Information about communication based on ISO 14001

We at SCCM are convinced - and our experience has proven - that any organization, large or small, will achieve better environmental performance by using the 'plan-do-check-act' approach outlined in the ISO 14001 standard.

Content

The purpose of this publication

A practice-oriented publication about communication based on ISO 14001
The better a company's environmental management system, the more it can profit, and in many ways. Good communication is an important component of the quality of the environmental management system. Communication is, appropriately, mentioned in several places in the ISO 14001 standard. This publication explains the elements of this communication and how to use them. Possible communications objectives, potential target groups, possible frequency and concrete means of communication are set out in a clear format.

An adequate environmental management system implies proper communication, both within an organization and with its surroundings: customers, suppliers and subcontractors, and of course the government. Research done by SCCM shows that good communication usually improves the organization's relationship with the government authorities and gives added value to its environmental management system.

This publication is purely an aid. Organizations are free in how they use the suggestions. The organization itself chooses with whom, how, how often, and when it communicates. The only fixed guidelines are for external communications with the competent authority. You'll find these well arranged with examples of the approach to use. You can choose to read through everything, or scroll right to the information you need and/or the straightforward sample diagrams.

Introduction

Why is communication a part of an ISO 14001 management system?
The government has a need for better communication with ISO 14001-certified companies; research by SCCM has also shown that it also promotes a better relationship between the two parties. Open communication enhances the appreciation of the ISO 14001 certificate and creates a foundation for a new way of dealing with each other.

Various articles in the ISO 14001 standard entail some form of communication. A management system cannot be set up or implemented without communication, both within the organization and to the outside world. However, the 14001 standard does not set any measurable requirements as to the intensity or detailed set-up of communications. The details can be worked out in several ways, and largely depend on the management's degree of ambition with regard to the environment. The more ambition a company has, the more intensive its internal and external communications will be. The organization's view of the importance of communication will also determine the form it takes.

Communication goes in two directions. Transmitting information to another party is one direction, but the other party's response is also important. By working with employees, the competent authority, customers and its neighbours, a company can find solutions and points for improvement. This improves the management system, and **the company reaps the benefits**. Good communication can prevent complaints and problems with the environmental licence, clarify priorities and lower costs.

Implementation of communication activities is based on:
› The requirements in the ISO 14001 standard;
› The organization's view of the importance of communication;
› As well as the requirements set by legislation, regulations and licences.

These basic elements for communication are discussed in more detail in this publication. Communication with government authorities and communication during the implementation and development of an environmental management system are given more focus in separate chapters.

'But my organization isn't that big!'
Communication isn't only something for larger big-budget organizations that have their own communications departments – any size organization can communicate on its own scale, and it doesn't have to cost a lot. What's important is an open attitude, as well as the conviction that being candid about matters and listening to the wishes of employees and others in the vicinity lead to better results.

Communication within your organization based on the articles in ISO 14001

The intensity of communication thus goes along with the level of ambition as to environmental performance. An organization that is ambitious in this area will opt for an intensive form of internal communication. The importance of the environmental policy for the organization and the role of its employees at all levels merit continuous attention. Several articles in the ISO 14001 standard relate to it.

