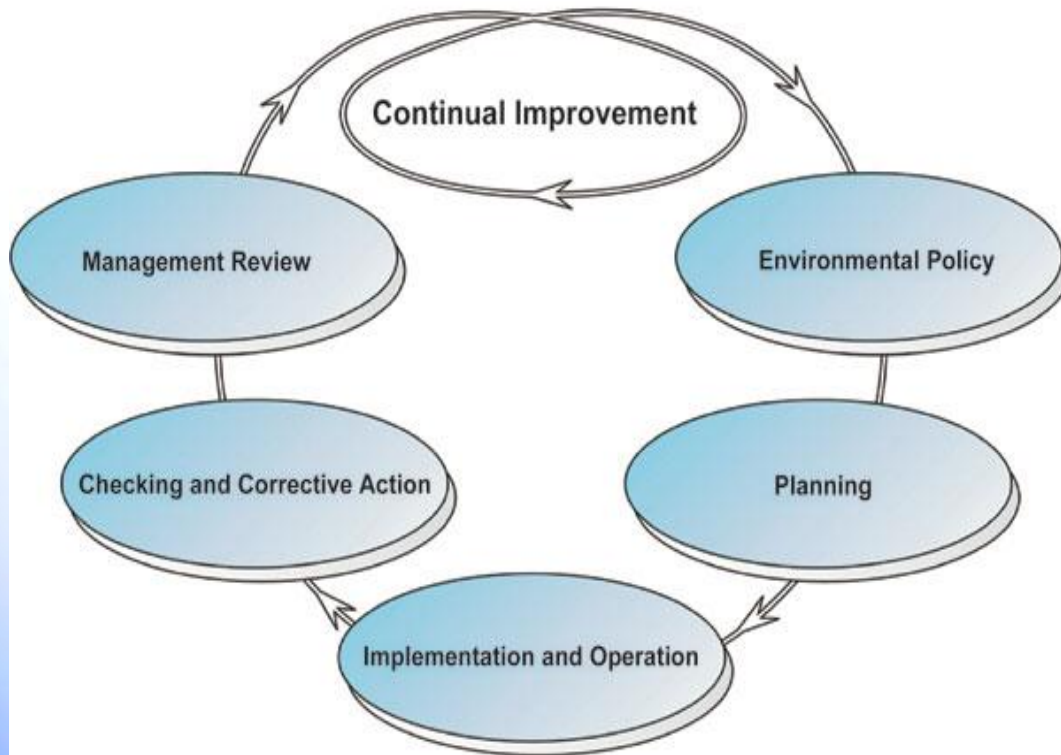
Cleaner and more Cost Effective Industry in Macedonia

