Prepared by Angela Chan

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Initial Environmental Review Training Guide in Hotel

1. Objectives of the Initial Environmental Review (IER) Training Guide

The objectives of the IER Training Guide are to let you know what is and how to conduct IER in hotel. This Training Guide will provide you with a special skills and knowledge in conducting an IER which is an important process and form a basis in setting up an Environmental Management System (EMS) in a hotel.

After you have read through the whole training Guide, you should be able to understand the followings:

- Aim of conducting IER with regards to the establishment of an EMS?
- Areas need to be reviewed?
- Method to conduct GAP Analysis to compare the current practices against ISO 14001 EMS Requirements in Hotel?
- Method to identify significant environmental aspects in hotel
- Common “Gaps” and significant environmental aspects in hotel
- Common difficulties encountered when conducting IER in hotel
2. Introduction

2.1 ISO 14001 requirements with regards to the establishment of an Environmental Management System

An Environmental Management System (EMS) is a management system that provides a mechanism for a hotel to operate in an environmentally responsible manner, anticipate and meet growing environmental performance expectations, and ensure ongoing compliance with regulatory and legislative requirements. It consists of five main stages which are: Environmental Policy, Planning, Implementation & Operation, Checking & Corrective Action and Management Review.

An EMS allows a hotel to address, control and improve the short-term and long-term impacts of its products, services, and services provided on the environment. In other words, the purpose of EMS is to control and improve those significant environmental aspects so as to ensure the continual improvement of the environment.

Environmental Aspect is an element of an organisation’s activities, products or services that can interact with the environment while the environmental impact is any change to the environment resulting wholly or partially from the environmental aspects. A significant environmental aspect is an environmental aspect that has or can have a significant environmental impact. The environmental aspects and impacts of an organisation can be adverse or beneficial. For example, Accounts Department needs to make countless reports everyday. Inevitably, the environmental aspects of these activities are the consumption of countless paper to make reports. Needless to say, the associated environmental impacts will lead to the depletion of natural resources as it need to cut down thousands of trees and creation of unlimited waste. Obviously, this is an adverse aspects and impact to the environment. On the other hand, if they use recycled paper to print their report, the environmental aspects can be the reduction of natural resources consumption and minimisation of solid waste. Therefore, it will lead to a beneficial impact in that it can decrease the rate of natural resources depletion.

ISO 14001 is an International Standard specifies requirements for an EMS. It is designed to enable any organisation to establish an effective EMS to achieve continual improvement of environmental performance and taking into account the regulatory and legislative compliance. This is now the only standard in the ISO 14000 series against which an organisation can get certified.
Slide 2

**Definition**

**Environmental aspects**
- element of an organisation's activities, products or services that can interact with the environment

**Environmental impacts**
- any change to the environment, whether adverse or beneficial, wholly or partially resulting from an organisation's activities, products or services

Slide 3

**Environmental Aspects Vs. Impacts**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Aspects</th>
<th>Impacts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Making Report</td>
<td>Consumption of paper</td>
<td>Depletion of natural resources</td>
</tr>
</tbody>
</table>

Slide 4

**Definition**

*A significant environmental aspect is an environmental aspect that has or can have a significant environmental impact....*
2.2 Recommended Stages of establishing an EMS

Before setting up an EMS, the Hotel needs to obtain commitment and understand the current environmental situation. The recommended stages of establishing an EMS are as follows:

**Appoint Management Representatives**

Top management should designate (a) specific management representative(s) with defined responsibility and authority for implementing the EMS while EMS manager(s) is the person in charge of the EMS among the Representatives.

**Carry out an Initial Environmental Review (IER)**

i. **Gap Analysis**

   Gap Analysis is an environmental audit or analysis of current operations and management practices against requirements of ISO 14001. It can let the management know what is missing in the existing EMS elements in order to comply with all the ISO 14001 EMS Standard.

ii. **Aspects identification of the hotel**

   Identify all the environmental aspects and impacts of the hotel in different departments in order to control and improve those significant environmental aspects.
The “Deming model” of Quality Management, follows a basic Plan-Do-Check-Improve sequence, provides the framework for most Environmental Management Systems. **The EMS has 5 main stages:**

- Environmental Policy
- Planning
- Implementation & Operation
- Checking & Corrective Action
- Management Review

Based on the 5 main stages, ISO 14001 EMS requirements have 17 elements which are:

- Environmental Policy
- Environmental aspects
- Legal and other requirements
- Objectives and targets
- Environmental management programme(s)
- Structure and responsibility
- Training, awareness and competence
- Communication
- Environmental management system documentation
- Document control
- Operational control
- Emergency preparedness and response
- Monitoring and measurement
- Nonconformance and corrective and preventive action
- Records
- Environmental management system audit
- Management review

Slide 6

EMS Elements according to ISO 14001

1. Environmental Policy
2. Environmental aspects
3. Legal & other requirements
4. Objectives & targets
5. Environmental management programme(s)

Planning
6. Structure & responsibility
7. Training, awareness & competence
8. Communication

Implementation & operation
9. Environmental management system documentation
10. Document control
11. Operational control
12. Emergency preparedness & response

Checking & corrective action
13. Monitoring & measurement
14. Non-conformance & corrective & preventive action
15. Records
16. Environmental management system audit
17. Management review

1. continual Improvement

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2.3 Conduct of an Initial Environmental Review

The successful implementation of an EMS calls for the commitment of all staff in the hotel. Every staff has its roles and responsibilities in the EMS implementation. It is important that the key EMS responsibilities are well defined and communicated to the relevant personnel. As demonstrated in the above diagram, top management should firstly designate (a) specific management representative(s) with defined responsibility and authority for implementing the EMS while EMS Manager(s) is the person in charge of the EMS among the management representatives. Management Representatives are responsible to ensure that the EMS is established, implemented and maintained as well as to report performance of EMS to top management for review and EMS improvement.

The next step is to conduct an Initial Environmental Review (IER). It is a process to identify the current position of the hotel with regard to the environment so as to gain a basic understanding of the baseline environmental conditions and issues affecting the hotel. The aim of IER is to examine: the existing environmental management practices, the environmental aspects and the environmental performance. The examination of all relevant aspects of the hotel will form the basis for setting up an EMS. The review can provide a basis for a detailed understanding of any significant environmental aspects and the formulation of environmental policy in the hotel. Therefore, the IER is an important process before establishing the EMS.

