

# Management Review

## What

A management review answers the question, “Is the system working?” Your facility’s top management should do a comprehensive review of your EMS periodically, such as quarterly, although all of your EMS elements don’t need to be reviewed at once. Review of the policy, goals, and procedures should be carried out by the level of management that defines them. The management review should include:

- Internal audit results and status of preventive and corrective actions;
- Progress in meeting goals;
- The suitability of the EMS in relation to changing conditions and information; and
- Concerns of interested parties.

## Who

Top management reviews EMS items prepared by the EMS Team.

## Why

Management reviews inform top management of the status of your EMS and offer a great opportunity to keep your EMS efficient and cost effective. If your top management finds that EMS procedures and other activities don’t add value, eliminate them.

## How

Your management review should answer the following questions:

- Is our environmental policy still relevant?
- Are roles and responsibilities clear and do they make sense?
- Are we applying resources appropriately?
- Are we meeting our regulatory obligations?
- Are the procedures clear and adequate? Do we need others? Should we eliminate some?
- What effects have changes in materials, products, or services had on our EMS?
- How effective are our measurement and assessment systems?
- Can we set new measurable performance goals?
- Do we need to change some of our approaches because of changes in laws or regulations?
- What stakeholder concerns have been raised since our last review?
- Is there a better way? What else can we do to improve?

Create a continual improvement plan and check progress against your plan. Be sure to document your observations and conclusions, through the use of a record such as the one provided as Sample Form 11: Management Review Record. Assign action items to the EMS Team to ensure follow-up on each item and schedule the next management review.

## Sample Form 11: Management Review Record

<b>Date of review meeting:</b> 4/5/2004	
<b>Persons present at meeting:</b>	
<b>Name</b>	<b>Position</b>
Mike Baker	Owner and president
Joe Stevens	Plant manager and EMR
Carol White	EH&S manager
<b>Conclusions</b>	
<p>This is the first quarterly management review. It appears that the EMS is up and running, but reinforcement is needed. Employees show an awareness of the general concepts of the EMS, but are not always aware of how they fit into the process and how their job is different as a result of the EMS. Next month we will have a meeting for all managers and supervisors. AT the meeting the EH&amp;S manager will teach the supervisors what key points need to be emphasized to workers. Each supervisor is to have a meeting with their staff to go over these points. This meeting should be document—including date, time, and attendees.</p> <p>We are encouraging all supervisors to come to the next supervisor meeting with examples of what techniques work and what techniques do not work; our goal is to get all staff to uphold the work instructions that are part of the EMS. For those areas of the plant that do not have specific work instructions in the EMS Manual, the supervisor will motivate folks to come up with efficiency ideas. We have decided that at the end of the fiscal year, the staff person who comes up with the best EMS idea will get 10 percent of the savings that resulted from the idea. The contributor's supervisor will be favorably viewed, as well.</p>	
<b>Actions to be taken</b>	<b>Person(s) responsible</b>
Manager and supervisor meeting	EH&S manager
Supervisor meeting with their staff	Every supervisor
Signed: Joe Stevens Plant Manager and EMR	Mike Baker Owner and president