Explanation of internal communication points in ISO 14001

	ART. ISO 14001	TEXT OF THE STANDARD (NOT VERBATIM)	NOTES	HOW TO COMMUNICATE
1	4.2	The environmental policy defined and established by management is communicated to all of the organization's employees.	The starting points of established environmental policy can usually fit on one A4 sheet of paper.	> director officially signs statement of principles of environmental policy > frame and hang this document in various locations in the organization > incorporate text in other documents, such as annual report > incorporate text in environmental handbook (digitally also) > place on internet/intranet site
2	4.4.1	Tasks, responsibilities and authority regarding the environmental policy must be defined, documented and communicated in order to have effective environmental management.	There must be a coherent relationship between the responsibilities and tasks related to environment at the various levels within an organization. These responsibilities and tasks can be defined in meetings with employees and laid down in task descriptions stating who is responsible for what elements of the management system. Within these task descriptions parameters can be outlined for bringing up ideas for improving environmental performance.	> meet with employees about responsibilities > task descriptions > ISO 14001 handbook
3	4.4.1	Upper management appoints a representative of the management team, who reports to upper management about the performance of the environmental management system, so that they can adequately assess it. This person can also suggest improvements.	The representative from management draws a report based on the results of internal audits, the internal evaluation of compliance with legislation and regulations plus results of monitoring.	> internal report about performance of environmental management system
4	4.4.2	The organization must establish, implement and explain procedures within the environmental policy. This makes employees aware of the organization's environmental policy, the major environmental effects associated with their jobs, and their own responsibilities and the potential consequences of deviating from established procedures.	Employees can only be expected to understand the environmental aspects involved in their work if the whys and wherefores of the procedures are explained. The environmental aspects register (see SCCM publication on environmental aspects) must be adapted to specific departments or production processes. There must also be continued communication about the whys and wherefores of environmental results after environmental management system has been implemented (see also ch 6).	> internal meetings with employees, explaining procedures (also see 'Where do I go from here' below) > information campaigns for employees > records of environmental aspects and discussions of results during meetings

	ART. ISO 14001	TEXT OF THE STANDARD (NOT VERBATIM)	NOTES	HOW TO COMMUNICATE
5	4.4.3	The organization puts procedures for internal communication about environmental aspects and the environmental management system on paper, implements them and keeps records of them. This is a basis for meetings with employees in different positions and levels.	Procedures can state the subjects of and procedures for internal communications at different levels, as well as who is responsible for implementing the procedures agreed upon and, if necessary, for reporting about the internal meetings.	> internal reports about how to communicate internally about environmental aspects and the environmental management system (also see 'Where do I go from here' below)
6	4.5.5	The organization supplies management with information about the results of the internal audits.	The management representative draws up a report.	> internal notice with results of audit
7	4.5.5	Procedures for internal audits (including procedures for reporting the results of internal audits) must be laid down on paper and be implemented, and records must be kept.	The results of internal audits are an important internal communications instrument. They are a benchmark for other departments for points for improvement and also promote playful 'competition' between departments.	> results of internal audit as benchmark on paper
8	4.6	Information, including complaints, from interested outside parties, is important material for the management review.	In the management review information from outside is used to determine which improvements have been completed or are feasible.	> internal notice about information or complaints received from outside
9	4.7	The organization must put procedures on paper, implement them and keep records about potential emergencies and accidents. Having this on paper enables employees to recognize (identify) emergencies and accidents with potential impacts on the environment. These procedures include a plan for responding to these situations, an emergency response plan. These procedures can be explained in more detail in the internal and external communication plans.	Employees must know what constitutes emergencies and how to respond to them.	> internal communication plan about responding to emergencies > informational meeting > emergency response drills, supported by communication

Where do I go from here? Choosing internal communication objectives and linking them to communication instruments

Below is a sample diagram of how objectives and communication instruments can be linked.

