

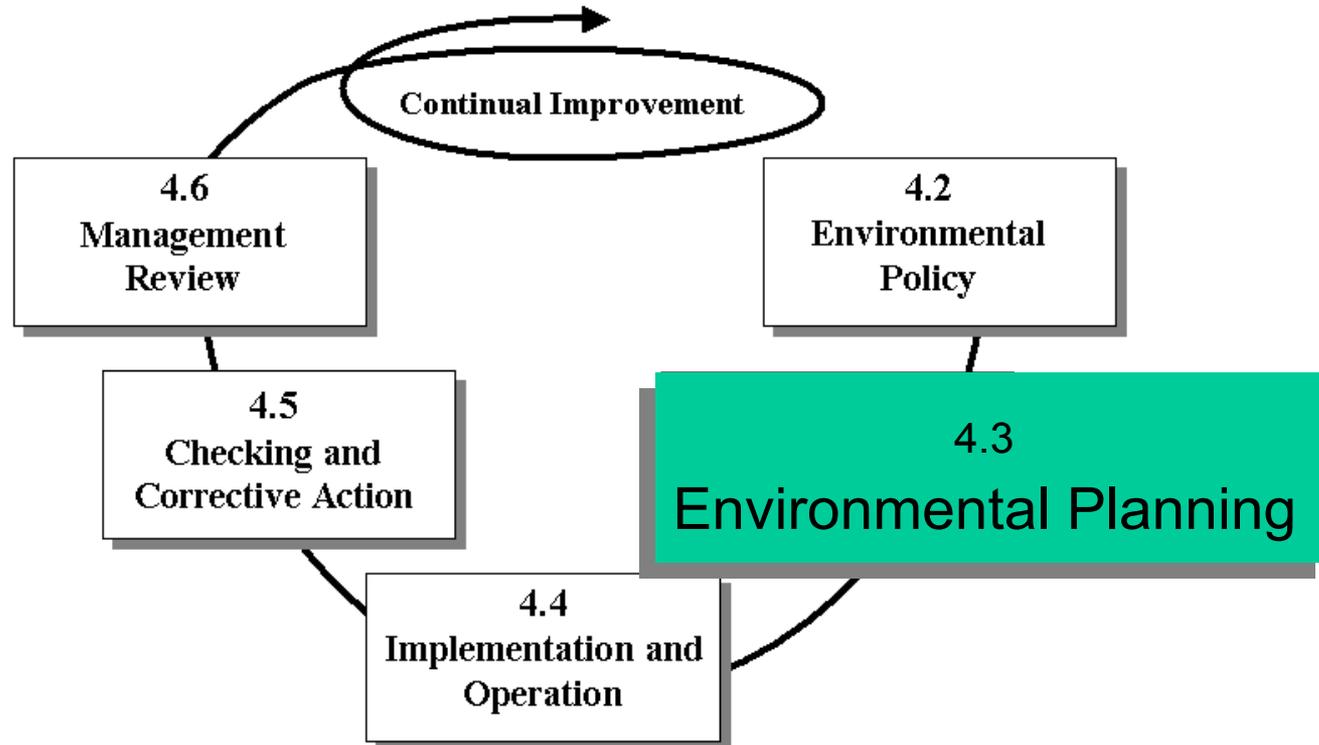


Module 6: Objectives & Targets

- What is required by ISO 14001?
- Why is it important?
- What are key issues for Army?



Objectives & Targets





Definitions

Environmental Objective:

- “Overall environmental goal, arising from the environmental policy, that an organization sets itself to achieve, and which is quantified where practicable.” (ISO14001Sec. 4.3.7)

Environmental Target:

- “Detailed performance requirement, quantified where practicable, applicable to the organization or parts thereof, that arises from the environmental objectives and that needs to be set and met in order to achieve those objectives.
(ISO14001Sec. 4.3.10)



Definitions

Interested Party:

- “Individual or group concerned with or affected by the environmental performance of an organization.” (ISO14001Sec. 4.3.11)

Organization:

- “Company, corporation, firm, enterprise, authority, or institution, or part or combination thereof, whether incorporated or not, public or private, that has its own functions and administration.” (ISO14001Sec. 4.3.12)

Prevention of Pollution:

- “Use of processes, practices, materials, or products that avoid, reduce or control pollution, which may include recycling, treatment, process changes, control mechanisms, efficient use of resources and material substitution.” (ISO14001Sec. 4.3.13)



Requirements

Objectives & Targets:

- “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 environmental 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 commitment to prevention of pollution.” (ISO14001Sec. 4.3.3)



Key Concepts

- **Focus is on documented objectives & targets**
- **One size does not fit all**
 - O&T should reflect their operating level & roles
 - HQ vs MACOM vs installation
 - Measures should be management focused
- **Quantification preferred**
 - Need clear definition of all operative terms
 - Remember joke about “assume”
 - Try to define anything you care about
 - Don't put in anything you don't care about
- **“Consideration” of policy vs requirement**



Army Focus

- **Objectives & targets drive the system**
 - Use to focus on excellence serving mission
 - Army O&T should directly align with policy vs ISO consideration
- **Fewer is better**
 - Metrics cost money and time
 - Bad metrics are worse than none
 - when in doubt, leave it out!
 - know why each objective or target is included
- **Objectives & targets are environmental – but actively mission advancing**



Questions to ask

- 1. Does it address a key mission goal?**
- 2. Can it show trends?**
- 3. Is the resulting information directly usable?**
- 4. Does it measure things controlled by the group being measured?**
- 5. Is it decision-oriented?**



Summary

- **O&T are key to EMS effectiveness**
- **They can be environmental and mission advancing**
- **Army requires alignment with policy**
- **Align with decisions made at each level**
- **Fewer is better**



Nice work.
You have completed Module 6.





Look ahead for tomorrow

Exercise 3

■ **Develop objectives & targets:**

1. Develop a mission-focused objectives for an Army installation or MACOM
2. Develop ≥ 2 targets for each objective

■ **How:**

- 25 minutes to develop objective, targets, & rationale
- 2 minute report to larger group
- Break into groups of 4
- Person with last name third in alphabet is facilitator