2.4 Review Areas

The IER should mainly address four areas:

- Existing operation and management practices
- Identification of significant environmental aspects
- Previous environmental accidents, incidents, fines/ penalties and resultant abatement/ preventive measures
- Legislative and regulatory requirements and the status of the operation with respect to these requirements

It also covers both normal and abnormal operation (e.g. shut-down or start-up condition), as well as possible emergency conditions will need to be defined. (e.g. fire, spillage/ leakage, earthquake, bomb, etc). The emphasis will be on the identification of significant environmental aspects of the hotel.
Slide 7

**Initial Environmental Review Training**

- Aim of IER is essentially an exercise aimed at clarifying what the organisation's current positions with respect to:
  - Environmental management system elements
  - Environmental Aspects
  - Environmental performance

Slide 8

**Initial Environmental Review Training**

Four areas:
1. Existing management & operational practices & procedures
2. Identification of sign. Environmental aspects
3. Previous environmental accidents, fines/penalties & preventive action
4. Legislative & regulatory requirements

Slide 9

**Initial Environmental Review Training**

Other areas:
- Normal & abnormal operation
- Possible emergency conditions
- e.g. fire, spillage/leakage, etc.
2.5 Two Key Tasks

2.5.1 Gap Analysis of current operations and management practices against ISO 14001 EMS Requirements

Generally, most of the hotels may not be starting from scratch when establishing its EMS. Almost all hotels will have some management system(s) in place or some environmental management practice. So, the initial step is to conduct the review in order to determine and review what systems or programs you do have in place.

In this case, a gap analysis of an EMS is a process to review and compare the current environmental management practices and operation with the ISO 14001 EMS Requirements. It addresses all specific EMS requirements in ISO 14001 and provides detailed point-by-point evaluation of its existing management practice. And it can let the management knows what they are missing and what appropriate action they should take in order to conform to the ISO 14001 EMS Requirements.

2.5.2 ISO 14001 Environmental Aspects Identification within departments in the hotel

According to the ISO 14001, Section 4.3.1 Environmental aspects, it stated that the organisation should establish and maintain procedures to identify the environmental aspects of its activities, products or services that it can control and over which it can be expected to have an influence, in order to determine those which have or can have significant impacts on the environment. The organisation shall ensure that the aspects related to these significant impacts are considered in setting its environmental objectives. Also, these information should be kept up-to-date.

Environmental Aspects Identification is a process to identify all the environmental aspects in the hotel. A clear understanding of the hotel’s environmental aspects and those that are significant is essential to develop or update the hotel’s environmental policy, setting environmental objectives and targets, identifying training requirements, establishing operational controls, and developing appropriate monitoring and measurement systems, among other features of the ISO 14001 EMS Requirements. Simultaneously, the hotel needs to review the past environmental accidents and incidents that significant environmental aspects may arise. Also, it needs to review relevant legislative and regulatory requirements and the status of the operation with respect to these requirements.
Initial Environmental Review Training

Two Key Tasks:

- "GAP Analysis" of current operations & management practices against ISO 14001 Requirements in Hotel

- ISO 14001 Aspects Identification within departments in the hotel
3. Hotel Facilities and Management

3.1 Hotel Facilities in a typical hotel
The facilities in a hotel are generally divided into front-of-the-house and back-of-the-house facilities. The front-of-the-house facilities refer to guest facilities whereas the back-of-the-house facilities refer to other supporting facilities managed and maintained by staff only.

**Front-of-the-house facilities** generally include:

(i) Guestrooms
(ii) Restaurants and bars
(iii) Recreational facilities such as swimming pool and gymnasium
(iv) Hygiene and health care facilities such as clinic, salon and laundry
(v) Other facilities such as ballroom, function room, business centre, shopping arcade, and garage with valet parking

**Back-of-the-house facilities** generally include:

(i) Chiller plant or air-conditioning system
(ii) Boiler plant
(iii) Fire detection system and fire fighting system
(iv) Kitchens
(v) Solid waste storage and handling facilities
(vi) Wastewater discharge facilities
(vii) Swimming pool chlorination facilities
(viii) Water storage and water supply pump system
(ix) Storage facilities for liquid fuel
(x) Storage places for chemicals and dangerous goods
<table>
<thead>
<tr>
<th>Front-of-the-house</th>
<th>Back-of-the-house</th>
</tr>
</thead>
<tbody>
<tr>
<td>Guestrooms</td>
<td>Kitchen</td>
</tr>
<tr>
<td>Restaurants &amp; bars</td>
<td>Chiller plant</td>
</tr>
<tr>
<td>Recreational facilities</td>
<td>Boiler plant</td>
</tr>
<tr>
<td>Hygiene &amp; Health care facilities</td>
<td>Fire fighting system</td>
</tr>
<tr>
<td>Other facilities</td>
<td>Solid waste storage</td>
</tr>
<tr>
<td></td>
<td>Water storage</td>
</tr>
<tr>
<td></td>
<td>Wastewater discharge</td>
</tr>
<tr>
<td></td>
<td>Chemicals &amp; dangerous storage</td>
</tr>
</tbody>
</table>
3.2 Generic management structure

All of the facilities of a hotel are operated and managed by staff from the following departments:

1. Front Office
2. Housekeeping Department (including Laundry section)
3. Food & Beverage (F&B) Department (including Kitchens and Service sections)
4. Accounts Department (including Receiving & Storeroom)
5. Sales & Marketing Department
6. Public Relations Department
7. Human Resources Department
8. Security Department
9. Purchasing Department
10. Engineering Department

The generic management structure of a hotel is shown in Fig. 1.

* various from hotels to hotels

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*Fig. 1 Generic management structure of a hotel*
Initial Environmental Review Training

Generic Management Structure

- Top Level Management
- Departmental Level
- Sectional Level
- Operational Level
3.3  **Grouping of hotel departments by function**

Based on the similar functions and facilities of a hotel, hotel departments and sections are divided into the following sections when conducting the IER:

1. Housekeeping
2. Laundry
3. F&B Service Sections
4. F&B Kitchens
5. F&B Administration Office
6. Accounts Office
7. Store
8. Purchasing
9. Security
10. Front Office
11. Sales and Marketing (including Public Relations and Executive Office)
12. Human Resources
13. Engineering
4. Methodology

4.1 Gap Analysis

4.1.1 Suggested approaches and arrangements for the conduct of Gap Analysis

The suggested approaches to conduct the Gap Analysis is by means of an ISO 14001 GAP ANALYSIS CHECKLIST FOR REVIEW OF HOTEL ENVIRONMENTAL MANAGEMENT PRACTICES. (See Appendix I). This checklist is developed based on the ISO 14001 EMS Requirements (expected EMS). It addresses all specific requirements in ISO 14001 and provides detailed point-by-point evaluation of its existing management practice. The checklist should be completed by 4 different levels of staff for different parts that include: General Manager, EMS Manager, all Department Heads and all Section Heads. By filling in this checklist, the hotel can:

- Identify and describe the current environmental practices within the hotel
- Identify supporting documents for those management practices
- Identify where the current environmental management practices does not meet the ISO 14001 EMS Requirements (find out the Gaps)
- Suggest recommendations for improvement based on the gap identified.