GOAL OF INTERNAL COMMUNICATION	COMMUNICATION INSTRUMENTS TO USE
From art. 4.4.2 task 4 and 4.4.3 task 5	
Informing employees of objectives and results Defining concrete objectives from the environmental management system and publishing a periodic progress report makes it clear that the system is working. This increases employee motivation to make a contribution. One point of attention when formulating the objectives is that it should be easy to follow the results, by element and by division of the organization.	› Articles in employee newsletter, in which management also airs its views › E-mail messages › Fixed space on intranet site › Sections in reports at various levels in the organization
Encouraging employees to improve environmental performance Many ideas for improving environmental performance are already present within the organization. The secret is to develop them.	› Suggestion box (physical or virtual) and publication of results › **from art 4.4.1, task 2** Personnel evaluation: An individual employee's contribution to the environmental policy can be a regular item in the performance review. It also relates to the task descriptions and personal objectives formulated. › **from 4.4.2, task 4** Internal meetings: Discuss results and possible improvements in the environmental area at fixed intervals, at various levels in the organization.
Encouraging willingness to follow different procedures Often technical and/or organizational changes are needed to improve environmental performance. Resistance to change is a general phenomenon. Willingness to change can be influenced by knowing about solutions used by competing companies and coming changes to legislation and regulations, and of course by emphasizing the benefit(s) of the change to employees.	› Develop benchmarks about such matters as environmental aspects in processes and products. › Benchmark or compare environmental aspects in old and new situations.
Example: A printing firm was cleaning printing plates with a certain chemical which although legally allowed, had an environmental aspect (evaporation into the air) as well as the occupational safety aspect of a potential effect on human airways. The printers were opposed to changing products, given that alternatives in the past had not cleaned the plates as well. A completely new way of cleaning the plates was sought, working with the printers. All objections were weighed, whether on grounds of procedure, time spent, or whether they fit within the production procedures. The printers were also informed about possible improvements in occupational safety and health and environment. A collective decision was made as to which technology best fit with everyone's wishes and requirements. The result? The new method not only pollutes less and is less hazardous to human health, it takes less time to use and gives better results.	

CHAPTER 2

When do you also opt for external communication about environmental aspects?

An organization with high ambition for its environmental performance will choose an intensive form of communication to the outside as well as within.
The ISO 14001 standard states that 'the organization shall decide whether to communicate externally about its significant environmental aspects, and shall document its decision' (ISO 14001- article 4.4.3 external communications).

The Central Committee of Experts (CCvD), which works for all certifying bodies, asks that the decision whether or not to communicate externally be supported. (The SCCM ISO 14001 certification system also describes it). The committee expects to see in this support:
› What target groups are related to the significant environmental aspects, objectives and any complaints;
› Subjects and/or environmental aspects about which communication with these groups could be relevant.

If an organization chooses to passively communicate or not to communicate externally, a number of external communication instruments as given in the table in the following chapter about the details of external communications will not be necessary. The organization itself must decide what instruments are relevant for its communication. Communication with the government about compliance with legal obligations (such as application for an environmental licence, notification of changes or incidents, monitoring requirements) will always be required. This will be further explained in Chapters 4 and 5.

Internal and external communications go together
Internal and external communications go together, and influence each other. For example, an organization doing a lot with external communications also sends a signal to its own employees that it considers the environment important, which encourages them to do their part. Conversely, the employees must also live up to expectations from the outside world about external communications. If outside associates are disappointed in these contacts, the efforts made in external communications may turn out to have been in vain. Thus, in external communications, expectations must not be created if they cannot be lived up to, and internal communications must be such that the expectations of outside parties are fulfilled.

CHAPTER 3

When you answer 'Yes': external communication based on articles in the ISO 14001 standard (2004 version)

Explanation of ISO 14001 articles dealing with communication

TASK	ART. ISO 14001	TEXT OF THE STANDARD (NOT VERBATIM)	EXPLANATION	COMMUNICATION INSTRUMENTS (explained in this chapter)
1	4.2	The environmental policy defined and established by management is available for public inspection.		› placed on website › included in brochures › included in annual reports
2	4.3.3	The organization takes the views of interested parties into consideration when establishing and reviewing the objectives and targets in its environmental policy.	Who are the interested parties and can a list be made of their views? What do third parties think of the organization and the policy it has formulated, and what wishes do they have regarding this policy? What policy priorities would they like to see?	› sending written invitations to these parties to make suggestions › organizing meetings
3	4.4.3	The organization puts procedures for external communications about the environmental aspects and environmental management system on paper. It implements and keeps records about the system. This involves receiving, documenting and responding to relevant communication from outside interested parties. What procedure is used to document external communications?	Guidelines are useful for, for example, methods of documenting questions and complaints from third parties such as neighbours. Complaint procedures can be derived from these guidelines.	› familiarize public with complaint procedures through internet or folders › include report on complaints in environmental report
4	4.4.3	The organization must decide if it intends to communicate externally about significant environmental aspects. If it decides to do so, this decision must be documented.	See chapter 2	› decision in internal document
5	4.4.3	If the organization decides to communicate externally, it must develop and implement a method for its communications. An external communication plan can be a part of this method (see example below this diagram 'Where do I go from here').	You can establish: the goal of communications to the various groups, which means of communication to use and what situations to communicate about and with what frequency. This publication will give you some inspiration (see sample under diagram 'How to carry out external communication') as will speaking with third parties.	› meetings with interested parties to gather info › open day, to present information and build connections › environmental report › Internet

