



Value Adding Objectives & Targets

For Your Management System

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Topics for Discussion

- Introduction.
- What do the Standards require?
- What goes wrong?
- Hints: How to make a difference?
- Recap.
- Q & A.

Introduction

- A requirement for the Standards:
 - ISO 9001, ISO 14001, AS/NZS 4801 and BS OHSAS 18001.
- Assists in translating purpose into actions.
- Presents a significant opportunity for organization's:
 - To derive value from their management systems.
 - To achieve the buy-in of people across relevant functions and levels.
 - Enhance the image and reputation of its management systems.
- Most organization's tend to struggle - just do enough to make the third party certification auditor happy.

Standards - Requirements

- Relevant functions and levels.
- Considers:
 - Legislative and other requirements.
 - Risks & opportunities.
 - Operational and business requirements.
 - Views of interested parties.
- Consistent with the policy.
- Measurable.
- Monitored.
- Communicated.
- Updated.
- Commitment to improvement.

ISO 9001	AS/NZS 4801
<p>“6.2.1 The organization shall establish quality objectives at relevant functions, levels and processes needed for the quality management systems.</p> <p>The quality objectives shall:</p> <ul style="list-style-type: none"> a) be consistent with the quality policy; b) be measurable; c) take into account applicable requirements; d) be relevant to conformity of products and services and to the enhancement of customer satisfaction; e) be monitored; f) be communicated; g) be updated as appropriate. <p>The organization shall maintain documented information on the quality objectives.”</p> <p>Source: ISO 9001, fifth edition 15/09/2015.</p>	<p>“4.3.5 Objectives and targets</p> <p>The organization shall establish, implement and maintain documented OHS objectives and targets, at each relevant function and level within the organization.</p> <p>When establishing and reviewing its objectives, an organisation shall consider its legal and other requirements, its hazards and risks, its technological options, its business requirements, and the views of interested parties. The objectives and targets shall be consistent with the OHS policy, including the commitment to measuring and improving OHS performance.”</p> <p>Source: AS/NZS 4801:2001, 15 November 2001.</p>
BS OHSAS 18001	ISO 14001
<p>“4.3.3 Objectives and programme(s)</p> <p>The organization shall establish, implement and maintain documented OH&S objectives, at relevant functions and levels within the organization.</p> <p>The objectives shall be measurable, where practicable, and consistent with the OH&S policy, including the commitments to the prevention of injury and ill health, to compliance with applicable legal requirements and with other requirements to which the organization subscribes, and continual improvement.</p> <p>When establishing and reviewing its objectives, an organization shall take into account the legal and other requirements to which the organization subscribes, and its OH&S risks. It shall also consider its technological options, its financial, operational and business requirements, and the views of relevant interested parties.....”</p> <p>Source: BS OHSAS 18001:2007, July 2007.</p>	<p>“6.2.1 Environmental objectives</p> <p>The organization shall establish environmental objectives at relevant functions and levels, taking into account the organization’s significant environmental aspects and associated compliance obligations, and considering its risks and opportunities.</p> <p>The environmental objectives shall be:</p> <ul style="list-style-type: none"> a) consistent with the environmental policy; b) measurable (if practicable); c) monitored; d) communicated; e) updated as appropriate. <p>The organization shall maintain documented information on the environmental objectives.”</p> <p>Source: ISO 14001, third edition 15/09/2015.</p>

What Goes Wrong?

- Established and maintained for the sole purpose of achieving and retaining third party certification.
- Developed by the QHSE Manager and or Top Management and never sees the light of day outside of an audit or Management Review.
- Not aligned and consistent with organization policies, processes, risks, legal and other requirements, incidents and the issues that occur on a day to day basis.
- Fails to adequately consider the areas of organizational performance in need of improvement.
- Not relevant to the functions and levels within the organization that they are supposed to address.

What Goes Wrong?

- Low level of awareness and not effectively communicated.
- Progress is not measured, periodically reported and communicated.
- Fail to consult with and involve people within the identified functions and levels.
- Relevant parties are not aware of what their roles and responsibilities are in helping the organization to achieve its objectives and targets.
- Not reviewed or amended as changes occur.
- Fail to obtain Top Management buy-in.

What Goes Wrong?

- Plan or program to achieve objectives and targets is poor and or involves the wrong people.
- Under estimated resource requirements.
- Too many objectives and targets to focus on.
- Ignores legal requirements.
- Process for establishing and maintaining objectives and targets is ineffective.

Perceived as not delivering value to the organization.

Hints: How to Make a Difference?

- Get the process fit for purpose.
- Involve, consult and communicate.
- Get the objectives and targets right – This takes time.
- Measure, report, review and communicate, communicate & communicate:

Process Fit For Purpose

- Meet the requirements of the Standards and **also the needs of the organization.**
- Determine who needs to be involved in the process.
- Document process and train relevant stakeholders.
- Annual refresher training.
- Establish and enforce expectations for involvement and participation.



Involve, Consult and Communicate

- Must get Top Management buy-in, assists with getting the right resources and that objectives are integrated with other organizational goals.
- Involve and consult with people in the relevant functions and levels, helps build commitment.
- Communication must be aligned with the nature of the audience.
- Define the desired result and give the opportunity for people to contribute as to how the result can be achieved.
- Communicate roles and responsibilities in helping the organization to achieve its objectives and targets.
- Communicate progress **regularly**.
- Promote the value provided by the management systems.

Get the Objectives and Targets Right

- Allow enough time to do it right.
- Include as part of the overall organization planning process.
- Opportunity to make a significant difference; What will add value and obtain buy-in?
- Objectives:
 - Must be under your control or influence; Do not have too many; Plan for success.
 - Can be set at various functional levels of the organization.
 - May be strategic, operational/tactical in nature.
 - May have one or many targets.

Get the Objectives and Targets Right

- Must be aligned and consistent with organization policies, other objectives, processes, risks, legal and other requirements and the issues that occur on a day to day basis.
- Focus on the areas of organizational performance in need of improvement:
 - Analyze data.
 - Consider industry/market trends, technological options.
- Establish ownership of the objective.

Objectives should be SMART

- Well defined, clear, focused, adequately detailed.
- Must know when you have succeeded/failed.
- Must be achievable, agreed and within reach.
- Must be worthwhile, consistent with context.
- Must have a time limit, sense of urgency.



Specific



Measureable



Achievable



Relevant



Time-bound

Measure, Report, Review & Communicate

- Make sure the right dimensions are being measured and that the measurements have integrity.
- Have a formal and regular reporting process to Top Management.
- Communicate progress in achieving objectives across the entire organization.
- Regular staff meetings and postings on the Intranet and notice boards.
- Recognise the progressive achievements of teams and individuals.



Measure, Report, Review & Communicate

- Review objectives and targets; Ensure the right people are involved.
- Change objectives and targets that are no longer valid.
- Communicate outcomes of reviews and any changes that are made.
- Acknowledge set-backs and failures; Always present the plan to address these
- Celebrate success.



Summary

- A requirement for certification to Standards but it should also meet the needs of the organization
- Presents a significant opportunity for organization's to derive value and obtain a widespread buy-in.
- Requires a process that is fit for purpose.
- It takes time to do it properly.
- Focus on the value to the organization.
- Involve, consult and communicate.
- Monitor, report, review and communicate.

Q & A

