

1.0 Purpose

The purpose of this procedure is to ensure that processes are in place to implement, maintain and continually improve NCPL's Integrated Management Systems compliance and performance.

2.0 Responsibility

This procedure applies to all employees who have responsibility for managing any of the NCPL's processes, activities, or services, which may present significant impacts on the IMS.

Department Heads are responsible for recording the IMS Objectives and Targets for his / her department in the beginning of the year in accordance with the procedures that follow:

3.0 Procedures

IMS Objectives, Targets and Plans shall be established which are consistent with the IMS Policies, and upon achievement, demonstrates compliance and continuous improvement of the IMS according to the following procedures:

3.1 Identifying Objectives, Targets and Plans

Objectives, Targets and Plans are set by the Heads of Department and CEO to establish overall and often long-term concerns about NCPL's IMS performance. Numerous objectives may be set which may or may not have specific, measurable targets associated with each of them. It is important to remember that targets must be measurable.

Objectives and Targets should be considered in NCPL's KPIs and are established to meet the goals of the NCPL's IMS Policies

Example: An objective of the organization may be to have their processes ensure 100% success to reduce electrical consumption and energy use. A target associated with that objective could be set by the organization by stating that they will reduce electrical consumption by 8% over the next three years in specific processes.

As you can see, the target is measurable, but the objective doesn't have to be.

Targets, Objectives, and Plans may include some or all the following concerns:

- Reduction of waste generation.
- Quality impacts of Suppliers and Subcontractor's Activities.
- Reducing Rework.
- Quality, Environmental, Occupational Health and Safety (OHSE), Asset, and Event Management policy issues.
- Significant environmental impacts, and health and safety hazards.
- Risk and opportunities.
- Results of worker consultation.
- Applicable laws and regulations and potential future laws and regulations.
- Practical business criteria, such as the potential costs and benefits of pursuing a particular environmental objective and our commitment to pollution prevention.
- The views of employees and other interested parties.

Most Operational Targets should be identified at the divisional head, by the Executive Management Team and be included within the framework of the annual budgetary/planning process already in place namely the Management Review / BSR meeting.

An evaluation and modification of Objectives and Targets is carried out annually.

The results of these reviews should be included in the information supplied to management for the Management review / BSR meeting.

Decisions are then made concerning the scope and intent of the original targets and objectives, as well as the key performance indicators about how the targets and objectives were met.

Department heads while setting objectives and targets should keep the following in mind:

- Objectives should be consistent with the Policy; Compliance and Continual Improvement Philosophy of the Policy driving them.

- Make Objectives flexible; Make a statement of the results desired and allow staff members to define the “How” portion wherever possible.
- Make Objectives simple; at first then build on them.
- Make Objectives understood to all members of the team.
- Make realistic Objectives and Targets.
- Ensure Objectives, Targets and Plans are achieved.

REMINDER: Don’t forget the existing opportunities for our suppliers and subcontractors to assist us in conformance to the Standard.

3.2 Monitoring

Continuous monitoring of the implementation of the environmental aspects and impacts and IMS processes, and its outputs, take place against appropriate performance indicators to ensure process compliance and effectiveness. Monitoring may take a variety of forms and range from self-assessment and internal audits, to detailed reviews by independent external experts.

3.3 Training and Communication

To ensure that adequate IMS management competency levels are achieved and maintained, NCPL provides regular briefings and training courses in the IMS management process.

Training is facilitated by the OHSE Manager, Additional ad-hoc training is provided as required.

NCPL communicates progress towards achieving its IMS Objectives and Targets throughout our organization and uses regular reporting to discuss progress at staff meetings or by posting key targets and progress towards achieving those targets on notice boards.

Examples of areas where an organization can have internal performance criteria might include:

- Management Systems
- Employee responsibilities

- Suppliers
- Contractors
- Marine Services projects
- Waste management
- Transportation
- Process Control
- Maintenance
- Employee Safety

4.0 Records

Objectives and Targets File