Before filling in the Gap Analysis Checklist, it is advised that the responsible staff should conduct:

**Site Visit**

A full site visit or site walkover should be carried out. It can let them know what is happening on the site as well as what environmental management practices are in placed.

**Document Review**

- Any related documents should be reviewed for each ISO 14001 EMS Requirement like:
  
  **Environmental Policy**
  - Existing Environmental Policy
  - Purchasing Policy
  - Contracting Policy

  **Environmental Aspects**
  - Register of environmental aspects and impacts
• A description of the hotel’s on-site operations and processes
• List of complaints made
• Reports of any fines or breaches of compliance
• Reports of any past accidents or incidents

**Legal & Other Requirement**
• Register of relevant legislation and regulations
• Industry, hotel or hotel group codes of practice
• List of permits required for hotel’s operation
• License requirements
• List of relevant authorities applicable to the hotel
• List of industry or professional associations applicable to the hotel
• An overview of the applicable regulations and agreements with authorities

**Objectives & Targets**
• List of environmental objectives and targets set for the hotel

**Environmental Management Programmes**
• Any documented plans or programmes for meeting stated objectives and targets

**Structure and responsibility**
• Hotel organisation chart
• Job descriptions
• Organisational chart showing environmental responsibilities
• Training, Awareness and Competence
• List of training conducted

**Communications**
• Record of any complaints or inquiries received and actions taken in response to it
• Hotel environmental report or statement

**EMS Documentation and Document Control**
• Environmental Policy
• Environmental Management Manual
• Environmental Procedures and Operational Control Procedures
• Environmental Objectives & Targets and Environmental Management Programmes
• Register of significant environmental aspects and Register of legal and other requirements
• Initial Environmental Review (IER) Report
• Environmental records
• Procedure or methodology for controlling documents

*Operational Control*

• List of Operational Control Procedures and Work Instruction

*Emergency Preparedness and Response*

• List of procedures for dealing with emergency situations

*Monitoring and Measurement*

• Monitoring and measuring records
• List of monitoring and measuring equipment used
• Maps indicating where monitoring and measuring takes place
• Any equipment calibration and testing records

*Non-conformance & Corrective and Preventive Action*

• Procedure to handle situations of nonconformance
• Records of past nonconformances

*Records*

• information on applicable environmental laws or other requirements;
• complaint records;
• training records;
• process information;
• product information;
• inspection, maintenance and calibration records;
• pertinent contractor and supplier information;
• incident reports;
• information on emergency preparedness and response;
• information on significant environmental impacts;
• audits results;
• management reviews.

*EMS Audits*

• Previous environmental or EMS Audits
• Reports generated by the external authorities assessing the hotel’s environmental performance

Management Review

• Agenda, Minutes and Management Review Reports.

Interview

Interview with key personnel in the hotel can obtain more thorough and comprehensive information about the hotel’s existing environmental management practices which the responsible person may not know.
1. GAP ANALYSIS of current operations & management practices against ISO 14001 Requirements in Hotel
   - ISO 14001 GAP ANALYSIS CHECKLIST FOR REVIEW OF HOTEL ENVIRONMENTAL MANAGEMENT PRACTICES

1. Identify current environmental practices
2. Identify supporting documents
3. Identify the GAPs
4. Suggest recommendations

Site Visit  Document Review  Interview
4.2 ISO 14001 Aspects Identification within departments in the hotel

4.2.1 Frame work of ISO 14001 Aspects Identification

Before starting the Aspects Identification in different departments, it is suggested that the responsible staff can conduct Site Visit, Documents Review and Interview (Stage I), which is similar to Gap Analysis.

The next step is to draw an Input-Output diagram (Stage II) of each section in the department. It is a diagram showing the Inputs and Outputs of each steps/ process of their operations (ie. activities, products or service). All these Inputs and Outputs can help us to identify all environmental aspects and impacts (Stage III) that we need to identify as these are the elements of the hotel’s activities, products or services that can interact with the environment.

After identifying all these aspects (ie. Inputs and Outputs), we need to present it in a format called “Register of Significant Environmental Aspects” which listed out all the environmental aspects identified and their associated impacts.

After we have identified all environmental aspects and impacts and presented in the Register, we need to evaluate the significance of each identified aspects (Stage IV) to see whether it is significant or not. The significance of each identified environmental aspect will also be shown in the Register. ISO 14001 Standard does not specify or recommend method for evaluating the significance of the environmental aspects and there are numerous methods that they can adopt. Hotel needs to decide their own mechanism to evaluate them. According to ISO 14001 requirements, it requires that the organisation shall establish proper operational control procedures and/or objectives and targets to control and improve respectively. From the Register of Significant Environmental Aspects, clear links need to be demonstrated regarding how these identified significant environmental aspects, in line with the Policy, are dealt with by the Operational Control Procedures to control and Objectives & Target to improve or both.

ISO 14001 does not require the organisation to control those minor aspects or insignificant aspects. However, the organisation can also control or improve these minor aspects provided that they have adequate resources or after they have controlled or improved all significant environmental aspects.
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2. ISO 14001 Environmental Aspects Identification

- Site Visit
- Documents Review
- Interview

PROCESS FLOW

- Identified all Aspects & Impacts
  (REGISTER)

OUTPUT

STAGE I  STAGE II  STAGE III

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2. ISO 14001 Environmental Aspects Identification

Evaluation of Significant Aspects

- Minor Aspects
- Significant Aspects

OUTPUT

- Keeping Records
- Operational Control (CONTROL)
- Objectives & Target (IMPROVE)

STAGE IV
Detailed methods in each stages to conduct the aspects identification will be explained further in next part.

