

OBJECTIVES AND TARGETS

Background and Exhibits

Objectives and targets help a facility translate purpose into action. These environmental goals should be factored into your business plans. This can facilitate the integration of environmental management with your facility's other management processes.

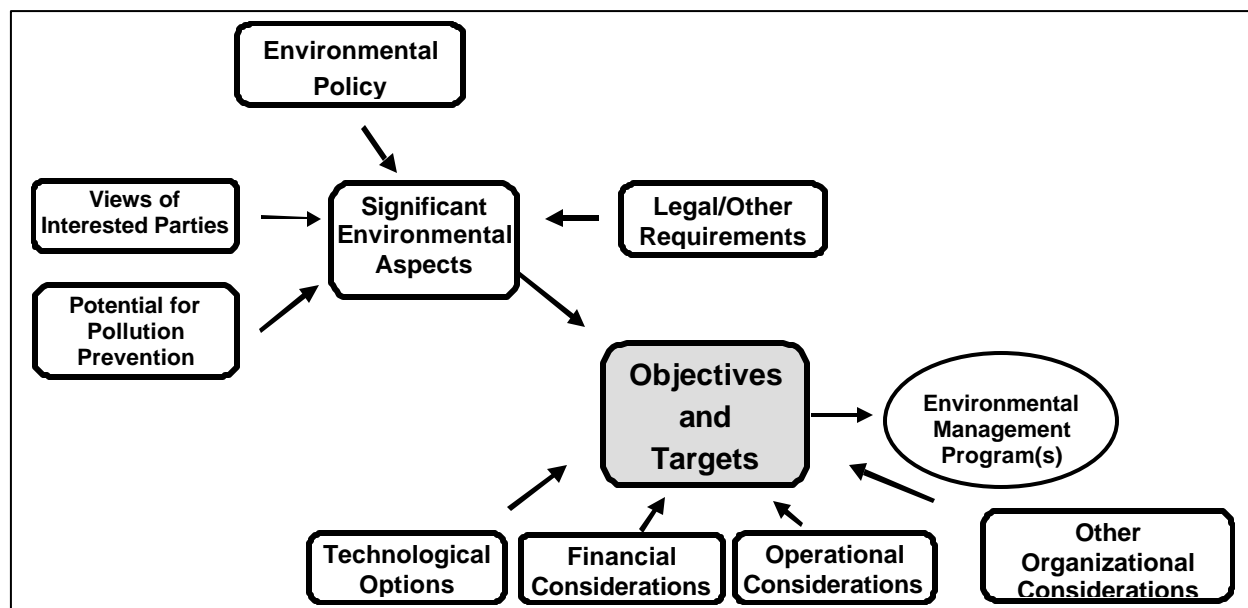
An environmental objective is an overall environmental goal, arising from the environmental policy, that a facility sets itself to achieve, and which is quantified where practicable. An environmental target is a detailed performance requirement, quantified where practicable, applicable to the facility or parts thereof, that arises from the environmental objectives and that needs to be set and met to achieve those objectives.

You determine what objectives and targets are appropriate for your facility. These goals can be applied facility-wide or to individual units, departments, or functions, depending on where the implementing actions will be needed.

In setting objectives, keep your environmental policy commitments in mind. You should establish an objective and target, even if it is to control or maintain on an ongoing basis as per legal or company requirements, for each significant environmental aspect (SEA). In setting objectives and targets you should also consider applicable and pending legal and other requirements, the views of interested parties, technological options, and your financial, operational, and business requirements.

It is also important that environmental performance improvements have a net beneficial effect and do not merely result in cross media transfers of pollution (e.g., reducing air emissions at the expense of increased water pollution).

Exhibit 6-1: Considerations for Developing Objectives and Targets summarizes these considerations.

Exhibit 6-1: Considerations for Developing Objectives and Targets

Here are some things to think about to expedite the determination of your facility's environmental objectives and targets:

- Involve employees in the relevant functional area(s) when setting objectives and targets. These people should be well positioned to establish, plan for, and achieve these goals. Because employees play a major role in achieving your goals, involving them in the objective and target setting process will ensure more realistic and achievable goals.
- Get top management buy-in for your objectives. This will help to ensure that adequate resources are applied and that the objectives are integrated with other organizational goals.
- Link the objectives to the actual environmental improvements being sought when communicating objectives to employees. This should give people something tangible to work towards.
- Ensure that your objectives are consistent with your overall mission and policy commitments (i.e., legal compliance, pollution prevention, and continual improvement). Targets should be sufficiently clear to answer the question, "Did we achieve our objectives?"
- Be flexible in your objectives. Define a desired result. Then let the responsible parties determine how to achieve it.
- Establish objectives to maintain current levels of performance or compliance as well as to improve performance. Most likely, some SEAs will have both control/maintain objectives and study or improvement objectives.
- Communicate your progress in achieving objectives and targets throughout the facility.
- Consider a regular report on this progress at staff meetings or posting key targets and progress toward them in your facility.
- Consider holding an open house or establishing a focus group with people in the community to obtain the views of interested parties.

- Keep your objectives simple initially, gain some early successes, and then build on them. How many improvement objectives and targets should a facility have? Various EMS implementation projects indicate that it is best to start with a limited number of improvement objectives (say, three to five) and then expand the list over time.
- Make sure your objectives and targets are realistic. Determine how you will measure progress towards achieving them.
- Keep in mind that your suppliers (of service or materials) can help you in meeting your objectives and targets (e.g., by providing more “environmentally friendly” products).
- Know that if an environmental aspect is not significant then it does not need an objective and target.

