



Office of Environmental Quality Environmental Management System

Module 3

Objectives and Targets



Module Objectives

- Review Continuous Improvement Cycle
- Define “Environmental Objective” and “Environmental Target”
- Review sample Objectives and Targets
- Review ISO 14001 requirements for establishing objectives and targets
- Review policy commitments

Module Objectives

- Review considerations for determining Objectives and Targets
- Describe how to develop Objectives and Targets
- Understand management programs
- Review the procedure for developing Objectives and Targets
- Review form fused to document Objectives and Targets

Continuous Improvement Cycle



Moving from Planning to Doing

Significant Aspects

Policy Statement

Legal Requirements

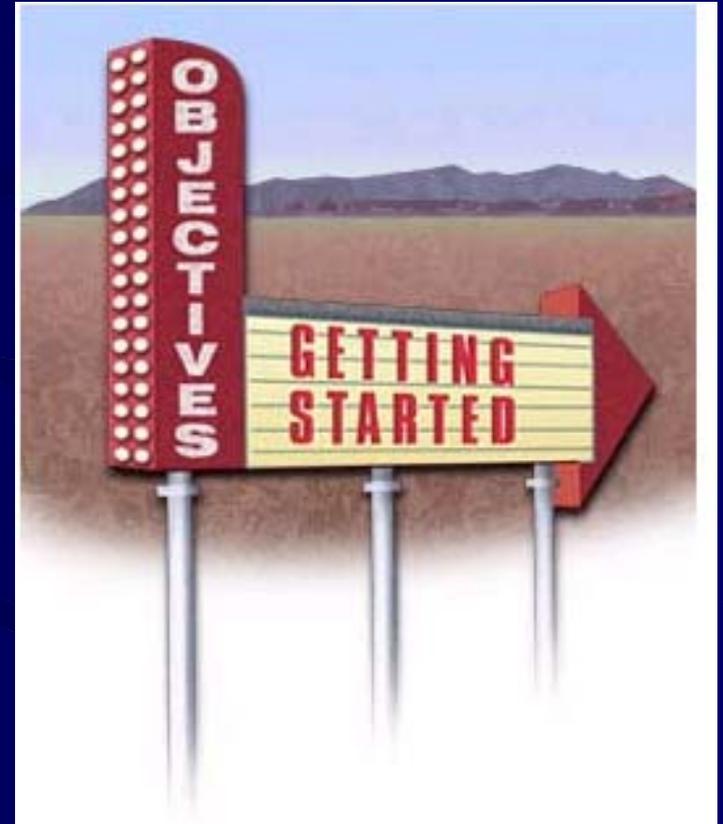
**Establish
Objectives &
Targets**

Definitions

Environmental Objective

The overall environmental goal, arises from the environmental policy

- Goals that the organization sets for itself to achieve
- Objectives should be measurable where practicable



Definitions

Environmental Target

- Detailed performance requirement that needs to be met in order to achieve environmental objectives
- An EMS *target* is a detailed measurable performance requirement related to the objective
- Environmental Targets consist of detailed work plans and schedules



Sample Objectives and Targets

Objective

Target

- Reduce generation of hazardous waste  Reduce spent solvent by 80% by 01/2009
- Improve indoor air quality by reducing solvent odors  Reduce emissions by 90% by 05/2009
- Reduce electrical use  Reduce electricity use by 10% by 08/2010

ISO 14001 Requirements

- Establish, implement and maintain a program for achieving objectives and targets
- Assign responsibility for achieving objectives and targets
- Develop a means and timeframe for meeting objectives



ISO 14001 Requirements

- The organization shall establish and maintain documented environmental objectives and targets, at each relevant function and level within the organization
- When establishing and reviewing its objectives, an organization shall consider the legal and other requirements, its significant aspects, its technological options, and its financial, operational and business requirements, and the views of interested parties
- The objectives and targets shall be consistent with the Environmental Policy, including the prevention of pollution



Policy Commitments

- Objectives and targets should be measurable when practicable and consistent with the environmental policy
- Prevent pollution
- Meet or exceed legal requirements
- Show a commitment to continuous improvement



Considerations for Determining Objectives and Targets

Objectives and targets should be set so that they are valuable and challenging, yet achievable

- Keep objectives simple, flexible, and measurable
- Be realistic
- Considerations:
 - legal and other requirements
 - significant environmental aspects
 - technological options
 - financial requirements
 - operational requirements
 - business requirements
 - views of interested parties



Developing Objectives and Targets

- Evaluate
- Gain support
- Measure progress



Step 1 Evaluate

- Evaluate the information acquired from Aspects and Impacts Matrix
- Gather information related to feasibility and priorities
- Consider how goals and the associated plans might affect current operations
- Review controls that are currently in place



Step 2 Gain Support

- Seek top management buy-in
- Request input from impacted employees/departments to build commitment and ideas for actions
- Identify needed resources



Step 3 Measure Progress

- Tracking progress allows you to report on success
- Examples of indicators for the EMS may include:
 - ✓ The percentage of employees that have not received awareness training
 - ✓ The time lapse from finding a non-conformance to implementing corrective action
 - ✓ The number of employees that have received competency training relative to their responsibilities with respect to significant aspects.



