

**iema**

Institute of Environmental  
Management & Assessment

**INSTITUTE OF ENVIRONMENTAL  
MANAGEMENT & ASSESSMENT**

**Approval Criteria for EMS Implementation  
Course**

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# EMS IMPLEMENTATION COURSE

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## IEMA requirements for training course providers

### EMS IMPLEMENTATION COURSE

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**On completion of this course a student will have:**

- **Knowledge of business operations**
- **Knowledge of initial project planning**
- **Understanding of an Environmental Policy**
- **Understanding of environmental aspects, risks and impacts, and risk management**
- **An appreciation of legislation**
- **An appreciation of improvement programmes**
- **An appreciation of management operations**
- **Knowledge of where to go further advice and information**

## **Background**

This course is designed to provide a step-by-step guide to the implementation of an EMS and thus provide practical training in this area. It is structured so as to give delegates the knowledge and confidence to design and implement an EMS within their organisation. The course syllabus is generic and courses providers have the option to modify the course to be industry specific where appropriate.

The course includes references to management standards, such as ISO 14001, and the EU Eco-Management and Environmental Scheme (EMAS). It also includes references to other relevant standards such as BS 8555, and performance-related standards.

The IEMA recognises that businesses do not necessarily want to move towards formal certification of their EMS and wish to encourage best practice for businesses wishing to reduce their impact on the environment: this should be reflected in the way that courses are developed.

The aim of this course is to allow delegates to gain the skills base to design and implement an EMS within their own organisation's existing management structure, rather than provide a ready made EMS which does not fully address the relevant issues of the particular business. The course will include the use of examples, case studies and workshops as the main teaching mechanisms and will encourage best practice for reduction of impacts on the environment.

Some delegates may find it helpful to attend a Foundation Course in Environmental Auditing or an Introduction to EMS course prior to entry, although this is not a requirement.

## **Assessment Criteria**

Approval will be granted to those courses which meet all the course submission criteria established by the IEMA, in particular:

- the course is run to a high quality, with a minimum period of three days (24 hours, excluding breaks and any time for an examination).
- fully covers the appropriate IEMA generic syllabus and learning outcomes
- includes as appropriate; practical exercises, interactive workshops, case studies, study of materials
- includes a continuous assessment element, and an end-of-course examination relevant to the course content, or an assessed post-course delegate project (at the course providers choice).

## Course Details

<b>Aim</b>	To give delegates an understanding of the key features of implementing an EMS that will be relevant to their own organisation.
<b>Entry requirements</b>	<p>As the audience for this course may vary widely, the course provider should provide relevant pre-course work and/or information to each delegate, to ensure the delegate is aware of the standards required on the course, and to try to ensure no one is at a disadvantage during the course.</p> <p>For in-house courses, course providers should consider issuing pre-course work which will give the delegates an environmental insight into their own organisation.</p>
<b>Duration</b>	<p>24 hours minimum excluding breaks and any examination (normally over a period of 3 days).</p> <p>The course should</p> <p>If run through interpretation, an appropriate allowance should be made for the interpretation time.</p> <p>It is possible to run the course over a period longer than three consecutive days, for example one day a week for three weeks. In requesting approval for this type of structure, the course provider must consult with the IEMA to ensure adequate;</p> <ul style="list-style-type: none"> <li>• coverage of the course syllabus</li> <li>• delegate continuous assessment</li> <li>• continuity between teaching days</li> <li>• control procedures</li> </ul> <p>(Comment: Modular courses will not normally be approved for periods longer than 12 months.) Courses run on a modular basis may include assignments on EMS implementation within the delegate's own organisation, these being set for completion between the course module dates, to allow the individual and organisation to gain maximum benefit from the course.)</p>
<b>Tutor Competence</b>	In addition to the existing procedures IEMA employ to ensure tutor competence, only tutors who have proven experience of managing or implementing management systems will be approved to deliver these courses. (There is the additional generic requirement that Tutors should have had experience in evaluating environmental issues and participating in or managing an EMS).
<b>IEMA Auditor Registration</b>	All delegates who have successfully completed this IEMA approved course will gain credit towards an Environmental Auditor application on the IEMA's Environmental Auditors Register. Those gaining more than 70% gain six points towards Environmental Auditor Registration.

## Practical Exercises

The course should be structured around practical EMS exercises, although the length of the course may not normally allow for a site visit or full case study. The purpose of the practical exercises is to give course attendees a 'hands-on' perspective in the design and implementation of an EMS. Practical interactive exercises should be linked to the advice given, and involve problem-solving activities which simulate the conditions of a real life EMS design and implementation.