4.2.2 Stage I Site Visit, Document Review and Interview

Site Visit, Document Review and Interview will be conducted the same ways as Gap Analysis. This can let them understand better about the activities, products and service of their department. It can facilitate them to draw an Input-Output diagram of their operation. Documents Review for conducting Aspects Identification can include: Site plan, Overall site operations flowchart, Area map, Consumption record, Purchase order, and Job description, etc.

4.2.3 Stage II Draw an Input-Output Diagram

An Input-Output diagram is a diagram showing all the inputs and outputs of each process and steps of the operation (ie. activity, product and service) in the department. The process flow will outline all of the process and steps from the beginning to the end of the operation. Inputs include: Water use, Energy use, Raw materials use, Vehicles use, Storage of materials & Use/ delivery/ storage/labelling/ packing of chemicals. Whereas, Outputs include: Finished goods, Emission to air, Emission to water, Disposal to land, Hazardous waste, Abnormal situation (e.g. start-up & shut-down conditions), Possible emergency conditions (e.g. accidents & incidents) & Container leakage/ disposal/ spillage/dilution of chemicals. Details on how to draw an Input-Output Diagram of each department will be explained below.
2. Environmental Aspects Identification

**Input-Output Diagram**

**INPUTS**
- Water use
- Energy use
- Raw material use
- Vehicles use
- Storage of materials
- Use/delivery/storage/labelling/packing of chemicals

**PROCESS FLOW** (Activity, Product or Service)

**OUTPUTS**
- Finished goods
- Emission to air
- Emission to water
- Noise generated
- Disposal to land
- Hazardous waste
- Abnormal situation (e.g. start-up & shut-down conditions)
- Possible emergency conditions (e.g. accidents & incidents)
- Container leakage/disposal/spillage/dilution of chemicals

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**4.2.3.1 Break operations into sections**

Since some of the department’s operation are quite complicated like: Housekeeping, F&B Kitchen, F&B Service, Front Office, Accounts and Engineering, it may be consisted of several sections as well as numerous process flow. It is suggested that these departments can break their operation into different sections first so that they can draw a process flow for each section.

For example, F&B Kitchen can firstly break their operations into: Chinese Kitchen, Cold Kitchen, French Kitchen and Japanese Kitchen. They can further break these sections into sub-section if possible. For instance, Chinese Kitchen can be broken into further sub-sections --- Dim Sum Section, Frying Section,
Boiling Section, BBQ Section and Chopping Section.

4.2.3.2 Draw a Process Flow (steps) of the sub-section

Now, draw a process flow based on that sub-section which is a description of their daily activities from the beginning to the end of the day. If there is several process steps included in a process, they can also break the process into small steps, too. For example, the Process Flow of Chinese Kitchen (Dim Sum Section) can be: 1. Food Ordering 2. Delivering & Receiving food from suppliers 3. Preparation and 4. Serving. There is also detailed process steps during Preparation — i.) Washing food ii.) Trimming food iii.) Cooking food iv.) Storing food.
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**Input-Output Diagram of Chinese Kitchen**

1. **Input**
   - Food ordering
   - Delivering & Receiving food from suppliers
   - Preparation
   - Serving

2. **Output**
   - Disposal of excess food
   - Disposal of food containers & utensils
   - Disposal of plastic food wrap
   - Disposal of metal can, plastic bag, paper box & glass bottle

**Associated with all steps**

4.2.3.3 Identify Inputs and Outputs of the process flow (steps)

After drawing process flow (steps), identify the inputs and outputs of each process (steps) in the process flow. (See examples of inputs and outputs as reference). For examples, the inputs associated with Food ordering is: raw materials used while output is: Disposal of excess food.

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4.2.4. Stage III  Identify all environmental aspects and impacts

Present them into “Register of Significant Environmental Aspects”

After drawing all the Input-Output diagrams showing all the inputs and outputs of each process and steps of the operation, you have already identified all the environmental aspects of the department. Now, it needs to present it in a format called “Register of Significant Environmental Aspects”. There are several steps to fill into the Register and the register will indicate:

- What the aspect is and how does it arise from the operations (activities/product/services)
- The environmental impacts resulting from the identified environmental aspects
- Whether the identified environmental aspect is significant or not (can create significant impacts)
- Reference of the operational control procedures and objectives and targets that the hotel will take to control and improve the identified environmental aspects respectively.

**Step I  Activity, product or service column**

Fill in the activity, product or service that will induce an environmental aspect based on the Input-Output diagram. In Chinese Kitchen (Dim Sum Section), fill in Food ordering in the Activity column.

**Step II  Environmental Aspects Column**

Explain the environmental aspects of that activity according to the inputs and outputs of the diagram. ie. Use of raw materials and disposing excess food. Simultaneously, if there is any past environmental accidents and incidents, fill
in “Review of past environmental accidents and incidents” (See Slide 29). It mainly includes:

**Step III  Environmental Impacts Column**

Put an X into the appropriate impacts column.

**Air Impact:** Any emissions to air

**Water Impact:** Effluents to water

**Land Impact:** Disposal to land and soil contamination

**Noise Impact:** Noise generated

**Flora & Fauna Impact:** Impacts to humans, animals and plants

**Material Resource Impact:** Water use, energy use, raw material use
Step IV. Significant Column

Evaluate the significance of the identified environmental aspects. There are no specific method required by ISO 14001 to evaluate the significance. There are a number of approaches to evaluate its significance. Hotel can decide their own evaluation system provided that the whole hotel will adopt the same system to evaluate their aspects. Here are two common approaches suggested as follows:

i) Criteria-based Assessment

A hotel can determine the factors or criteria that they will use to assess the significance of the environmental aspects. The factors or criteria proposed includes:

- Legal or other requirement? (Aspects controlled by current Hong Kong legislation and other requirements which the hotel subscribe.)
- Severity of consequence to the environment or human health? (The consequence of uncontrolled management of an environmental aspect that can affect the environment seriously.)
- Environmental accidents or incidents? (Any past accident or incident that has impact to the environment. e.g. spill, fire, explosion etc.)
- Legitimate complaints? (An occurrence that has led to compliant or caused nuisance to the public in the past)
- Large quantities of solid waste? (Quantity that is considered to be exceeding the normal quantity of solid waste generated that the hotel need to be directly or indirectly liable for any damage caused to the Land.)
- Large quantities of resources consumed? (Quantity that is considered to be exceeding the normal quantity of consumption.)
- Use/ disposal of the product create concern?
A business concern or a concern of interested parties? (“Interested parties” refer to individuals, groups or other organisations who may have interest regarding the activity, process, materials, etc. used in the hotel.)

