

# ***EMS In Depth: Conducting Quality Internal Audits Workshop***

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**Iowa Department of Natural Resources  
Ankeny, Iowa  
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# Welcome

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- Facilitator Introduction
- Fundamentals
- Workshop Content and Materials
- Introductions of Attendees
  - What is your name?
  - Where do you work?
  - What is your title and job responsibilities?
  - What experience do you have with EMS?
  - What do you hope to gain from this workshop?

# EMS Refresher

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## What IS an EMS?

- Environmental Management System
- Similar to any other management system
- Method for carefully and deliberately controlling performance (i.e., processes, procedures, and programs)
- Integrated within an organization
- Used to ensure an organization can fulfill tasks and achieve goals
- Continual improvement



# EMS Refresher

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## What IS NOT an EMS?

- Disorganized approach to managing performance
- Informal and undocumented
- Detached environmental responsibilities
- Entirely focused on compliance
- Flawless



# EMS Refresher

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## What are Some Benefits of an EMS?

- Reduced influences on the environment
- Improved environmental compliance
- Enhanced public image
- Cost savings
- Reduced risks
- Improved employee satisfaction

# EMS Refresher

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## What are the Key Elements of an EMS?

- Environmental policy
- Planning
- Implementation and operation
- **Checking**
  - Monitoring and measurement
  - Evaluation of compliance
  - Nonconformity, corrective action and preventive action
  - Control of records
  - **Internal audit**
- Management review

# EMS Internal Audits

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## What is an Internal Audit?

- ISO 14001:2004 definitions
  - An internal audit is a “systematic, independent and documented process for obtaining audit evidence and evaluating it objectively to determine the extent to which the environmental management system audit criteria set by the organization are fulfilled”

# EMS Internal Audits

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## What is an Internal Audit?

- Layman's terms
  - An internal audit is a checkup of your organization's EMS on routine, planned intervals according to an established process



# EMS Internal Audits

What is an Internal Audit?



# EMS Internal Audits

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## What is an Internal Audit?

- What are we checking?
  - Conformity to planned arrangements
  - Implementation and maintenance of the EMS

# EMS Internal Audits

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## What is an Internal Audit?

- What are the core components of an internal audit?
  - Preparation
    - Scope, frequency, and schedule
    - Internal auditors
    - Plan and checklists
  - Execution
    - Opening meeting
    - Interviews, document / record reviews & field observations
    - Closing meeting
    - Audit report and follow-up

# EMS Internal Audits

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## Preparation

- Scope, frequency, and schedule
  - Scope
    - What's fair game?
    - What's in and what's out?
    - Variations?
    - Why?

# EMS Internal Audits

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## Preparation

- Scope, frequency, and schedule
  - Frequency
    - How often?
    - Why?

# EMS Internal Audits

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## Preparation

- Scope, frequency, and schedule
  - Schedule
    - What day(s)?
    - Time(s)?
    - Shift(s)?
    - Requirement(s)?
    - Who?
    - Where?
    - Why?

# EMS Internal Audits

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## Preparation

- Internal auditors
  - Finding internal auditors
    - Difficult
    - New staff
    - Consultants
    - Partnerships

# EMS Internal Audits

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## Preparation

- Internal auditors
  - Desired characteristics of internal auditors
    - Neutral and fair
    - Inquisitive
    - Unafraid
    - Tactful
    - Conversationalist
    - Some environmental knowledge or interest



# EMS Internal Audits

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## Preparation

- Plan and checklists
  - Plan
    - Tool to coordinate the process
    - Documents the scope and schedule
    - Concept / elements are fairly standard between organizations
    - Layout varies much more
    - Typically developed and communicated at least 1 month prior to start of audit
    - Can include areas and special instructions

# EMS Internal Audits

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## Preparation

- Plan and checklists
  - Checklists
    - Tool to assist auditors
    - Includes “canned” questions for each requirement
    - Concept / elements are fairly standard between organizations
    - Layout varies much more
    - Typically allows for documenting notes and preliminary results
    - Can include special instructions

# EMS Internal Audits

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## Examples of Good & Bad Preparation

- Good preparation
  - Inclusive
  - Timely
  - Detailed, clear, concise
  - Documented
  - Communicated
  - Creative
  - Mentally rehearsed
  - Questioned

# EMS Internal Audits

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## Examples of Good & Bad Preparation

- Bad preparation
  - Exclusive
  - Last minute
  - Vague
  - Verbal
  - Private
  - Unimaginative
  - Unrehearsed
  - Uncontested