When delivered in-house, and wherever practical, exercises should use the systems and background of the host organisation.

Where an assessed post-course project is set, the exercises should include activities which will support delegates completing this project (see requirements set out for project below).

The course provider is also encouraged to allow delegates to learn from each others experiences, for example by drawing on the experiences of delegates who:

*have been involved in other forms of management, or*

- *have assisted in the implementation of other management systems, or*
- *have completed environmental aspect and impact analyses of their organizations*

*Note: A practical approach to this course is regarded by the IEMA views as essential in preparing the delegate for the role of an EMS implementer.*

### **Delegate continuous assessment**

The course provider should develop a methodology for assessing delegate skills and include this in their submission to IEMA for assessment.

*Comment: Assessment of delegates should normally be at least on a daily basis, and assessed on their competence in designing and implementing an EMS. If run on a modular basis of less than one day, the course provider will specifically address how this assessment will be performed.*

### **Examination or post-course project**

The course provider has the option of providing an examination at the end of the course, and/or a post course project which is evaluated.

#### **Examination**

The option of the written examination will assess how delegates have retained and understood the subject matter of the course. The examination, based on the contents of the course syllabus, should be approximately 1 - 1.5 hours in duration and should normally comprise at least two parts;

- a. Multiple choice or short answer questions.
- b. Written essay style questions.

The examination should be a test of understanding, not memory.

The course provider should mark the examinations. An IEMA external assessor will monitor marking and results during IEMA course surveillance visits.

#### **Post Course Delegate Project**

The option of the post course project will be based on a delegate undertaking and reporting on an implementation plan specifically for their own organisation. The project should build on the knowledge and experience gained during the course i.e. it should not simply expand in a generic way the information already provided.

Alternatively, the project may be based on an organization that the course provider knows of, and allocates to the individual.

Assistance should be given to the delegates on what to include in the project report through the use of a pro-forma document containing key headings on what is expected in the finished project. The finished project must be completed within 30 days of the end of the course.

Typically the project report should include:

- a description of the business operations of the organisation
- an organogram for the organisation showing roles and responsibilities of the EMS implementation team

- a draft environmental policy
- at least two sets of targets and objectives relating to the organisation's most significant environmental aspects, and the procedures relating to the management and monitoring of these
- an implementation plan that includes key milestones and dependencies
- at least two documented procedures with supporting work instructions – one detailing an aspect of operational control and one on environmental aspects identification and evaluation
- a list of legal consents applicable to the organisation and a proposed monitoring regime to ensure legal compliance with the consents
- a draft EMS audit schedule
- an agenda and timescale for a management review meeting

### **Learning outcomes**

The EMS Implementation Course will be expected to cover each topic listed under the main section headings highlighted. Courses may go beyond the minimum requirements of the syllabus and expand upon specific issues to suit the particular needs of their delegates.

The proportional weighting given to the different elements of the implementation course should be appropriate to the delegates' knowledge and experience. Delegates are likely to come from a variety of backgrounds with a range of experience including: quality, health and safety, and environmental management. Course providers are expected to prepare courses which allow them more or less time to be spent on subjects, depending on the delegates' knowledge and experience; for example, quality professionals should receive a course based on the generic syllabus with the emphasis being placed on environmental aspects and impacts, whilst environmental professionals should receive a course where the emphasis should be placed on management systems and processes.

The time apportioned to each element of the syllabus is left to the discretion of the course provider. Nevertheless, if IEMA considers that certain topics are not being given adequate coverage, approval of a course may be withheld until the course is modified appropriately. In addition, IEMA will assess whether the course has the appropriate mechanisms in place to cater for a range of delegate experience and backgrounds.

### **In-house courses**

In-house courses may be of two kinds: a generic course from the course provider, or a course 'tailored' to the client's needs, using specific examples from the site(s) and systems.

Course providers delivering tailored, in-house courses, must spend at least one day on-site assessing the organization prior to the course beginning, looking at those specific client elements which will be incorporated into the course sequence. (This one day is not intended to include any time required to change the course text).

### **Approval of Overseas Courses**

The EMS Implementation Course has been designed so as to be generic, and thus may be submitted for approval for international delivery. This means that course providers will not need to seek individual country approval. However, there is a requirement to notify the Secretariat of the countries in which courses are being run, as course providers will need to ensure that sufficient coverage of EMAS is given where appropriate.