Pollution Prevention Tools

As interest in pollution prevention grows and facilities look to move beyond the “low-hanging fruit,” it becomes increasingly important to find ways to evaluate the potential benefits of pollution prevention alternatives. Two such tools are **Life Cycle Analysis (LCA)** and **Total Cost Assessment (TCA)**.

LCA generally focuses on the environmental aspects of a specific product, although it could be applied to processes or services, over its lifetime. LCA looks at each stage, from raw material through production, use, and disposal. Inputs to the analysis include energy use, waste generation, emission, and releases from each stage. For more information on LCA, refer to the Society of Environmental Toxicology and Chemistry Web site at: www.setac.org/lca.html.

TCA focuses on the total costs of a project or product, including environmental costs, which many assessment methods do not include. This is often done to support evaluations of process or product changes over the long-term. For example, TCA might be used to assess the benefits and costs of continuing to use a VOC-based process versus those of using a water-based process for the same purpose. For more information on TCA, refer to the EPA’s Environmental Accounting Project Web site at: www.epa.gov/opptintr/acctg/.

Refer to **Exhibit 6-2: Summary Checklist** for a set of steps that can help you begin the process of determining your facility’s environmental objectives and targets. Record your objectives and targets for each SEA using Form EF-003.02, Linking SEAs, Objectives and Targets, and EMS Operational Control Procedures to Measurement Indicators, Job Functions, Responsible Parties, and Applicable Processes that is part of **Exhibit 5-6: Procedure for Environmental Aspects, Objectives and Targets, and Programs (EP-003)** in *Module 5*. An example of how to complete this form is provided in *Module 12* as **Example 12-1: Worksheet for Linking SEAs to Operational Controls, Measurement Indicators, Job Functions, Responsible Parties, and Locations of Documents**.

Exhibit 6-2: Summary Checklist

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- Step 1: Establish objectives and targets consistent with your EMS Policy for significant aspects determined in *Module 5*. There are three types of objectives: control; improve; and study. See *Exhibit 5-5: Procedure for Environmental Aspects, Objectives and Targets, and Programs (EP-003)* for defining these objectives and *Exhibit 6-1: Considerations for Developing Objectives and Targets* for considerations that should be taken into account when developing your facility's objectives and targets.
- Step 2: Use Form EF-003.02 Linking SEAs, Objectives and Targets, and EMS Operational Control Procedures to Measurement Indicators, Job Functions, Responsible Parties, and Applicable Processes to record facility objectives and targets (see *Example 12-1: Worksheet for Linking SEAs to Operational Controls, Measurement Indicators, Job Functions, Responsible Parties, and Locations of Documents*).
- Step 3: Capture the approach used to establish objectives and targets in the written procedure that you developed in *Module 5*. *Exhibit 5-5: Procedure for Environmental Aspects, Objectives and Targets, and Programs (EP-003)* provides a template.

Examples

Example 6-1: Improvement Objectives and Targets Organized by Category

Objectives	Targets
Chemical Inputs	
Increase use of non-hazardous chemicals by suppliers	<ul style="list-style-type: none"> Increase use of suppliers that provide alternative chemicals by 15% by January 2005
Energy and Water Usage	
Reduce energy and water use	<ul style="list-style-type: none"> Reduce energy use by 10% per 100 man-hours from 2002 levels by January 2006 Reduce water use per 100 man-hours from 2002 levels by January 2005 (See <i>Example 7-1: EMP for Energy and Water Use Reductions</i>)
Point Source and Fugitive Air Emissions	
Reduce air emissions	<ul style="list-style-type: none"> Reduce permitted air emissions by 10% by January 2005, relative to year 2002 baseline (See <i>Example 7-2: EMP for Reduction of Permitted Air Emissions</i>)
Process Waste Water Discharge	
Optimize wastewater treatment to minimize chemical treatment	<ul style="list-style-type: none"> Complete study by December 2004 (See <i>Example 7-3: EMP for Process Wastewater Treatment Optimization</i>)
Storm Water Discharge	
Improve storm water discharge quality	<ul style="list-style-type: none"> Investigate improvements in storm water collection and filtration system by January 2005 Investigate effectiveness of additional best management practices by January 2005
Hazardous and Non-hazardous Wastes	
Reduce hazardous and non-hazardous waste	<ul style="list-style-type: none"> Reduce hazardous chemical use by volume by 10% relative to 2002 values by January 2005 Reduce hazardous filter waste by weight by 5% relative to a 2002 baseline by January 2005 Reduce process sludge waste by weight by 5% relative to a 2002 baseline by January 2005 Reduce plastic and foam waste by weight by 10% relative to a 2002 baseline by January 2005 Study plastic drum reduction – Complete study by January 2005 (See <i>Example 7-4: EMP for Hazardous and Non-hazardous Waste Reduction</i>)
PCB Elimination	
Remove PCB-containing transformers and ballasts	<ul style="list-style-type: none"> Remove all remaining PCB-containing transformers by January 2006 Remove all remaining PCB-containing as encountered when service is required (See <i>Example 7-5: EMP for PCB Elimination</i>)
Spills	
Reduce occurrence of spills	Reduce spill occurrence by 10% by January 2004 by a sub-team of the CFT conducting a root cause analysis of spills during 2003 that will be incorporated into a new training program and conducting the following training:

Objectives	Targets
	<ul style="list-style-type: none">• Spill prevention awareness training for all plant personnel by July 2004• In-depth spill prevention training for all raw material handling personnel by July 2004• Spill control training for all production personnel by August 2004