After deciding on the criteria, a simple positive response to the question posted by the criteria will designate the aspects to be significant that the hotel need to control.

**ii) Numerical-Based Assessment**

Another common approach is to apply numerical values to assess the significance of the aspects instead of responding positively or negatively to a given question (criteria). Numbers are assigned to an aspect in response to a particular criteria (determined by the hotel) based on whether it could potentially have a negligible, minor, significant or major impact on the environment. Any aspect that scored either a 3 or 4 would be ‘Significant.’ A broader set of criteria could be used by a hotel as part of their method of defining significance.
4.2.5 Review of past environmental accidents

For a complete IER, the hotel also needs to review the past environmental accidents, incidents, fines/penalties and resultant preventive measures taken. All the Department Heads need to review the past environmental accidents and incident in their department. Environmental accidents and incidents may include:

- Any accidents, spills, leaks etc. involving stored materials on site in the past;
- Any accidents, spills, leaks etc. with restricted and hazardous materials on site in the past.

After reviewing the past environmental accidents and incidents, they need to fill into the review table. They need to describe the past environmental accidents or incidents as well as the relevant documents such as previous complaints forms, past notices of legislative nonconformance, record of fines, injunctions, court cases etc. Lastly, they need to fill in the preventive action that they have taken to prevent it from happening again.
4.2.6 Review of Legislative and regulatory requirements and the status of the operation with respect to this requirement

The hotel has to identify all the legislation, regulations, authorisations and industry codes of practice that apply to the operation. As ISO 14001, Section 4.3.2 Legal and other requirement, requires that the hotel needs to identify and have access to legal and other requirements that are applicable to the environmental aspects of the hotel, they can consult the advice of government departments (e.g. Environmental Protection Department), the Hong Kong Hotels Association or professional organisation (e.g. Hong Kong Polytechnic University) if necessary.

After the hotel has identified all the legislation, regulations, authorisations and industry codes of practice that apply to the operation, they can present it into a table called: “Register of legislative and regulatory requirements”. It is mainly to demonstrate the relevant ordinance or regulation, the requirements and the relevant reference publications. Lastly, they also need to describe the current status of the hotel or the areas of applicability to the hotel.
## Register of Legal and other requirements

<table>
<thead>
<tr>
<th>Ordinance/Regulation</th>
<th>Requirements</th>
<th>Relevant Reference Publications</th>
<th>Preventive Action</th>
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</table>
Other examples of Aspects Identification in different departments

**HOUSEKEEPING DEPARTMENT**

**Slide 30**

**Input-output Diagram of Housekeeping (Floor Section)**

**INPUT**

1. Change of bedding linen
2. Cleaning bathroom
3. Replacement of mini-bar
4. Cleaning/Sweeping/dusting the guestroom
5. Others

**OUTPUT**

Associated with all steps

**Slide 31**

**Register of Environmental Aspects & Impacts**

**DEPARTMENT:** HOUSEKEEPING DEPARTMENT  
**SECTION:** Floor Section  
**EVENT:** ---

<table>
<thead>
<tr>
<th>Activity/Product/Service</th>
<th>Environmental Aspects</th>
<th>Environmental Impacts</th>
<th>Significant?</th>
<th>Operational Control Ref.</th>
<th>Objectives &amp; Targets Ref.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Change of bedding linen (N)</td>
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<td>2. Cleaning bathroom (Change of bathroom amenities)</td>
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<tr>
<td>3. Replacement of mini-bar</td>
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<tr>
<td>4. Cleaning/Sweeping/dusting the guestroom</td>
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<td>5. Others</td>
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Other examples of Aspects Identification in different departments

**F&B DEPARTMENT (SERVICE)**

Slide 33

**Input-output Diagram of F&B Service Outlet**

**INPUT**
- Preparation
  - Polishing of glassware
- Setting tables
  - Use of paper chopsticks folder, paper table placemat & matches on guest table
- Serving guest
  - Order Taking
  - Serving food to guest
- Clearing tables/washing dishes

**OUTPUT**
- Disposal of worn-out paper menus
- Disposal of paper for order taking
- Waste & chemicals for polishing the chefing set, re-silvering the silver salt & silver shaker

Slide 34

**Register of Environmental Aspects & Impacts**

<table>
<thead>
<tr>
<th>Activity/ Product or Service</th>
<th>Environmental Aspects</th>
<th>Environmental Impacts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Event</td>
<td>Class</td>
<td>Local</td>
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<tr>
<td>Event Description</td>
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<tr>
<td>1. Preparation</td>
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<tr>
<td>Polishing of glassware</td>
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<td></td>
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<tr>
<td>Setting tables</td>
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<tr>
<td>Use of paper chopsticks folder, paper table placemat &amp; matches on guest table</td>
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</tbody>
</table>

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**Environmental Aspects Identification**

1. Break F & B Service operation into different sections

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Other examples of Aspects Identification in different departments

ACCOUNTS DEPARTMENT

Slide 36

2. Environmental Aspects Identification

1. Break Accounts Department’s operation into different sections

- Accounts Department
- Receiving
- F&B Store
- General Store
- EPD
- Accounts Office

Slide 37

Input-Output Diagram of Accounts Department (Receiving Section)

INPUT

1. Receiving food, raw materials or products from suppliers
2. Check the market list, quantity & quality of the products
3. Calculate the order from invoice
4. Make the daily receiving report