TASK	ART. ISO 14001	TEXT OF THE STANDARD (NOT VERBATIM)	EXPLANATION	COMMUNICATION INSTRUMENTS (explained in this chapter)
6	4.4.6	The organization sets down on paper the procedures for external communication about its requirements for suppliers and sub-contractors and the associated procedures, implements them and keeps records of them. The requirements and procedures must help realize environmental policy, objectives and targets. Suppliers and sub-contractors are also involved with environmental aspects.	Suppliers can play a part in influencing environmental aspects, for example during production processes, and there can be communication about this. The organization can make an inventory of ideas from its suppliers of possible ways to mitigate environmental pollution in the product and/or process.	› questionnaire for gathering information › meetings › when requesting an estimate, use an itemized list of requirements as to pollution and/or information about pollution. The most environmentally-friendly supplier can be chosen based on the estimates. (see sample below this diagram 'Where do I go from here')
7	4.7	The organization must set down on paper procedures for deviations in manufacturing processes, implement these procedures and keep records. One element of the procedures is how the organization will respond to outside parties. (also see chapter 5)		› external communication plan for communication about incidents/disasters

Where do I go from here: Explanation of external communication points for each external target group
First, choose which tasks from the ISO 14001 standard you are working with. With which interested parties is communication useful? The organization must first of all identify and list these parties, according to article 4.3.3 (task 2 above). The interested parties can include the following:

› Immediate surroundings (those living nearby, companies and local environmental organizations);
› Customers: both immediate end-users (consumers or businesses) and intermediate inks in the chain;
› Suppliers and sub-contractors;
› Other interested parties such as NGOs and financial institutions.
› Government (more details in chapter 5).

The standard states in ISO article 4.4.3 (task 5 above) that the method of communication must be worked out for the target groups selected. One way to do this is in a communication plan. According to the CCvD the plan must show, at a minimum: the goal of the communication, the communication instrument and frequency as well as **the person responsible for carrying it out**. A sample is below:

EXTERNAL COMMUNICATIONS TARGET GROUP	SUBJECT (IN WHICH ISO ARTICLE)	COMMUNICATION INSTRUMENTS (IN WHICH ISO ARTICLE)	PERSON RESPONSIBLE FOR IMPLEMENTATION
Immediate surroundings	The most important topics are possible forms of nuisance (such as noise, traffic congestion, vibrations, unpleasant odours) and potential danger to the surrounding area. **from 4.3.3 task 2** The organization must consider to what extent the various topics apply to those in its immediate surroundings. It is less important whether or not the topic is a point of attention for the organization itself. **from 4.7, task 7** At the point when there is a nuisance or danger to the surrounding area, the organization must decide using previously established procedures if it will communicate about this, in what way and with what frequency.	Communication instruments **from 4.3.3 task 2** > Open day for those in immediate area. > Website with specific information. > Study of perception of the neighbourhood as regards the company. **from 4.4.3 task 3** > Periodic written reports of performance, complaints, improvement, etc. in (for example) environmental report. **from 4.4.3 task 5** > Special telephone number or e-mail address for complaints. > Periodic meeting between management and representatives from immediate surroundings. **from 4.7, task 7** > Written information about safety measures and emergency procedures.	
Customers	**Ad 4.4.3; task 3 en task 4** According to the ISO 14001 standard the organization is expected to know the environmental aspects that can occur at other points in the chain and which they can reasonably influence. If pollution occurs during the use phase of the product, the organization can consider communicating this to its customers. Information can be furnished about the energy consumption, extension of the life of the product or (for example) the treatment of the product in the waste phase. If a product pollutes the environment less than products of competitors, the degree of pollution can be mentioned in advertisements. Customers in the business market are increasingly setting requirements for suppliers regarding the pollution caused by the product and its method of production.	**Ad 4.4.3; task 5** Communication instruments > Logo of certification body on letterhead, etc. (in conformance with conditions for use of logo) > Supplying information about the pollution and method of production. > Environmental information on the Internet site > Environmental annual report (including focus on product aspects) > Product brochures > Users' manuals/instructions > Application for an environmental seal of approval and the communication around it. > Conversations with customers (in the business market) > Advertisements Example: A company that manufactures and delivers several types of a product gives customers the opportunity to compare the different types on its Internet site. Environmental aspects can be compared in addition to technical, performance and other aspects. This enables environmentally aware consumers to make an independent choice for the product that pollutes least.	

