Working Material 2.11

Emergency Preparedness and Response

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This sheet puts the working parts of subchapter 2.11 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

A response procedure written once, equipment purchased once, and staff trained once, five years ago, is not preparedness. It is a photograph of preparedness, taken on a single day that keeps receding further into the past.

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
A thorough emergency procedure, correctly documented at the time a system is installed, satisfies clause 8.2 indefinitely	No	The clause explicitly requires periodic testing and review, not a onetime documentation exercise at installation	
Staff training completed once, at onboarding or initial installation, satisfies the clause's training requirement for the duration of an employee's tenure	No	The clause requires providing relevant training as appropriate on an ongoing basis, particularly following any procedural revision or a change in the persons expected to respond	
Testing an emergency response procedure is optional if the underlying system has never previously failed	No, where practicable	The clause requires periodic testing where practicable, independent of whether an actual emergency has ever occurred — testing exists precisely to find gaps before an actual emergency does	
A general safety evacuation drill satisfies clause 8.2's testing requirement for environmental emergency response specifically	No	Environmental emergency response — detection, alarm, safe isolation, call-out of qualified responders, equipment-specific procedures — is distinct from general life-safety evacuation and requires its own specific testing	
Equipment purchased for emergency response requires no ongoing inspection once installed	No	Functional readiness at the moment of need is the entire purpose of emergency response equipment; equipment degrading unnoticed fails the clause's underlying intent regardless of documentation showing it was originally purchased correctly	

What is claimed	Binding?	What actually holds	In our property
A facility renovation unrelated to the specific emergency system itself has no bearing on that system's emergency procedure	No	Any physical change affecting the accuracy of a documented emergency procedure — including the location of critical equipment referenced within it — requires the procedure to be updated accordingly	

A Checklist for the Next Emergency Readiness Review

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
When was our highest-consequence emergency procedure last physically drilled, not merely reviewed on paper?	The single question the entire Orlando case turns on		
Is equipment inspection assigned to a named individual on a defined schedule, or does it happen only incidentally?	Unassigned inspection is, functionally, no inspection at all		
Does our facility change approval process trigger review of any affected emergency procedure automatically?	Orlando's renovation proceeded with no connection to the emergency system it physically affected		
Have the staff currently on duty for a high-consequence system ever practiced its emergency procedure themselves, or only read about it?	Reading and practicing produce genuinely different levels of readiness under real pressure		
Does an actual emergency or test trigger mandatory procedural review, as the standard specifically requires?	This is the clause's own explicit mechanism for ensuring lessons are captured, not merely equipment replaced		

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
☐	Treating emergency procedure development as a one-time task completed at installation rather than an ongoing operational responsibility.	
☐	Failing to assign explicit, standing ownership for periodic emergency equipment inspection.	
☐	Allowing a facility renovation to proceed without reviewing its effect on any associated emergency procedure.	
☐	Relying on onboarding-only training for high-consequence emergency response, with no refresher cycle.	
☐	Assuming a general safety evacuation drill satisfies environmental emergency response testing specifically.	
☐	Responding to a discovered equipment gap by replacing the equipment alone, without verifying procedural accuracy or personnel readiness.	

☐	Mistake (from the book)	Where we see it
☐	Failing to trigger a mandatory procedure review after an actual emergency occurs, as the clause specifically requires.	
☐	Assuming staff turnover has no bearing on emergency readiness if the written procedure itself remains unchanged.	
☐	Treating emergency preparedness readiness as a static achievement rather than a perishable resource requiring active maintenance.	
☐	Testing emergency procedures only in quiet, convenient conditions rather than verifying genuine response time under realistic pressure.	

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	For the property's highest-consequence environmental emergency procedure, ask directly when it was last physically tested, when its associated equipment was last inspected, and when currently employed staff last practiced executing it — treating any answer of "never" or "not since installation" as an urgent finding.		
Plan for	Assign explicit, standing ownership for periodic emergency equipment inspection on a defined schedule; connect facility renovation approval to mandatory review of any affected emergency procedure; and establish an annual physical drill involving all current relevant staff, not documentation review alone.		
Monitor going forward	Treat emergency response readiness as a perishable resource requiring active, scheduled maintenance across equipment, procedure, and personnel simultaneously — and trigger mandatory review specifically after any actual emergency or test occurs, consistent with the clause's own explicit requirement.		

> **WHAT THIS SHEET IS NOT**
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> *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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