



SAMPLE PAGES

FOR

ISO 14001:2015 POCKET GUIDE

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7

CLAUSE
7.1

RESOURCES



Like any other system, the environmental management system requires resources for the purpose of its creation, ongoing operation and improvement. The standard

requires that these resources be identified and provided. (7.1)

The resources that we are concerned with here are generally non-renewable. That is, they are not replenished by mother nature. Since that is true, your organization needs to be constantly aware that sufficient resources are available to operate and improve your established EMS. There is a renewable resource aspect to an effective EMS in its ability to save added cost through the reduction of waste. (7.1)

Management's Role – As managers committed to the successful creation and implementation of your company's ISO 14001:2015 environmental management system, you will certainly understand your required EMS related resources and apply them when needed. In the event that appropriate resources were not provided, it is not necessary for an auditor to directly confront that issue with you. He/she has probably already written nonconformities that are symptoms of the resource shortfall.

Each Employee's Role – The roles of employees with regard to resources are found in the more detailed discussions that follow in this section.



CLAUSE 7.2

COMPETENCE

For those within your organization, whose work has impact on the

ability of your organization to meet its environmental obligations, knowledge of their appropriate competence through education, training, skills and experience is a **requirement** of clause 7.2. Most companies assure that qualification occurs through the use of job descriptions containing the required qualifications for each position. The required qualifications of the position become the specification for the candidate for that position. Over time, employees will acquire qualifications through their own efforts. The acquired qualifications of the candidate must match the qualifications required. Paper-wise, acquired qualifications can be documented and the match validated. Being qualified can be insufficient. Competency can be thought of as the ability to consistently perform at the appropriate levels. Usually, competency achieved through education, training, skills and experience can only be judged by demonstration or performance based on numerical measurements. Provisions to monitor or periodically measure competency should be built into the environmental management system. (7.2)

Support

When considering the requirement in the standard for the determination of competency, the following will be helpful. Please recall the discussion of required and acquired qualifications above. Training needs with regard to qualifications are defined by the difference between the required and acquired qualifications. When the shortfalls are determined, the training can be tailored to meet individual needs. Competency can also be determined and allowed to grow during apprenticeships. (7.2)

The standard also requires action be taken to fulfill the identified needs. This requirement is about implementing the hiring, training, apprenticeship programs etc. that your company participates in. This is not a requirement to write job specific training procedures. That should only be done if it sufficiently contributes to training effectiveness. The needs might also be satisfied by further automation. (7.2)

Effectiveness of actions taken must be assessed. There are several ways to measure effectiveness. The intent is to predict and control performance on the job. Simply testing on classroom material may or may not be sufficient to predict performance on the job. Clearly, measuring process outcomes before and after actions taken can be an indicator of effectiveness. Training is usually a significant contributor to continual improvement. Periodic measures of indicators of continual improvement can also be indicators of the effectiveness of actions taken. (7.2)

Records that indicate competence must be maintained

for those conducting work affecting fulfillment of environmental obligations. (7.2)

Management's Role – If you are a manager filling a position in your department, it is your responsibility to select the candidate that you believe will fit best into your staff. Candidates made available for your review should include only those that have a match between required and acquired qualifications. When competency can't be measured, and is a concern, other approaches such as apprenticeships should be used. On occasion, I have, as an auditor, randomly reviewed the documented credentials of employees.

In our work life, there is a natural sorting process that eventually combs out problems related to competence. The problem with allowing nature to run its course is that the interested parties can be victimized. Your job, as managers, is to maximize company profit while achieving the company's goals, including growth related goals. Serious occurrences of dissatisfaction of the relevant interested parties are counterproductive to those intentions. The determination of competency demands sufficient priority to warrant close scrutiny by management.

Each Employee's Role – Your education, training, skills and experience that are relevant to your work must be captured within the documented records of your company. Education, training, skills and experience accumulated while working at your current place of employment will be a part of the records your company collects. Edu-