Management Programs

- Management programs are structured improvement activities established to attempt to meet the objectives and targets set for the aspects selected for improvement.
- The EMS Team develops and recommends implementation plans (monitor, study, control)
- Identify what steps your organization is going to take to meet these goals.



Procedure for Developing Objectives, Targets & Management Programs

- This procedure is used to evaluate each aspect with a significant environmental impact to assess whether or not an objective, target, and management program (i.e., implementation plan) should be established.

- For those aspects selected, objectives, targets, and management programs are established.

EHS Framework, Issue Revised 12/05/2006

NCDOT EHS FRAMEWORK

	Procedure for Developing Objectives, Targets, and Management Programs		
	Division (Div/ Unit as needed)	Division or Unit	
	Prepared By		
	Number & Revision	NCDOT-12-GenOps-012	Revision X
	Revision Date	Page 1 of 2	
	ISO 14001 reference(s)	4.3.3 Objectives, Targets, & Management Programs	
Document references	NCDOT-12-GenOps-012a		

Purpose:
This procedure is used to evaluate each aspect with a significant impact to assess whether or not an environmental objective, target and management program (i.e. implementation plan) should be established.

Then, for those aspects selected, objectives, target, and management programs are established.

Responsibility:
The HMS Team will evaluate each aspect with a significant impact and assess whether or not an environmental objective, target and management program should be established. For those aspects selected, the HMS Team will provide Executive Management with recommendations for objectives, target, and management programs.

The HMS Responsible Person will provide status report on objectives, target, and management programs at the Management Review Board Meeting.

Procedure

- 1) The HMS Team identifies which aspect should be assigned objectives, target, and management programs.
 - a) The HMS Team determines what is a reasonable amount of improvement to pursue. This should be quantified in some manner (number of aspects with objectives and target, amount of work associated with meeting these objectives and target, or some other method). It is typically not practical to address all opportunities for improvement; thus prioritization and targeted selection of aspect is needed.
 - b) The HMS Team determines what strategy or approach to pursue regarding aspect selection, for example:
 - i) More, easier-to-implement objectives and target
 - ii) Fewer, more-difficult-to-implement objectives and target
 - iii) Focus on one particular operational area
 - iv) Community, political, or employee interest in particular aspect.

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Documenting Objectives & Targets

Form for Documenting Objectives, Targets, and Management Programs

- Identify what steps the Division is taking to achieve objectives & targets

- Steps may involve improving or revising operating methods, using new or different technology, different schedules or training

NCDOT EMS FRAMEWORK EMS Framework Intro Revised 12/05/2006

NCDOT Div. or Unit EMS	Form for Documenting Objectives, Targets, and Management Programs			
	Division:		Division or Unit	
	<i>(Div/Unit as needed):</i>			
	Prepared By:			
	Number & Revision:		NCDOT-L2-GenOps-012a	Revision X
	Revision Date:		mm-dd-2006	Page 1 of 1
	ISO 14001 reference(s)		4.3.3 Objectives, Targets, & Management Programs	
Document references		NCDOT-L2-GenOps-012		

+	OBJECTIVE				
	Significant Aspect				
	TARGET				
	Resources				
MANAGEMENT PROGRAM					
	IMPLEMENTATION	TASK DESCRIPTION	RESPONSIBILITY	TARGET COMPLETION	ACTUAL COMPLETION DATE
	TASK 1:				
	TASK 2:				
	TASK 3:				
	TASK 4:				
	TASK 5:				
	TASK 6:				
	TASK 7:				

Documenting Objectives & Targets

- 1 – The name of the objective
- 2 – The significant aspect associated with the objective
- 3 – The expected target of the objective
- 4 – The resources that are available
- 5 – The task needed to fulfill the objective
- 6 – A description of the task to be performed
- 7 – The individual responsible for performing the task
- 8 – Target completion date
- 9 – Actual date the task is completed

NCDOT EMS FRAMEWORK EMS Framework Intro Revised 12/05/2006

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Document references:	NCDOT-L2-GenOps-012		

+		OBJECTIVE	
1	→	Significant Aspect	
2	→	TARGET	
3	→	Resources	
4	→		
MANAGEMENT PROGRAM			
		IMPLEMENTATION TASK DESCRIPTION	RESPONSIBILITY
		TARGET COMPLETION	ACTUAL COMPLETION DATE
		TASK 1:	TASK 1:
	↑	6	↑
	↑	7	↑
	↑	8	↑
	↑	9	
5	→	TASK 2:	
		TASK 3:	
		TASK 4:	
		TASK 5:	
		TASK 6:	
		TASK 7:	



Module 3 Summary

- Achieving objectives and targets is one of the most tangible benefits of the EMS
- Objectives and targets can be set for any aspect, not just significant aspects
- Keep objectives simple, flexible, and measurable
- Set achievable goals to gain success
- Assign responsibility for completing objectives with schedules and time tables
- Document Objectives and Targets

Contact Information



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