11 – Checklist

11.1 Checklist inception of an EMS in a company

	TIPS for the environmental team and the dissemination of information during the implementation of the EMS
	Tip/question/measure
☐	Discuss the allocation of necessary funds for the environmental team (e.g. working hours of the team members) in a "contracting" meeting with the management. Be prepared for a project duration of approximately six months. The necessary time frame involves: • One five-day workshop to train the company representative; • A kick-off workshop in the company involving the environmental team; • Approximately five working groups meeting twice for half a day; • One to two days for internal auditing; • External auditing.
☐	Never forget to invite the board or/and to send them a report.
☐	At the beginning, write a report at least quarterly.
☐	For specific questions, consult internal or external experts.
☐	As a means of integrating other employees at an early stage, invite them to take part in the selection of the name for the team.
☐	Post information on the project on notice boards, etc.
☐	For the organization of the workshops, you have to consider the following points: • Time: working time/spare time/half and half; • Location: in the company or outside; • Form of invitation: by e-mail, posters, in person; • Send programme in advance.

CHECKLIST for the work packages to be considered

11.2 Checklist for the introduction of an Environmental management system (linewise, from left to right)

Preparation of the EMS	Defining the project schedule and contents with the consultant	Defining a rough structure of the schedule and the (estimated) costs	Preparation of the project presentation for management	Information on the EMS to management	Written statement from management				
Preparation of the environmental policy	Nominating the members of the environmental team from the relevant areas	Collecting existing environmentally relevant documents	Start-up workshop with the environmental team	Environmentally relevant areas (core team)	Defining or re-defining the environmental policy (core team)	Defining environmental guidelines – mission statement (core team)	Coordination of environmental policy with management	Redefining the questionnaire – relevant issues (core team)	Selecting the environmentally relevant management levels
Information to management and env. team, distribution of the questionnaire	Evaluation of the questionnaire	Redefining the environmental policy and guidelines (core team)	Confirmation of the environmental policy and guidelines by top management	Planning on how to inform the employees and designing the information material	Information on EMS, environmental policy to all employees	Distribution of the environmental policy (option: plus questionnaire)			
Preparation of the initial review and first environmental programme	Compilation of documents for the initial review	Identification of the existing env. impacts and relevant analysis (processes, material, energy etc.)	Planning of the initial review (responsibilities, timeframe, schedule)	List of materials and energy flows (type, costs and quantities where possible)	Top 20 input, output and hazardous materials, and types of waste (input/output analysis)	Analysis and results of measurements of emissions	Drawing up charts and evaluation of ecological accounts	Collecting chemicals' safety data sheets of	Assessment of materials, energy and emissions
Compile: list of plants/machines, site plans, maintenance plans, cleaning plans, descriptions of machines	Analysis of earlier emergencies and (operational) accidents	Drawing up a flowchart and marking changes to the environmental programme	Including the emission sources on the site plan	Company visit (external and/or internal)	Assessment of technical aspects and production area, and company inspection	Collecting permits	Collecting company-specific environmentally relevant laws and regulations	Defining duties deriving from environmental laws	Assessment of legal compliance (problems observed, deviations, necessary measures)

Drawing up a checklist to assess the different areas/ departments of the organization	Carry out the organizational assessment per department (external)	Evaluation of the organizational assessment for each department and in general	Environmental register (relevant areas and their impacts on air, water, etc.)	Defining the initial programme (following the priorities of the register)	Planning the man hours and investments required	Allocating tasks to employees	Coordination with responsible managers	Management approval	Presentation of the initial review
Gap analysis of requirements of ISO 14001	**Determining the structure of the documentation (manual)**	Structure of the work groups	Allocation of the identified contents from the gap analysis to the working groups (documentation and implementation)	Developing the process of document control	Meeting of all employees from all work groups and presentation of the manual	Clarification of the given assignment to work groups	Developing the contents and drawing up the documents within the work groups	Process for adjusting the environmental policy	Process for determination of the relevant environmental aspects
Process for collecting legal and other requirements	**Process for setting goals at all levels**	Process for developing the programme for implementation of goals	Process for defining responsibilities and authority for environmentally relevant areas (incl. environmental manager)	Process for training to enhance the environmental competence of the employees	Process for internal communication	Process for external communication	Process for the documentation of the EMS and identification of documents	Process for the control of documents (preparation, assessment and withdrawal)	Process for updating the policy, goals and the programme
• Ecological procurement • Planning product/plant • Maintenance • Handling/storage of material • Energy management • Water/wastewater management • Waste management • Operation of environmentally relevant plants		*Process for utilisation of goods and services*	*Process for avoiding emergencies and assessing the effectiveness of measures*	*Process for monitoring processes with environmental impacts*	*Process for implementing corrective and preventive measures*	*Process for filing documentation of environmentally relevant data*	*Process for assessing the effectiveness of the system and measures*	*Process for management evaluation of the system and its impact*	Consistency of document check
Releasing documents	Activation of document control	Training and information for employees							
Identification of the audit area and scope for the core team	Selection of auditors (internal or external)	Training of auditors	Audit planning for the year (based on environmental impacts and programme)	Detailed audit planning for specific areas by the auditor and division manager	Development or revision of the audit checklists for respective divisions	Auditing	Writing the audit report	Initiating corrective action (short-term, long-term, programme)	Feedback and deviation report

Writing the review report for management	Drawing up a new programme (concept)	Drawing up a new audit plan for the year	Review by management, approval of the environmental programme	Environmental report	Approval of the environmental report by management				
Selection of the certification body	Timetable for the certification audit	Carrying out the certification audit	Effecting the required corrections to the documents and the system	Publication of the report by the company and/or for interested stakeholders					
Continuation: update data, indicators, success stories and the programme	Training and information	Launching of the environmental programme and monitoring its implementation	Carrying out audits to ensure continuous improvement	Setting new goals, development of a new programme, audit plan and training plan	Updating legal register	Examining the effectiveness of measures suggested in the review process			