Seminar on Environmental Management

December 15, Skopje



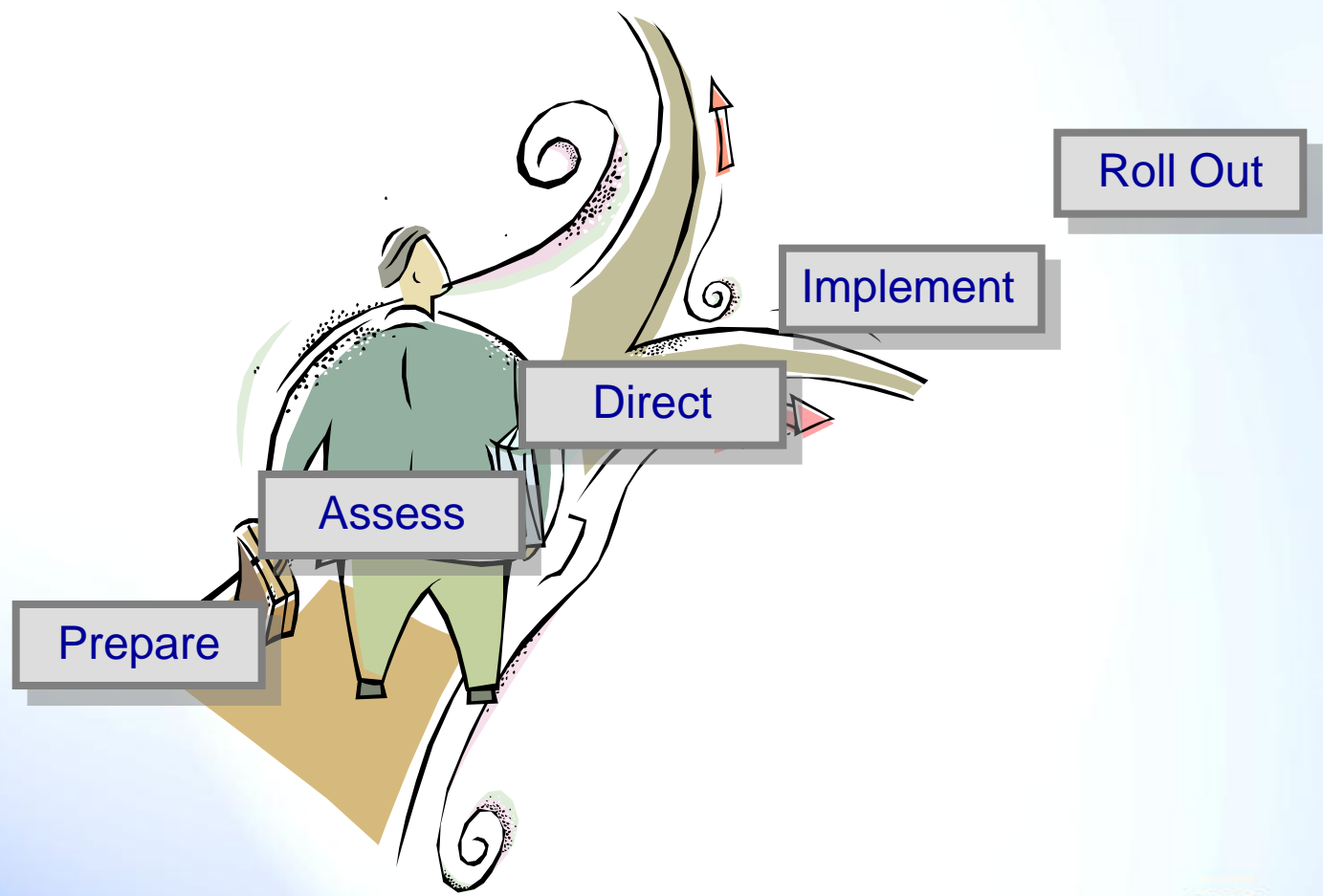
Environmental management system – for continuous improvement



Two stages in the work with EMS

- development and implementation
- use and maintenance

Development and Implementation – the Transformation journey



Roll Out

Implement

Direct

Assess

Step 1 - Preparation for implementation of EMS

Prepare

<p>Actions</p> <ul style="list-style-type: none"> Management sponsorship Inform Motivate Establish and educate project group 	<p>Activities:</p> <ul style="list-style-type: none"> • Management commitment and involvement • Information for involvement of employees <ul style="list-style-type: none"> • importance of environmental work • EMS and the implementation project • Establishing the project group; a multidisciplinary environmental team • Education and detailed information to the project group
<p>Result/outcome:</p>	<ul style="list-style-type: none"> • Management commitment communicated • Employees prepared for involvement and participation • Environmental competence, skills, motivation and awareness in the project group
<p>Pitfalls:</p>	<ul style="list-style-type: none"> • Lacking information about EMS and progress in the project • Not emphasising the importance of the environmental work • Easy to forget, do to urgency

Roll Out

Implement

Direct

Assess

Prepare

Step 2 - Assess environmental aspects and impacts

<p>Actions:</p> <p>Environmental assessment</p>	<p>Activities:</p> <ul style="list-style-type: none"> • Identify main activities, processes and products • Define scope of the EMS <ul style="list-style-type: none"> • the value chain (<i>suppliers, customers, clients etc</i>) • the organisation (<i>departments, daughter companies etc</i>) • Assess the environmental status; identify aspects and impacts • Prioritize environmental aspects
<p>Result/outcome:</p>	<ul style="list-style-type: none"> • Overview of significant environmental aspects • Basis for Environmental policy • Basis for Environmental programme/action plan
<p>Pitfalls:</p>	<ul style="list-style-type: none"> • Unclear scope and limits of EMS; activities, processes, departments • Environmental risks; abnormal conditions and incidents • Poor quality and accuracy of collected information