EXTERNAL COMMUNICATIONS TARGET GROUP	SUBJECT (IN WHICH ISO ARTICLE)	COMMUNICATION INSTRUMENTS (IN WHICH ISO ARTICLE)	PERSON RESPONSIBLE FOR IMPLEMENTATION
Service supplier and sub-contractors	**from 4.4.6, task 6** Informing people of significant environmental aspects of their work and the environmental policy. The environmental aspect analysis may indicate that significant environmental aspects play a part in supplying such things as raw materials or semi-finished products. If these aspects can be influenced, then communication is called for. First of all, communication with suppliers can help to determine the nature and scope of the pollution. Discussions (with regular suppliers) may provide ways to limit pollution.	**from 4.4.6, task 6** Communication instruments › Questionnaire about the pollution associated to the products or services purchased. › Specification when asking for an offer requesting explanation of the supplier's requirements as to pollution, and/or request for information about pollution › Instructions to sub-contractors before they enter the premises/property › Speaking with suppliers about opportunities for reducing pollution › Annual explanation of environmental aspects register and environmental policy statement, using an informational notice.	The environmental co-ordinator is responsible for a comprehensible summary of the proper information. The purchaser is responsible for seeing that everyone working for the organization receives and read this information, and keeps records about this.
Interested parties such as NGOs and financial institutions Financial institutions increasingly include environmental and sustainability aspects in their evaluations of companies. This information is used to determine, for example, whether the shares of an organization belong in special funds.	Communication can establish which subjects the NGOs consider important, and also what the organization is doing. Communication with financial institutions makes it clear what information an institution wishes, and clears up any ambiguities.	Many companies use the GRI guidelines (*) when reporting to financial institutions (* economic effect by stakeholder group).	
Government	See chapter 5		

When is external communication about environmental aspects/environmental management system required/expected?

The ISO 14001 standard requires an organization to commit itself to complying with applicable legislation and regulations. The legislation and regulations also contain requirements about communication with the competent authorities.

Examples of when information disclosure/communication is required
› Applying for a licence;
› Reporting incidents/exceedances of limits;
› Reporting changes in activities or the organization (whether these changes have a negative or positive effect on the environment). As a minimum, the legally required reports shall be made;
› Reporting emissions;
› Doing research;
› Internal emergency response plan;
› Dealing with complaints about the organization submitted by the government.

The SCCM ISO 14001 certification system states that the Committee of Experts expects an ISO 14001-certified organization to also take the initiative in communication, in addition to the 'minimal' communication required by the legislation and regulations. In any case, the committee expects communication with the relevant authorities at the following points:

› Before certification of the environmental management system. There must be room for the authorities involved to indicate points for attention in advance. The organization can use **the letter in annex 1 of the ISO 14001 certification system** for this. Also see Chapter 6, External communications during set-up of an environmental management system;
› In preparing decisions with potentially significant implications for environmental objectives and targets. The competent authority may be expected to have a view about this (from article 4.3.3, task 2, external communications);
› In drawing up and/or modifying procedures regarding communication with the competent authority. The competent authority may be expected to have a view about this.

