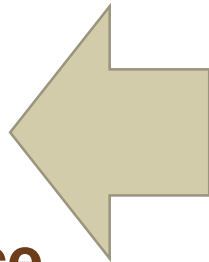


How to perform management review according to ISO 14001:2015



Presenter: Carlos Pereira da Cruz

Management review is one of the most important contributions from top management to an effective EMS.

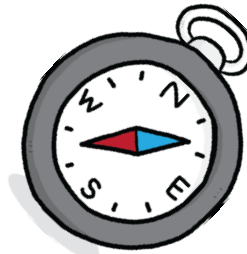
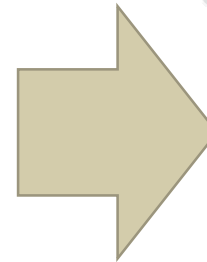


PAST

Performance



Context



FUTURE

Targets &
Milestones

Agenda

- Overview
- Process
- Inputs
- Decisions
- Outputs
- Myths
- Main challenges

- Top management periodically, at least once per year, reviews management system performance to make decisions.
- Management reviews generate outputs like meeting minutes and reports

Management review process

Prepare
inputs



Perform
review



Make
decisions



Follow-up
decisions

- Prepare inputs (data and information about system performance)
- Perform review (analyze the information)
- Make decisions (make decisions, take actions and keep records)
- Follow-up decisions (follow-up decisions to implement actions, check implementation and effectiveness)

Prepare management review inputs

- Based on facts
- Go beyond the tick list technique
- Do more than collect raw data.
- Use ISO 14001 as an orientation



Environmental objectives

Environmental performance

Changes

Improvement Opportunities

Audits

Complaints

Air emissions

Quality

Trend

Limits

Cost

Perform review and make decisions

- More than a meeting
- Review the inputs - analyze
- Meet to discuss the results, make synthesis and decide on a course of action

Air emissions

Legislation Technology

**Neighborhood
complaints**

**Reduce air
emissions**

Prepare management review outputs

Outputs include any decisions and actions needed for the future about:

- How to improve system effectiveness
- How to improve product and/or processes related to environmental requirements
- What resources are needed

Prepare management review outputs

“... waste numbers conclusions:

We were too ambitious in our target reduction.

Responsibilities for waste reduction need to be set more clearly.

It was decided to break down the total amount of waste into the different types of waste and have different projects for each of the three main types.”

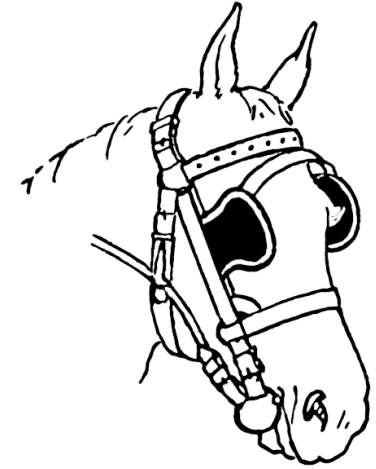
Monitoring: Follow-up



31 Vs 30

Management review

Effluent organic matter in wastewater
30 BOD₅ mg/l O₂



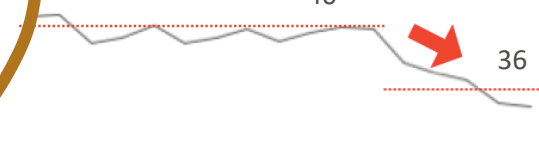
Monitoring

31

Monitoring

40

36



Monitoring

34

- There must be one annual management review;
- Management reviews should cover all requirements in one meeting;
- All senior management should be present at the annual meeting;
- Management review should follow the ISO standard requirement sequence (for example, subsections 9.3. a) through g).

Main challenges

- Determine the right frequency
- Get top management commitment
- Integrate with other standards
- Add value to the business

A sound management review is essential to identify management system improvement opportunities and act upon resource needs.

Q & A



Presenter: Carlos Pereira da Cruz

Activity: Cutting steel sheet					
Operation	Environmental Aspect	Environmental Impact	Risk	Undesirable effect	Evaluation
Normal	Noise generation	Neighborhood nuisance below legal limits	---	Neighborhood complaint	Not critical
Abnormal (Cutting machine malfunction)	Noise generation	Neighborhood nuisance exceeding legal limits	Cutting machine malfunction	Neighborhood complaint	Critical
Emergency (Cutting-fluid leak)	Cutting-fluid goes into the water drain	Water and soil pollution	Cutting-fluid leak	Water and soil pollution due to rainwater circuit contamination	Critical

Thank you!

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