Roll Out

Implement

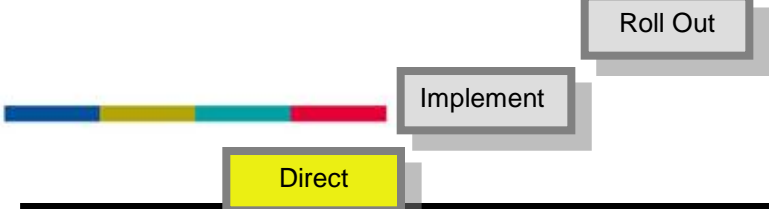
Direct

Assess

Prepare

Step 3 – Assess requirements, systems and documentation

<p>Actions:</p> <p>Assessment of existing management systems and relevant documentation</p>	<p>Activities:</p> <p>Assess</p> <ul style="list-style-type: none"> • legal requirements/legislations, standards, agreements and requirements from customers , NGOs and other stakeholders • internal company requirements and documentation • existing management systems (<i>quality and HSE systems etc.</i>)
<p>Result/outcome:</p>	<p>Overview and status of compliance with relevant management systems, documentation, legislations and requirements</p>
<p>Pitfalls:</p>	<ul style="list-style-type: none"> • Not enough focus on quality and accuracy of collected information • Underestimated need for communication about the scope and limits for the EMS • Conflict trade off between product quality and environment



Step 4 – Recommendation and strategic decision : Standard for environmental management

<p>Actions :</p> <p>Evaluate Status/standard</p> <p>Define GAP</p>	<p>Activities:</p> <ul style="list-style-type: none"> • Assess current status for Environmental management and – performance • Define target standard for Environmental management • Estimate effort to gain wanted standard in environmental management and performance (GAP analysis)
<p>Result/outcome:</p>	<ul style="list-style-type: none"> • Estimated effort for implementation (ref GAP analysis) • Recommendation - Strategic direction and standard for EMS
<p>Pitfalls:</p>	<ul style="list-style-type: none"> • Underestimation of effort and timeframe

Roll Out

Implement

Direct

Assess

Prepare

Step 5 - Development of detailed project plan for implementation

<p>Actions:</p> <p>Develop project plan</p>	<p>Activities:</p> <ul style="list-style-type: none"> • On basis of strategic direction, standard and scope for EMS, establish a detailed project plan with <ul style="list-style-type: none"> • Organisation • Responsibility • Activity • Schedule
<p>Result/outcome:</p>	<p>Project plan for implementation of EMS</p>
<p>Pitfalls:</p>	<ul style="list-style-type: none"> • Underestimation of effort , resources and timeframe • Missing information

Roll Out

Implement

Direct

Assess

Prepare

Step 6 – Establish the strategic platform for Environmental management

<p>Actions:</p> <p style="text-align: center;">Develop environmental policy and programme</p>	<p>Activities:</p> <ul style="list-style-type: none"> • Establish the Environmental policy on basis of aspects, impacts and ambition for environmental performance • Give priority to environmental aspects and develop objectives and targets in consistency with the environmental policy • Establish environmental programme (action plan) to achieve the objectives and targets; actions, responsibility, means and time-frame.
<p>Result/outcome:</p>	<p style="text-align: center;">Framework and foundation for the environmental work</p>
<p>Pitfalls:</p>	<ul style="list-style-type: none"> • Not measurable objectives and targets • Lack of consistency between programme and policy

Roll Out

Implement

Direct

Assess

Prepare

Step 7 – Establish system for Environmental management

Actions:

Develop routines, procedures and documentation

Activities:

- Implement environmental aspects in existing routines, procedures and documentation
- Develop new relevant routines, procedures and documentation
- Establish system for monitoring and measuring of key characteristics and environmental status
- Establish environmental accounting with key indicators
- Establish system for corrective / preventive actions for non conformative situations
- Establish system for internal audits and management review

Result/outcome:

EMS ready to be tested in selected departments (Pilot test)

Pitfalls:

- Lack of resources
- Too slow progress, loss of momentum and motivation

Roll Out

Implement

Direct

Assess

Prepare

Step 7 – Pilot – Review - Educate

<p>Actions:</p> <p>Pilot test of EMS</p> <p>Education</p>	<p>Activities:</p> <ul style="list-style-type: none"> • Select candidates for pilot testing • Pilot procedures and routines to gain experience and identify areas of improvement • Internal audit • Evaluation and improvement • Establish education and training programme for all employees <ul style="list-style-type: none"> • Raise environmental awareness and importance of EMS • Improve individual skills in various operational activities
<p>Result/outcome:</p>	<ul style="list-style-type: none"> • EMS ready for implementation • Employees with improved environmental competence, skills and awareness
<p>Pitfalls:</p>	<ul style="list-style-type: none"> • Wrong test group in Pilot • Missing/ignoring feedback for improvement