# EMS Internal Audits

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## Examples of Good & Bad Preparation





# EMS Internal Audits

## Examples of Good & Bad Preparation

Internal EMS Audit Checklist Widgets R Us Environmental Management System					
Date:	Auditor(s):	Major Non-Conformance	Minor Non-Conformance	Observation	Commendable
Facility/Program and Address:	ISO EMS Number, Element and Description				
<b>4.1 General requirements</b>					
Has the organization defined and documented the scope of the EMS? Note: This requirement often met with an EMS Fenceline description.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Additional Auditor question(s):		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>4.2 Environmental policy</b>					
Has senior management defined and approved the organization's environmental policy? Note: This requirement often met with a policy statement signed by senior management.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is the policy appropriate to nature, scale and scope of the organization's activities, products and services?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does the policy provide a commitment to:					

# EMS Internal Audits

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## Helpful Hints

- Consider the organization
- Consider other schedules / commitments
- Consider previous audit(s)!!
- Start with previous preparations
- Rethink
- Talk with others
- Brainstorm with a group
  - Variety of people / experiences
  - Don't get too many "cooks in the kitchen"
  - Don't overthink / over-analyze



# EMS Internal Audits

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## Helpful Hints

- Do drafts then finalize
- Get approval
- Communicate
- Adjust for good reasons, as needed, and document why
- Continual improvement



# **Interactive Session: Developing an Audit Plan Group Discussion & Networking**

# EMS Internal Audits

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## Execution

- Opening meetings
  - Introductions
  - Review of plan and needed changes
  - Logistics and fundamentals
  - Discuss process and expected results
  - Open discussion

# EMS Internal Audits

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## Execution

- Interviews, document / record reviews & field observations
  - Document objective evidence
  - Observations
  - Conversations
  - Review of documents and records
  - Follow audit plan
  - Communicate

# EMS Internal Audits

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## Execution

- Closing meetings
  - Disclose preliminary findings
  - Discuss next steps
  - Open discussion

# EMS Internal Audits

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## Execution

- Audit reports and follow-up
  - Document final results of audit
  - What about undetermined findings?
  - Findings are investigated
  - Actions for findings are assigned
  - Actions are implemented
  - Findings & actions are checked
  - Findings & actions are closed

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## Examples of Good & Bad Execution

- Good execution
  - Punctual
  - Professional
  - Focused
  - Understanding
  - Creative
  - Confident
  - Honest
  - Open-minded
  - Non-judgmental

# EMS Internal Audits

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## Examples of Good & Bad Execution

- Bad execution
  - Late
  - Disorderly
  - Private
  - Pushover
  - Obsessive
  - Undocumented
  - Know-it-all
  - Critical