The attached learning outcomes have a legislative component which, in other IEMA syllabi, is the main section requiring modification. For this particular course, however, the legislation section should be treated slightly differently, in that it should not be an in-depth review of the legislation for that country, but rather an outline which allows delegates to access the information themselves as and when they need it. In addition, it should

introduce delegates to the concept of working with regulatory authorities and how to approach the issue of legislation and regulation within the EMS.

If course submissions are in a language other than English, translation costs will be incurred to assess the course. The usual requirements for overseas translation of courses will apply.

## Learning outcomes for the IEMA EMS Implementation course

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<b>Skills Level</b>	<b>EMS IMPLEMENTATION COURSE</b>	<b>Outcome</b>
No formal environmental training , person or team member responsible for implementing an EMS		Delegates having an understanding of the key features of an EMS and how to implement one in their own organisation

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### 1. Business Operations

*After completion of this section a candidate will have an understanding of:*

- Management systems - in general
- Stakeholders (external/ internal)
- A background and current practice of EMSs
- Specialised terminology
- Sustainability issues
- Biodiversity and business
- The process for accreditation/certification (registration)/verification of an EMS – options and business implications (*Comment – including at least ISO 14001, EMAS and, BS 8555*)

### 2. Initial project planning

*After completion of this section a candidate will have an understanding of:*

- The need to secure management commitment
- Overview of an EMS - spirit and requirements
- Consideration of business culture and communications
- Change management
- The role of the 'EMS Representative' and other senior Managers/Directors
- Project organisation, management, and control
- Available resources
- Initial review - why it is needed, and what to include
- Allocation of EMS responsibilities
- How to raise employee awareness through training and other means
- Available standards/codes and their uses, including ISO 14001/4, EMAS, BS 8855, ISO 14015, ISO 14031/2, ISO 9001, OHSAS 18001/BS 8800, ISO 19011 (and other standards/codes considered relevant) (*Comment – these do not all have to be covered in the one session – there will be references to the use of these standards at appropriate times on the course*)
- Integrated management systems

### 3. Environmental Policy

*After completion of this section a candidate will have an understanding of:*

- How to develop an appropriate environmental policy
- Links to objectives and targets
- Communication/availability
- Reviewing and updating

#### **4. Environmental aspects and impacts, and risk management**

*After completion of this section a candidate will have an understanding of:*

- The place of environmental risk and control within the topics of corporate risk assessment and management ('corporate governance')
- Suitable methodologies to determine environmental aspects and significant environmental impacts including:
  - Identification methods
  - Sustainability issues
  - Biodiversity issues
  - Evaluation/review of significance criteria
  - Assessment of environmental risk
  - Concerns of interested parties
  - Spatial parameters, extent of organisation activity / impacts
  - Temporal parameters - historical impacts and future activities
  - Fugitive, point sources, distributed sources etc.
  - Control and mitigation of impacts
  - BATNEEC/EVABAT, BPEO
- Relationship between environmental assessment outcomes and other elements of the management system

#### **5. Legislation**

*After completion of this section a candidate will have an appreciation of:*

- The framework of national environmental legislation and regulatory requirement
- Current and future legislation
- Dissemination of legislation understanding within the EMS
- Monitoring of legislation compliance
- Liaison with regulatory agencies

*(Comment: The legislation session(s) will be focussed on how to access and understand the legislation process and not specifically on the detail of environmental law).*

#### **6. The improvement programme**

*After completion of this section a candidate will have an appreciation of:*

- The meaning of continual improvement
- Defining objectives and targets - determining priorities – environmental cost accounting – relation to policy and environmental impacts
- Improvement programmes - management - programme control

The role of interested parties in influencing the improvement programme

- Monitoring and measuring improvement

## **7. Management operations**

*After completion of this section a candidate will have an appreciation of:*

- What to control
- The role of documentation
- The role of training – the knowledge that is required types of training that are required
- Alternative methods of formalising the system
- Pro-active communications, internal, external; the role of stakeholders
- Emergency programmes – how much planning?
- EMS system reporting to senior management
- The monitoring and auditing programmes, auditor qualifications (IEMA Code of Practice), critical factors when starting the audit programme – corrective and preventive action programmes (*Comment: this is not intended to be a detailed session on auditing, but should contain enough information for delegates to understand why and how an audit programme is conducted*).
- The role of Management Review

## **8. Advice and information**

*After completion of this section a candidate will have knowledge of:*

- Sector guidance, other guidance
- Relevant references and contacts e.g. IEMA, internet references
- Professional bodies, registration schemes, competent personnel, qualifications
- Future developments