

Working Material 2.12

Monitoring, Measurement, Analysis and Evaluation

ISO 14001:2026 · Material date: 25 October 2026

This sheet puts the working parts of subchapter 2.12 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

A dashboard with forty-five metrics, all trending upward, all impressive to a visiting investor, can still contain not one indicator capable of revealing that this month's performance is quietly worse than last year's.

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 large number of tracked metrics is, by itself, evidence of genuine monitoring sophistication under clause 9.1	No	The clause requires appropriate indicators capable of genuine performance evaluation, not merely a large quantity of tracked figures	
Cumulative total metrics satisfy clause 9.1's requirement for tracking environmental performance over time	Not on their own	A cumulative total tracks historical accumulation, not current trajectory; genuine trend evaluation requires indicators specifically designed to reveal recent direction, not only historical total	
A dashboard used effectively for external communication with investors and clients has, by implication, also satisfied the organisation's own internal performance evaluation needs	No	External communication effectiveness and internal evaluation effectiveness are separate requirements; a dashboard can excel at one while failing the other entirely, as Seoul demonstrates	
Real-time data updating is equivalent to genuine ongoing performance evaluation	No	Update frequency concerns data currency; evaluation requires the data to actually be analysed and reviewed against meaningful criteria, not merely refreshed continuously on a screen	
Forty-five tracked metrics necessarily provide more genuine insight than a smaller, more focused set would	No	A smaller set of well-designed trend and leading indicators can provide substantially more genuine evaluative insight than a larger set dominated by cumulative totals	

What is claimed	Binding?	What actually holds	In our property
An indicator's accuracy is sufficient to satisfy clause 9.1, regardless of what type of evaluation it is actually capable of supporting	No	Every metric on Seoul's dashboard was accurate; accuracy alone did not make the dashboard, as a whole, an appropriate tool for the specific evaluation the property's own performance decline required	

A Checklist for the Next Dashboard 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
For each of our most prominently displayed metrics, could it show a current-period decline, or can it only climb or hold steady?	The exact test that would have caught Seoul's fourteen-month gap in its first month		
Is every cumulative achievement metric paired with a corresponding trend indicator?	A cumulative total retains genuine value; it should never stand alone as the only measure of a significant aspect		
Do we have at least one leading indicator per significant aspect, capable of flagging a problem before it fully manifests?	Waiting for aggregate consumption data to reveal a problem means waiting for the problem to already be substantial		
Is our monitoring and measurement equipment itself calibrated or verified on a defined schedule?	Even well-designed indicators mislead if the underlying data collection has drifted		
Do we conduct a dedicated periodic review of trend data, separate from passive dashboard display?	A dashboard that is only ever glanced at, never analytically reviewed, provides false assurance regardless of how it is designed		

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 a large number of tracked metrics as evidence of genuine monitoring sophistication, regardless of indicator type.	
☐	Relying primarily or exclusively on cumulative total metrics, which cannot by design reveal current-period decline.	
☐	Assuming a dashboard effective for external communication has also satisfied internal performance evaluation needs.	
☐	Mistaking continuous data updating for genuine ongoing analysis and evaluation.	
☐	Adding more metrics to a dashboard without testing whether any of them address an existing structural gap in evaluative capability.	
☐	Failing to pair cumulative achievement metrics with corresponding trend indicators.	
☐	Allowing a dashboard's visual sophistication to discourage the scrutiny a less polished system might have continued to invite.	

☐	Mistake (from the book)	Where we see it
☐	Neglecting leading indicators capable of flagging a developing problem before it fully manifests in aggregate consumption data.	
☐	Conducting no dedicated periodic review of trend data, relying instead on passive dashboard display alone.	
☐	Treating every accurate metric as equally valuable, without distinguishing what specific evaluative question each one is actually capable of answering.	

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	Review the property's most prominently displayed environmental metrics and ask, of each one directly: if current performance were genuinely declining right now, would this specific indicator show it, or would it continue climbing regardless of what is actually happening?		
Plan for	Pair every cumulative total metric with a corresponding trend indicator isolating current performance from historical accumulation; and identify at least one leading indicator for each significant aspect capable of flagging developing problems before they fully manifest in aggregate data.		
Monitor going forward	Establish a standing periodic review dedicated specifically to trend and leading indicators, separate from passive dashboard display, ensuring the question that went unasked at Seoul for fourteen months becomes a routine part of the organisation's own analytical practice.		

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.

Source: Francesco Dore, The Helm and the Lens, Volume 1a — ISO 14001:2026, subchapter 2.12. Edizioni Effedore 2026. © 2026 Francesco Dore. Free to adapt for use in your own property. enbooks.effedore.com