# EMS Internal Audits

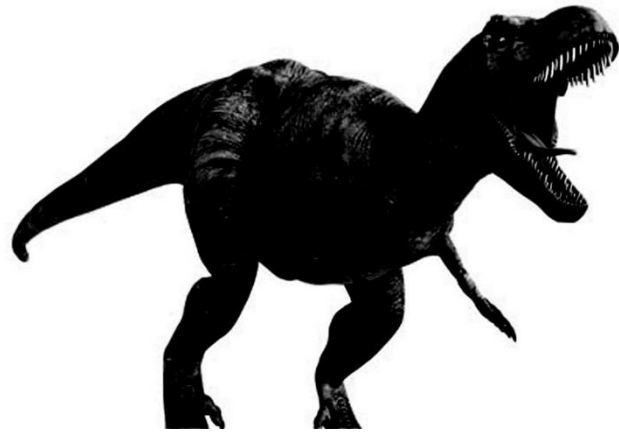
## Execution



# EMS Internal Audits

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## Execution



# EMS Internal Audits

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## Execution



# EMS Internal Audits

## Examples of Good & Bad Execution

Internal EMS Audit Checklist		Major Non-Conformance	Minor Non-Conformance	Observation	Commendable
Date: 7-20-16	Auditor(s): John Doe				
Facility/Program and Address: Main Facility					
ISO EMS Number, Element and Description	Audit Observations				
<b>4.1 General requirements</b> <input type="checkbox"/> EHR					
Has the organization defined and documented the scope of the EMS? Note: This requirement often met with an EMS Fenceline description.	yes. <input checked="" type="checkbox"/> Documentation Adequate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Additional Auditor question(s):		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>4.2 Environmental policy</b> <input checked="" type="checkbox"/> Senior Management <input type="checkbox"/> EHR <input type="checkbox"/> Manager <input checked="" type="checkbox"/> Other Employees					
Has senior management defined and approved the organization's environmental policy? Note: This requirement often met with a policy statement signed by senior management.	yes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is the policy appropriate to nature, scale and scope of the organization's activities, products and services?	No.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does the policy provide a commitment to: • continual improvement? • pollution prevention? • compliance with legal and other requirements? • framework for setting and reviewing environmental objectives and targets?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is the policy documented, implemented and maintained?	<input type="checkbox"/> Documentation Adequate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is the policy communicated to all employees? Are employees familiar with the policy?	yes. No. Employees could not recite policy.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

# EMS Internal Audits

## Examples of Good & Bad Execution

ISO 14001 Internal Audit Report						
Company: Widgets R Us			(Findings Summary)		Report Date: November 30, 2015	
			Auditor: John Doe Marcia Smith			
#	EMS Standard/ Compliance Rule	Requirement	Observation	Suggested Corrective Action	Obs.	Potential Penalty
1	4.4.5 Control of documents	Implement a procedure to review and update as necessary and re-approve documents.	A signed copy of the Environmental Policy did not include information required by the document control procedure such as revision date and document number (identification).	During the next revision to the Environmental Policy, include all required information (per the document control procedure) on all controlled copies of the policy.	X	
2	4.4.4 Documentation	The environmental management system documentation shall include documents determined by the organization to be necessary.	Documents were not included on the master list of documents.	Review and revise the master list of documents. At a minimum, include documents and remove obsolete references.		X
3	4.4.5 Control of documents	The organization shall implement a procedure to review and update as necessary and re-approve documents.	See notes.	Revise the Environmental Aspects Summary and Assessment Sheet to indicate the current 18 <sup>th</sup> term business plan.	X	
4	4.4.1 Resources, roles, responsibility and authority	Management shall ensure the availability of resources essential to maintain the environmental management system.	The environmental management system indicated the annual compliance evaluation will be a final check for regulatory changes. However, based on current resources, organizational infrastructure, and financial resources, it appears unreasonable to use the annual compliance evaluation as a means to identify new or changing regulations. Completion of the most recent annual compliance evaluation did not allow for enough time to check new or changing regulations.	Review existing resources and responsibilities associated with identifying applicable legal and other requirements, and revise, if needed.		

Audit Dates: August 18-19, 2015

Lead Evaluator: John Doe

# EMS Internal Audits

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## Helpful Hints

- Opening meetings
  - Be friendly and patient
  - Introduce everyone
  - Document why changes to plan are needed, if any
  - Get names and contact information of key people
  - Talk safety
  - Include disclaimers
  - Discuss how possible findings will be managed during onsite visit
  - Use a sign-in sheet

# EMS Internal Audits

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## Helpful Hints

- Interviews, document / record reviews & field observations
  - Be friendly and patient
  - Use checklists if necessary or needed
  - Explain “what’s going on” to interviewees
  - Consider using simple terminology / layman’s terms
  - Ask hypotheticals
  - Stay away from “Yes / No” questions
  - Follow “audit trails”
  - Rethink
  - Listen
  - Communicate

# EMS Internal Audits

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## Helpful Hints

- Closing meetings
  - Be friendly and patient
  - Give compliments
  - Discuss changes to plan
  - Agree to disagree, if necessary. Explain auditor obligations
  - Include disclaimers
  - Get names and contact information of key people
  - Use a sign-in sheet



# EMS Internal Audits

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## Helpful Hints

- Audit reports and follow-up
  - Complete ASAP
  - Include actual and potential nonconformances
  - Be practical
  - Don't overcomplicate
  - Use organizational-standards for level of detail
  - Use tabular format
  - Draft, submit for comments, finalize
  - Organizations are best equipped to determine root cause(s) and corrective actions and preventive actions
  - Corrective actions  $\neq$  preventive actions
  - Involve auditors in closures

# EMS Internal Audits

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## Helpful Hints



# Continual Improvement

# **Interactive Session: Conducting Audit Interviews Group Discussion & Networking**

# Open Discussion / Trainer Q&A

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- Questions??
- ISO 14001 Revision
- Evaluations
- Thank you for attending
- Contact PSARA anytime
  - Cory Sander @ 614-917-3074
  - cmsander@psara.com
- Stay around for additional questions or comments and networking
- Hope to see you or talk to you again soon