

Working Material 1.12

Planning Actions to Achieve the Objectives

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This sheet puts the working parts of subchapter 1.12 into editable form: the Verification Pact, the review questions, the common mistakes as a self-check and the Operative Synthesis as an action plan. The empty columns are for your property. The reasoning behind each row is in the book.

GUIDING QUESTION

An objective and a spreadsheet cell that says who owns it are not the same thing as a plan. What exactly is missing between a good target and the moment, ten months later, when nothing has actually happened toward it?

Verification Pact: Market Claims Against the Standard

The first three columns are copied from the book. In the last one, note whether this claim circulates in your property — in a proposal, a brochure, a supplier's pitch or your own documents — and what you now hold instead.

What is claimed	Binding?	What actually holds	In our property
Naming a responsible owner and a deadline satisfies clause 6.2.2's planning requirement	No	The clause requires five distinct elements — action, resources, responsibility, timing, and evaluation method — not only responsibility and a deadline	
A plan exists as soon as an objective is recorded with an owner attached	No	An owner's name attached to an outcome is not, by itself, a specific action with resources and interim evaluation attached to it	
Integration with business processes is a general aspiration, not a specific requirement	No	Clause 6.2.2 explicitly requires the organisation to consider this integration when planning how to achieve its objectives	
A rushed, last-minute action taken to hit a year-end deadline satisfies the standard as fully as a properly planned one	Technically, if the objective is met	The objective's numeric achievement may be satisfied, but the absence of genuine planning — resourcing, interim evaluation, process integration — remains a separate gap the standard addresses independently	
Evaluation of progress under this clause is satisfied by checking the final result once, at the end of the objective's period	No	The clause specifically calls for indicators for monitoring progress, implying visibility before the final outcome, not only at it	
Capital-intensive objectives are inherently harder to plan under this clause and warrant lighter planning requirements	No	The clause applies uniformly regardless of an action's cost or complexity; capital-intensive actions arguably need more explicit resource and timing planning, not less	

A Checklist for the Next Planning Cycle

Answer each question with Yes, Partly, No or N.A., and name the evidence: a record, a date, a person, a place someone can go and look. An answer without evidence is an opinion.

Question	Why it matters	Answer	Evidence
Can we answer all five clause 6.2.2 elements for this objective in writing, today?	The single test that would have caught the Buenos Aires gap in January rather than October		
Does our objective-setting timeline conclude before, or after, our own capital or resource approval deadline?	A sound objective set after its own funding window has closed cannot be achieved through planned action, only through emergency measures		
Is there a named individual accountable for the next specific step, not only a department for the eventual outcome?	"Engineering" is not a person who can miss a submission deadline and be asked why		
Do we have at least quarterly visibility into this objective's progress, not only a final evaluation date?	Ten months of silence is how a solvable problem became an expensive emergency		
Has this action actually been proposed through our organisation's normal approval process, or does it exist only on the environmental objectives sheet?	The two must be the same process, not two parallel ones that happen to describe the same intention		

Common Mistakes — Self-Check

Tick every mistake you recognise in your own property today, and write next to it where you saw it. A ticked box is not a nonconformity; it is a place to look before an auditor or an incident does.

☐	Mistake (from the book)	Where we see it
☐	Recording an objective's owner and deadline as though this constitutes a complete plan under clause 6.2.2.	
☐	Setting environmental objectives without reference to the organisation's own capital or resource approval calendar.	
☐	Failing to name a specific action, distinct from the objective's target figure itself.	
☐	Leaving evaluation until a single point near the objective's final deadline, with no interim checkpoint.	
☐	Assuming a technically capable team's informal familiarity with a solution substitutes for a resourced, scheduled plan.	
☐	Extending a missed deadline without addressing the calendar mismatch that caused it to be missed.	
☐	Allowing a rushed, non-competitive action taken under year-end pressure to substitute for properly planned procurement.	
☐	Treating capital-intensive objectives as warranting less rigorous planning because their scale feels daunting.	
☐	Failing to consider, explicitly, how an action will integrate into the organisation's normal business processes rather than existing alongside them.	

☐	Mistake (from the book)	Where we see it
☐	Reviewing objectives only within the environmental function, without input from whichever function actually controls the resources an action requires.	

Operative Synthesis — Action Plan

The three horizons and their actions are copied from the book. Owner and due date are yours to fill: an action without both is a wish.

Horizon	Action from the book	Owner	Due date
Act on immediately	Take every currently active environmental objective and test it against the five clause 6.2.2 elements — specific action, resources, named individual accountability, interim timing, and evaluation method. Any objective that cannot answer all five in writing today is an aspiration, not yet a plan.		
Plan for	Schedule the annual objective-setting cycle to conclude ahead of the organisation's own capital or resource approval deadline, not after it; redesign the objectives tracking format to require all five elements before an objective can be formally adopted; and establish quarterly, not only annual, progress checkpoints for every active objective.		
Monitor going forward	Track, for every objective requiring resource investment, whether the action has actually entered the organisation's normal approval process by the relevant deadline — treating a missed internal deadline as an early warning worth escalating, not a detail to notice only once the objective's own final evaluation date arrives.		

WHAT THIS SHEET IS NOT

ISO 14001 does not prescribe this form. No clause asks for this worksheet, its columns or a register of market claims; the standard sets requirements and leaves the means to the organisation. This sheet is a working aid drawn from the book: use it, change it or set it aside. Where it touches a requirement, the text of ISO 14001:2026 is the authority, not this page — and nothing on it replaces your own reading of that text.

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