Roll Out

Implement

Direct

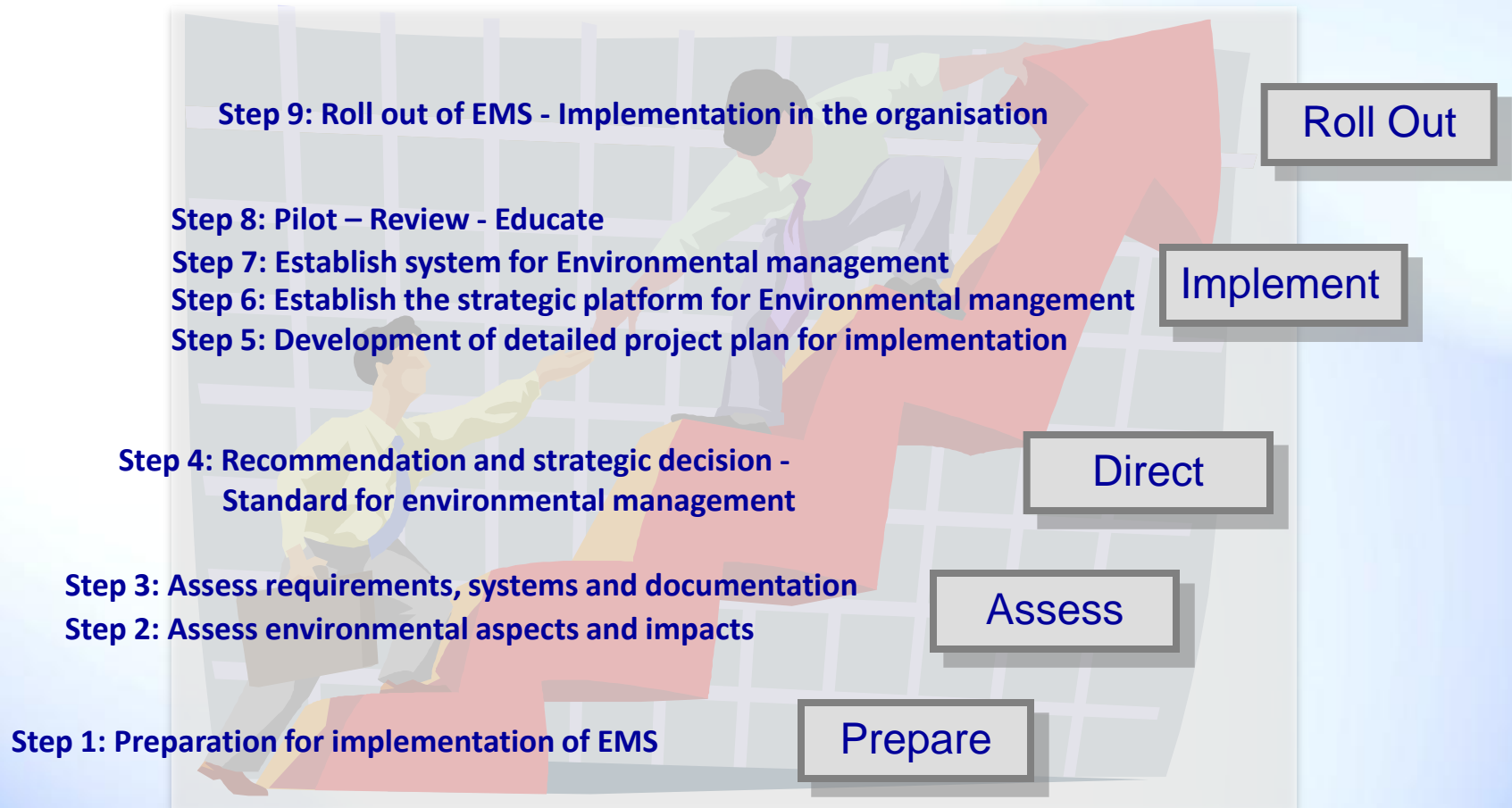
Assess

Prepare

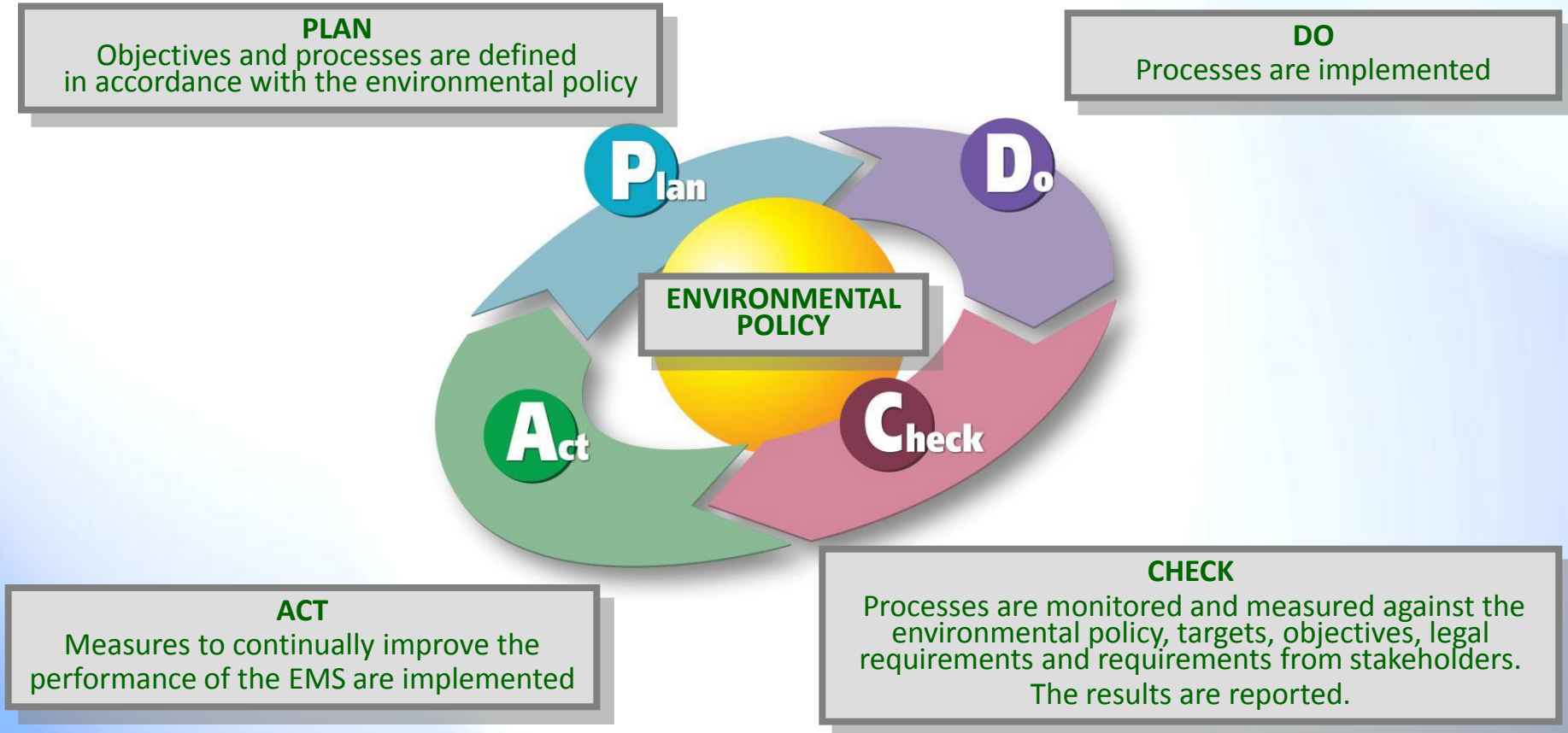
Step 8 – Roll out of EMS: Implementation in the organisation

<p>Actions:</p> <p>Implement EMS</p>	<p>Activities:</p> <ul style="list-style-type: none"> • Implement EMS in all relevant departments <ul style="list-style-type: none"> • In accordance with established programme, routines and procedures • Consider gradual “roll out” to gain experience • Prepare for certification if applicable <ul style="list-style-type: none"> • Certification by authorized certification body
<p>Result/Outcome:</p>	<ul style="list-style-type: none"> • EMS implemented and integrated in the overall management system • (Certified system if applicable)
<p>Pitfalls:</p>	<ul style="list-style-type: none"> • Poor information • Lack of participation • Too broad roll out

Summary - Implementation step by step.....



... and after implementation ... use and maintenance of the EMS –
"Plan - Do - Check – Act" - for continuous improvement





Thank you for your attention !

Anna-Rita Korsmo

anna-rita.korsmo@energi.no