OUTPUT

1. Disposal of those useless or out-dated report

Slide 38

Register of Environmental Aspects & Impacts

DEPARTMENT: ACCOUNTS DEPARTMENT

EVENT: Receiving Section

<table>
<thead>
<tr>
<th>Activity, Product or Service</th>
<th>Environmental Aspects</th>
<th>Environmental Impacts</th>
<th>Measurement</th>
<th>Objectives &amp; Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Receiving food, raw materials or products from suppliers</td>
<td>Use &amp; disposal of carton box &amp; bamboo basket for packaging vegetables from suppliers</td>
<td>X X</td>
<td>4</td>
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<tr>
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<td>Use &amp; disposal of plastic bag &amp; carton box for packaging chilled meat &amp; frozen meat from suppliers respectively</td>
<td>X X</td>
<td>4</td>
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<tr>
<td></td>
<td>Use &amp; disposal of plastic bucket for holding fish from suppliers</td>
<td>X X</td>
<td>4</td>
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<tr>
<td></td>
<td>Use &amp; disposal of styrofoam box &amp; carton box for packaging salmon fish from suppliers</td>
<td>X X</td>
<td>4</td>
<td></td>
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<tr>
<td></td>
<td>Use &amp; disposal of plastic bag for packaging prawn from suppliers</td>
<td>X X</td>
<td>4</td>
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<td></td>
<td>Use &amp; disposal of steel can &amp; carton box for packaging food (e.g. pineapple juice) from suppliers</td>
<td>X X</td>
<td>4</td>
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<tr>
<td></td>
<td>Use &amp; disposal of carton box for packaging stationery from suppliers</td>
<td>X X</td>
<td>4</td>
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</tbody>
</table>
Other examples of Aspects Identification in different departments

**PURCHASING DEPARTMENT**

**Slide 39**

**Input-Output Diagram of Purchasing Department**

1. Ordering paper products or printed matters
   - Purchasing policy of paper products (e.g. Use of paper & stationery)
   - Purchasing policy of plastic products (e.g. Use of plastic bags & guest supplies)

2. Ordering plastic products
   - Purchasing policy of food items
   - Purchasing policy of beverage products

3. Ordering food items
   - Purchasing policy of beverage products
   - Purchasing policy of electricity & gas equipment which may affect energy consumption

4. Ordering beverage products
   - Purchasing policy of housekeeping & F&B cleaning chemicals
   - Purchasing policy of electricity & gas equipment which may affect air emission

5. Ordering cleaning chemicals
   - Purchasing policy of housekeeping & F&B cleaning chemicals
   - Purchasing policy of electricity & gas equipment which may affect energy consumption

6. Ordering electricity & gas equipment
   - Manufacturing process of chemicals used for polishing
   - Use of paper & stationery in Purchasing Office

7. Others
   - Purchasing policy of plastic products
   - Purchasing policy of beverage products

Associated with all steps

**Slide 40**

**Register of Environmental Aspects & Impacts**

<table>
<thead>
<tr>
<th>Activity/Product of Service</th>
<th>Environmental Impacts</th>
<th>Preventive / Mitigative Measure/controls (Purpose/Location)</th>
<th>Documented Reference</th>
<th>Operational Control</th>
<th>Objective &amp; Performance Indicati</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preparation (Polishing of glassware)</td>
<td>Air &amp; water &amp; noise &amp; chemicals used for polishing the glassware, re-cleaning the glassware, salt &amp; water supply system (A)</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>Setting tables</td>
<td>Water &amp; chemicals used for polishing the silverware, re-cleaning the glassware, salt &amp; water supply system (A)</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>Cleaning agents</td>
<td>Water &amp; chemicals used for polishing the glassware, re-cleaning the glassware, salt &amp; water supply system (A)</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td></td>
</tr>
</tbody>
</table>
Other examples of Aspects Identification in different departments

**FRONT OFFICE**

**Slide 41**

- Break Front Office’s operations into different sections

**Slide 42**

Input-Output Diagram of Front Office

**Slide 43**

Register of Environmental Aspects & Impacts
Other examples of Aspects Identification in different departments