CHAPTER 5

How do I handle required external communications with government authorities?

Link the subjects of communication to instruments and responsibilities

One way of establishing the communications with authorities is shown below:

COMMUNICA-TION WITH	SUBJECT	COMMUNICATION INSTRUMENTS	RESPONSIBLE FOR IMPLEMENTATION
Competent authority	Communication about administration of licences, changes in the organization, implementation of the environmental management system (also see diagram of external communication in chapter 6), exceedances of limits, complaints.	Each year, send report from management review and report about environmental objectives, reports from internal and external audits, reports from environmental studies and the environmental report. (based on ISO article 4.4.1 internal communication) **from 4.7, task 7 external** Notification of changes (at least for notifiable changes), complaints and exceedances of licence limits, and plans for improvement. Communication during enforcement inspections involving the environmental permit by competent authority and any interim verbal consultation about compliance with licence, progress of objectives, etc.	The environmental co-ordinator is responsible for communication with competent authorities. The management bears final responsibility but can transfer implementation to the environmental co-ordinator.

Covered by the Environmental Management Act and/or Pollution of Surface Waters Act?
Organizations to whom the Dutch Environmental Management Act (Wet Milieubeheer or Wm) and/
or Pollution of Surface Waters Act (Wet Verontreiniging Oppervlaktewater or Wvo) apply will have to
communicate with the authorities responsible for this legislation. For the EMA/Wm this authority is
primarily the provincial or municipal government, and for the PSWA/Wvo the district water board or
Directorate-General for Public Works and Water Management. Certain companies may also be required
to communicate with the fire brigade. As already indicated, the legislation and regulations require
communication between the organization and the relevant government body. The environmental
management system must guarantee that this communication takes place. As also mentioned in the
SCCM ISO 14001 certification system, the CCvD expects that besides the 'minimum' communication
called for by legislation and regulations, an ISO 14001-certified organization will also take the initiative in
communicating. It may be worthwhile for the organization if the government authority is given an idea
of the environmental aspects outside the scope of the legislation. There may be more environmental gain
from making improvements outside of the legislation and regulations, such as product improvements,
than from modifying the production process itself. The organization will arrive at acceptable priorities
through communication.

COMMUNICATION WITH	SUBJECT	COMMUNICATION INSTRUMENT	INTENSITY
Province/ Municipal authority/ Directorate–General for Public Works and Water Management/ Fire brigade	These communications are aimed at co-ordinating the priorities in the environmental policy and making an inventory of possible improvements in the system itself.	Specific communication instruments based on EMA/Wm and PSWA/Wvo (in addition to general communication instruments above in diagram) › Periodic meetings between management of company and management or employees of authorities concerned › Allowing inspection of environmental management handbook › Informing authorities in a timely manner about proposed changes (technical and/or organizational) › Environmental Annual Report or Sustainability Report (insofar as required by law). (See below this diagram: 'Environmental report?') › Periodically inviting government representative to accompany the certification body performing ISO 14001 audits (see below)	The intensity of the contact between companies and government authorities can vary greatly. Authorities may not always respond to a company's initiative, especially in cases where the intensity of the contact is low. **The fact that the authority does not respond does not mean that sending the information was a waste of time!**

Instruments for communication with government authorities explained further

HAVING THE AUTHORITY COME ALONG ON AUDITS?

Inviting the competent authority to attend an external audit can improve a company's relationship with the authority. During the audit the competent authority will gain understanding of how the certification body or other external party works, and of the depth of the audit. This can give them confidence in the procedures for evaluating the system, the value of the system and the cycle of improvement. It is recommended to make proper agreements with the competent authority before the audit about observation, such as what the competent authority may or may not do during and after the audit and to what extent the results may be used in enforcement. This will avoid ambiguities after the audit.