SECURITY DEPARTMENT

Slide 44

Input-Output Diagram of Security Department

```
<table>
<thead>
<tr>
<th>INPUT</th>
<th>OUTPUT</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Watching hotel’s activities through the use of CCTV</td>
<td>Disposal of CCTV for watching hotel’s activities</td>
</tr>
<tr>
<td>2. Patrol around the hotel</td>
<td></td>
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<tr>
<td>3. Extinguish fire by fire prevention &amp; control facilities</td>
<td>Disposal of used extinguishers</td>
</tr>
<tr>
<td>4. Fire prevention training provided for the staff</td>
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<tr>
<td>5. Control &amp; monitor the storage of dangerous goods &amp; chemicals in</td>
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<tr>
<td>the hotel</td>
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</tbody>
</table>
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Register of Environmental Aspects & Impacts

<table>
<thead>
<tr>
<th>Activity/Service</th>
<th>Environmental Aspect</th>
<th>Environmental Impacts</th>
<th>Significant?</th>
<th>Operational Control</th>
<th>Objectives &amp; Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Watching hotel’s activities through the use of CCTV</td>
<td>Normal operations (N)</td>
<td>X X</td>
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<tr>
<td>Extinguish fire by fire prevention &amp; control facilities</td>
<td>Abnormal operations (A)</td>
<td>X X</td>
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<tr>
<td>Fire prevention training provided for the staff</td>
<td>Potential emergency conditions (E)</td>
<td>X X</td>
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<tr>
<td>Control &amp; monitor the storage of dangerous goods &amp; chemicals in the hotel</td>
<td>Normal operations (N)</td>
<td>X X</td>
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<tr>
<td>Disposal of CCTV for watching hotel’s activities</td>
<td>Normal operations (N)</td>
<td>X X</td>
<td></td>
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<tr>
<td>Disposal of video tapes to record hotel’s activities by CCTV</td>
<td>Normal operations (N)</td>
<td>X X</td>
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<td></td>
</tr>
<tr>
<td>Disposal of used extinguishers</td>
<td>Abnormal operations (A)</td>
<td>X X</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Disposal of useless paper &amp; stationery in the office</td>
<td>Normal operations (N)</td>
<td>X X</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>
Other examples of Aspects Identification in different departments

**ADMINISTRATION OFFICE**

**Slide 46**

**Input-Output Diagram of Administration Office**

**Slide 47**

**Register of Environmental Aspects & Impacts**
Other examples of Aspects Identification in different departments

**ENGINEERING DEPARTMENT**

**Slide 48**

1. Break Engineering’s Operations into different sections

<table>
<thead>
<tr>
<th>Air-conditioning Section</th>
<th>Electrical Section</th>
<th>Mechanical Section</th>
<th>Backing &amp; Description</th>
<th>Engineering Base Room</th>
<th>Engineering Office</th>
<th>General Office</th>
</tr>
</thead>
</table>

**Slide 49**

2. Break Air-conditioning Section into sub-sections

- **Air-conditioning Section**
  - **Water-side (Chiller)**
    - Maintenance of chillers
    - Operation of chillers
    - Use of refrigerant
    - Chemical treatment of chilled water to kill the bacteria
    - Use of water & chemical for condenser/evaporator water pipe cleaning
    - Maintenance of the water pump & chiller
    - Disposal of chemical waste (spent lubricant oil)
    - Disposal of zinc plate
  - **Air-side (PAU, AHU & Fan Coil)**
    - Use of chillers to cool the air
    - Maintenance of the air-conditioning system
    - Change of water/air filters
    - Disposal of air filters

**Slide 50**

- **Input-Output Diagram of Engineering Department (Air-conditioning Section)**
  - Operation
    - Control of chiller capacity eg. Water temperature
    - Use of refrigerant
    - Chemical treatment of chilled water to kill the bacteria
    - Heat rejection of air-conditioning system
    - Maintenance
    - Malfunctioned water pump & chiller
    - Water pipe cleaning
    - Maintenance on the water pump & chiller
    - Disposal of chemical waste (spent lubricant oil)
    - Disposal of zinc plate
    - Associated with alarms
Other examples of Aspects Identification in different departments

ENGINEERING DEPARTMENT (continued)

### Register of Environmental Aspects & Impacts

<table>
<thead>
<tr>
<th>Activity, Product or Service</th>
<th>Environmental Aspect</th>
<th>Environmental Impacts</th>
<th>Significant</th>
<th>Operational Control Ref.</th>
<th>Abatement Target Ref.</th>
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</thead>
<tbody>
<tr>
<td>Chiller operation (Control of chiller capacity) e.g. water temperature</td>
<td>Water emission during starting the chiller (E)</td>
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</table>
4.3 Common “Gaps” and Significant Environmental Aspects in a hotel

4.3.1 Common “Gaps” in a hotel

<table>
<thead>
<tr>
<th>ISO 14001 EMS Requirements</th>
<th>Common Gaps</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>I. Environmental Management System</strong></td>
<td>Most of the existing environmental practices are not documented and most of the formal EMS components are absent in hotel.</td>
</tr>
<tr>
<td>General Requirements</td>
<td></td>
</tr>
<tr>
<td><strong>II. Environmental Policy</strong></td>
<td>Only a few hotels have the “Green Mission” or “Environmental Commitment”. Most of the hotel have not formulated their environmental policy yet.</td>
</tr>
<tr>
<td><strong>III. Planning</strong></td>
<td>Most of the hotels have not identified their environmental aspects relevant to their Departments/Sections of the hotel.</td>
</tr>
<tr>
<td>1. Environmental Aspects</td>
<td></td>
</tr>
<tr>
<td>2. Legal and Other Requirements</td>
<td>Some of the departments, e.g. Engineering Department, are aware of the various legal and other requirements that they must comply with. However, they do not keep a document reference.</td>
</tr>
<tr>
<td>3. Objectives and Targets</td>
<td>Although some hotels have already implemented some environmental practices, they do not set an objectives and targets to improve the situation.</td>
</tr>
<tr>
<td>4. Environmental Management Programmes</td>
<td>Environmental Management Programmes have not been established, either.</td>
</tr>
<tr>
<td>ISO 14001 EMS Requirements</td>
<td>Common Gaps</td>
</tr>
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<td>----------------------------</td>
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</tr>
<tr>
<td><strong>IV. Implementation and Operation</strong>&lt;br&gt;1. Structure and responsibilities</td>
<td>Roles, responsibilities and authorities for environmental management is not well-defined, documented/communicated to staff. There are no specific environmentally related job descriptions and responsibilities for various staff within the hotel.</td>
</tr>
<tr>
<td><strong>2. Training, Awareness and Competence</strong></td>
<td>There may be some training courses on Environmental Protection. However, there is no specific training on Environmental Management System.</td>
</tr>
<tr>
<td><strong>3. Communications</strong></td>
<td>Most of the hotel did not communicate internally and externally about its significant aspects and EMS performance. And they also did not document those relevant communications from external interested parties about its significant aspects and EMS.</td>
</tr>
<tr>
<td><strong>4/5. EMS Documentation and Document Control</strong></td>
<td>Most of the hotels did not develop an document describing the core elements of the EMS.</td>
</tr>
<tr>
<td><strong>6. Operational Control</strong></td>
<td>Most of the hotel does not have a formal method and procedure to identify significant environmental aspects and their related operations and activities. Hence, they did not establish and document any appropriate operation control procedures to control these activities that associated with significant environmental aspects.</td>
</tr>
<tr>
<td>ISO 14001 EMS Requirements</td>
<td>Common Gaps</td>
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<tr>
<td>7. Emergency Preparedness and Response</td>
<td>Most of the hotel did not establish and document a procedure to identify potential for accidents and emergencies and develop proper program to respond these accidents and emergency situations and prevent and mitigate.</td>
</tr>
</tbody>
</table>

V. Checking and Corrective Action

1. Monitoring and Measurement

Most of the hotel conduct lots of monitoring and measurement of resources usage, material recycling and reuse, equipment performance, etc. Yet, formal documented monitoring and measurement procedures are absent.

2. Non-conformance and Corrective and Preventive Action

Most of the hotel did not establish and maintain procedures for defining responsibility and authority for handling and investigating nonconformance, taking action to mitigate any impacts caused and for initiating and completing corrective and preventive action.