LETTING THE AUTHORITY INSPECT AUDIT REPORTS BY CERTIFICATION BODY?

Results of audits and the methods for amending non-compliance indicate to external parties that the system is regularly and systematically evaluated, what kinds of nonconformities found and how they are dealt with. Although audit results may not be as interesting to all outside parties, they are in any case interesting to the competent authority. It gives the authorities a better understanding of how the system works, and confidence that it will work.

ENVIRONMENTAL ANNUAL REPORT FOR AUTHORITIES AND OTHERS?

An environmental report doesn't have to be long or glossy. Many organizations can outline their state of affairs and major developments in just a few pages. Besides having an important internal function (from article 4.2, task 1 internal), a report such as this can also be an excellent means of communication with parties such as government authorities. Examples of environmental reports can be seen at www.milieujaarverslag.com. Reports can be read and ordered online and there are links to English sites.

The environmental report gives a total picture of the results and operation of the environmental management system. The degree of detail and the tone will depend on the target groups for whom the report will be used. The aim of the report and the purpose it will serve should be decided beforehand (from article 4.4.3, article 5). What information does the target group need, and how will the information be presented and described to make the report readable and interesting?

Last but not least: communication – internal and external – during set-up/implementation of the EMS

Internal communication during set-up of environmental management system
In the previous chapters we have mainly discussed opportunities for communication involving an operational environmental management system, but there are also communication opportunities during the set-up of the system. The communication goals during the set-up phase of the environmental management system are different from those when the system has been operational for some time.

How do we handle internal communication during set-up and implementation of the environmental management system?
In general, it is worthwhile to first of all explain the following to employees: why is the organization setting up an environmental management system, and what is the role of the employees? How are employees made aware of the results? (This also relates to ISO 14001 article 4.4.3, task 5 internal communication). The following steps can be taken in communication:

SUBJECT	COMMUNICATION INSTRUMENTS
'Kick-off' by management in developing environmental management system It is important for management to clearly be aligned with the development of the environmental management system and willing to spread the word. This makes employees enthusiastic about participating.	› Kick off the environmental management system project during a meeting for some or all personnel; › Information transfer using paper and digital information about the project, the various steps involved, including ISO 14001, etc.; › Video message on intranet; › Posters with information about the project; › Information in employee newsletter.
Communicating the initial results It is important to 'fuel' enthusiasm by showing the initial results of the project, especially in the beginning phase.	› Poster with a motto – for example an objective such as reducing waste; › Make improvements clearly visible.
Involving the department/employees in identifying environmental aspects	› Put environmental subjects on the agenda in meetings with employees (from 4.4.2, task 4 internal communication); › Identify and carry out employees' views/ideas for improvements.
Communication when system has been implemented (also see Ch. 1) Keep employees' attention on the operation of the system.	From 4.4.2, task 5 internal communication › Communicate the results of internal and external audits; › Annual internal report about plans and results; › Periodic agenda point in consultations with employees; › Include important measuring points in management reviews.

External communications during set-up of environmental management system
By 'taking along' those outside the organization through the development process to acquiring
the ISO 14001 certificate, an organization can increase its value in their eyes.

CONSULTATION WITH	SUBJECT	COMMUNICATION INSTRUMENTS
Government authorities, suppliers (and possibly customers)	Plans to announce environmental management system. Identify and list suggestions for developing the system. It is better not to surprise outside parties such as government, suppliers (and possibly customers) with the news that an organization suddenly has an ISO 14001 certificate.	Invite those from outside to participate, and make suggestions, so that their focus is also clear (from 4.3.3, task 2 extern).
Relevant authorities	Development of environmental management system. In the SCCM ISO 14001 certification system contact with the relevant authorities is highly recommended during development of the environmental management system, see Chapter 4 also. This conveys the organization's confidence in the system.	**Sample letter and response in annex 1 of SCCM certification system** informing the relevant authorities of the system under development, and inviting them to make suggestions for its development.