3. Records

Some records such as: energy and water consumption, complaints, training, product information, inspection, maintenance, contractor and supplier information, incident and energy audit are kept on site. However, other records like: records showing whether the objectives and targets have been met; data on emergency preparedness and response; results of significant environmental impacts; audits results; and management review meeting minutes were not kept in the hotel.
<table>
<thead>
<tr>
<th>ISO 14001 EMS Requirements</th>
<th>Common Gaps</th>
</tr>
</thead>
<tbody>
<tr>
<td>4. EMS Internal Audits</td>
<td>Most of the hotels did not conduct any periodic environmental management system audits in the hotel.</td>
</tr>
<tr>
<td>VI. Management Review</td>
<td>Management review had not been conducted to maintain continual improvement, suitability, effectiveness and performance of the EMS.</td>
</tr>
</tbody>
</table>
### 4.3.2 Common Significant Environmental Aspects of different department in a hotel

<table>
<thead>
<tr>
<th>Department</th>
<th>Use of natural resources</th>
<th>Water Consumption</th>
<th>Gas/ Electricity Consumption</th>
<th>Air Emission</th>
<th>Water Discharge</th>
<th>Solid Waste</th>
<th>Fire Occurrence</th>
<th>Use of Chemicals</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Housekeeping</strong></td>
<td>- use of paper</td>
<td>- consume water in guest room &amp; guest service pantries</td>
<td>- Lighting - Air-conditioning</td>
<td>- use of ozone air purifier</td>
<td>- washing bedding linen &amp; bathroom towels in guestroom</td>
<td>- empty plastic containers of bathroom amenities in guestroom - empty glass/plastic bottle/aluminium can - useless telephone directories - toilet paper - worn out linen items - packing materials</td>
<td>----</td>
<td>- Use, storage, disposal, spillage &amp; dilution of chemicals</td>
</tr>
<tr>
<td><strong>Laundry</strong></td>
<td>- use of paper - paper shirt box</td>
<td>- Laundry washing machine operation - Liquid detergent auto dispenser operation</td>
<td>- lighting - use of electrical equipment</td>
<td>- lint &amp; heat emission &amp; dispersion</td>
<td>- Laundry washing machine operation - Liquid detergent auto dispenser operation</td>
<td>- damaged linen - guest laundry price list - plastic P.E. bags for garment packing - plastic shirt bag, shirt bow &amp; hangers - paper shirt box</td>
<td>----</td>
<td>- Use, storage, disposal, spillage &amp; dilution of chemicals</td>
</tr>
<tr>
<td>Department</td>
<td>Use of natural resources</td>
<td>Water Consumption</td>
<td>Gas/Electricity Consumption</td>
<td>Air Emission</td>
<td>Water Discharge</td>
<td>Solid Waste</td>
<td>Fire Occurrence</td>
<td>Use of Chemicals</td>
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<tr>
<td>F&amp;B Service</td>
<td>-use of paper</td>
<td>-drinking water</td>
<td>-lighting</td>
<td>---</td>
<td>-linen to be</td>
<td>-food wastes</td>
<td>----</td>
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</tr>
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<td></td>
<td></td>
<td>-water consumed in restaurant</td>
<td>-air-conditioning</td>
<td></td>
<td>cleaned &amp; washed</td>
<td>-chopsticks</td>
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<td></td>
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<td></td>
<td>-electrical equipment</td>
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<td>-paper pack</td>
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<td>-paper coaster</td>
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<td>-broken glass ware &amp; chinaware</td>
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<td>-table linen</td>
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<td>-matches &amp; toothpicks</td>
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<td></td>
<td></td>
<td>-empty bottles</td>
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<tr>
<td>F&amp;B Stewarding</td>
<td>----</td>
<td>-dishwasher</td>
<td>-lighting</td>
<td>----</td>
<td>-dishwasher</td>
<td>-broken dishes</td>
<td>----</td>
<td>-use, storage, disposal, spillage &amp; dilution of chemicals</td>
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<td></td>
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<td>operation</td>
<td>-HVAC system</td>
<td></td>
<td>operation</td>
<td>&amp; glass</td>
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<td></td>
<td></td>
<td>-washing utensils</td>
<td>-equipment pre-soaking</td>
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<td>-washing</td>
<td>-packing waste</td>
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<td></td>
<td></td>
<td>-washing utensils</td>
<td>-general cleaning</td>
<td></td>
<td>utensils &amp;</td>
<td>&amp; general solid</td>
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<tr>
<td></td>
<td></td>
<td>-equipment</td>
<td>-washing linen</td>
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<td>pre-soaking</td>
<td>waste</td>
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<td></td>
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<td>-general cleaning</td>
<td>-washing linen</td>
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<td>-general</td>
<td>-unused oil</td>
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<td>-washing linen</td>
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<td>cleaning</td>
<td>-cloth for hand</td>
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<td>-unused ice</td>
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<tr>
<td>Office</td>
<td>- use of write office paper - paper for memos &amp; documents - newspaper - magazines - envelope - paper / plastic file &amp; box file - carton box / cardboard</td>
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5. Common Difficulties/Recommendations in conducting the Initial Environmental Review

1. Week in elaborating

Most of the staff in the hotel may find it hard to elaborate and explain the current situation in the Gap Analysis Checklist and identifying the environmental aspects and impacts. In fact, they may be very familiar with the situation. Yet, they do not know how to express in words, which needs to be in great details.

Recommendations

Conduct through interview

It is suggested the department to select those staff who are good at writing and elaborating to conduct the review. However, that staff who are good at writing and elaborating may not be familiar with the operation. Then, they can conduct it through interviewing those staff who is experienced at operation. Either Chinese or English is accepted to conduct the review provided that they can express it better. Hence, a more comprehensive review can be conducted if more staff can get involved. A coordinator can also be appointed by the hotel who can be responsible for coordinating, compiling and editing as well as to offer assistance to those in need.

2. Insufficient time

Most of the Operational Departments e.g. F&B, Front Office, Housekeeping, etc. are busy with their work at all times. Concerned staff may claim that they are too busy with their work and don’t have enough time to prepare the review. They consider that it is a very time-consuming task for them to do.

Recommendations

Discuss in groups

It can be more effective and efficient to conduct the review through discussion. If every
staff can co-operate and put an effort in doing so, it can save much time. Besides, those staff can gain more knowledge on environmental management and become more environmental conscious through this process.

3. Difficult to start with

Some of the staff may find it difficult to start with identifying the aspects and impacts as they think that their daily operation involve various tasks. Also, it is hard to convert those information in the Input-Output diagram and present them into the Register.

Recommendations

Break into sections

It is recommended that the staff can follow the steps in the Methodology to conduct the review steps by steps. They may break their daily activities into several sections and draw the Input-Output Diagram of each section. Therefore, it can be more systemic and ensure that important points will not be missed.

4. Not environmental conscious enough

Some staff may claim that they are not environmental conscious enough to conduct the review. They find it difficult to fill in the Gap Analysis Checklist and determine the environmental aspects or impacts of their particular activities.

Recommendations

Refer to books

All the concerned staff should be reminded that the Initial Environmental Review is not an exercise to test their green knowledge. The aim of the review is to clarify what the hotel’s current positions with respect to environmental aspects, environmental performance and existing environmental management system elements. They can try their best to identify the environmental aspects and impacts based on their common
sense. It is also an easy way for them to follow the Methodology to do it step by step. So, they will not find it difficult in dong so. They are also expected to refer to reference books if they encountered any difficulties. Through conducting the Review, they can become more environmental conscious.