

Integrated Management Systems: How to improve the performance of your organization

06 March 2018

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High Level Structure/Annex SL

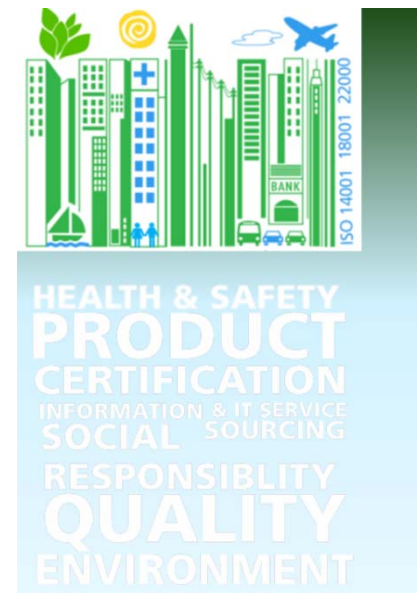
ISO decided in 2012 that all Management System standards shall use a common framework containing:

- Unified High Level Structure (HLS)
- Common Text and Terminology

Individual management systems standard will add additional “discipline-specific” requirements as required

Main advantages:

- Enhanced compatibility of standards
- Easier to implement new standards
- Easier to integrate standards into a management system
- Increase value for users
- Increased effectiveness in standard development for the technical committees



Important Definitions

- **“Integrated Management System:** A single management system managing multiple aspects of organizational performance to meet the requirements of more than one management standard, at a given level of integration (1.3). A management system may range from a combined system adding separate management systems for each set of audit criteria/standard, to an Integrated Management System, sharing in single system documentation, management system elements, and responsibilities.”
- **“Level of Integration:** The level to which an organization uses one single management system to manage multiple aspects of organizational performance to meet the requirements of more than one management system standard. Integration relates to the management system being able to integrate documentation, appropriate management system elements and responsibilities in relation to two or more sets of audit criteria/standards.”



Definitions are pulled from the International Accreditation Forum (IAF MD 11:2013)
http://www.iaf.nu/upFiles/MD_on_the_Application_of_ISO_17021_to_Audits_of_IMS_v_3_Final3_clean.pdf

Integrating Management Systems– Some basics

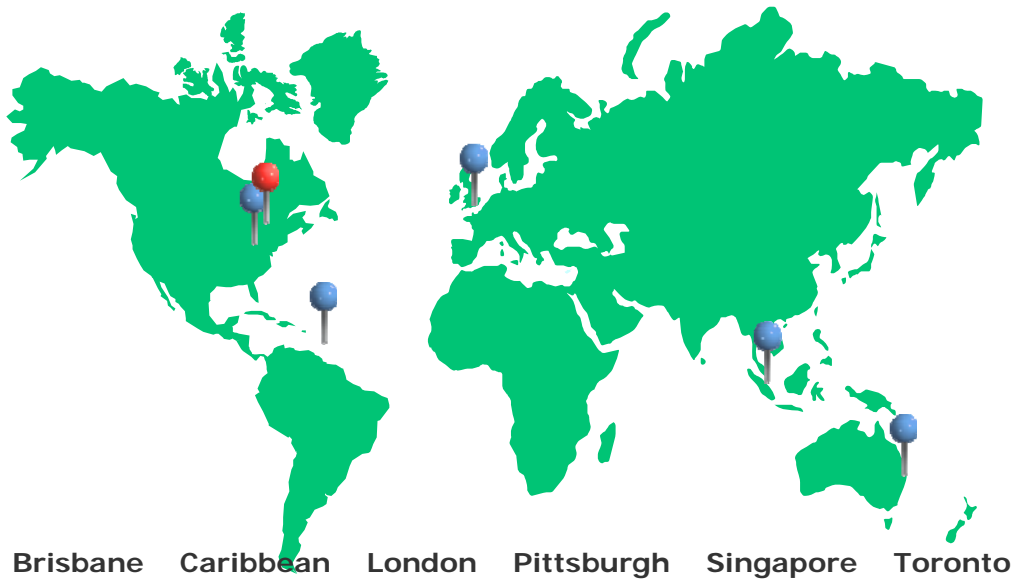
- The client application needs to include the level of integration (i.e. documents, management system elements and responsibilities)
- Time allocation will be based on IAF MD5, ISO/TS 22003, ISO/IEC 27006 and will ensure sufficient time is allocated for the management system standards/specification covered by the scope of the IMS.
 - Factors for reduction shall include but are not limited to:
 - The extent to which the organization’s management system is integrated;
 - The ability of the organization’s personnel to respond to questions concerning more than one management system standard; and
 - The availability of auditor(s) competent to audit more than one management system standard/specification.
- Initial, certification, surveillance and recertification activities
 - Time could be added to the duration of the audit(s) if the level of integration of the IMS has been modified or is different then stated on the application.
 - All applicable requirements for each management system standard/specification relevant to the scope of the IMS will be audited.

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About SatiStar Corporation

Business Performance Improvement Consulting



Our Expertise

Our Mission:

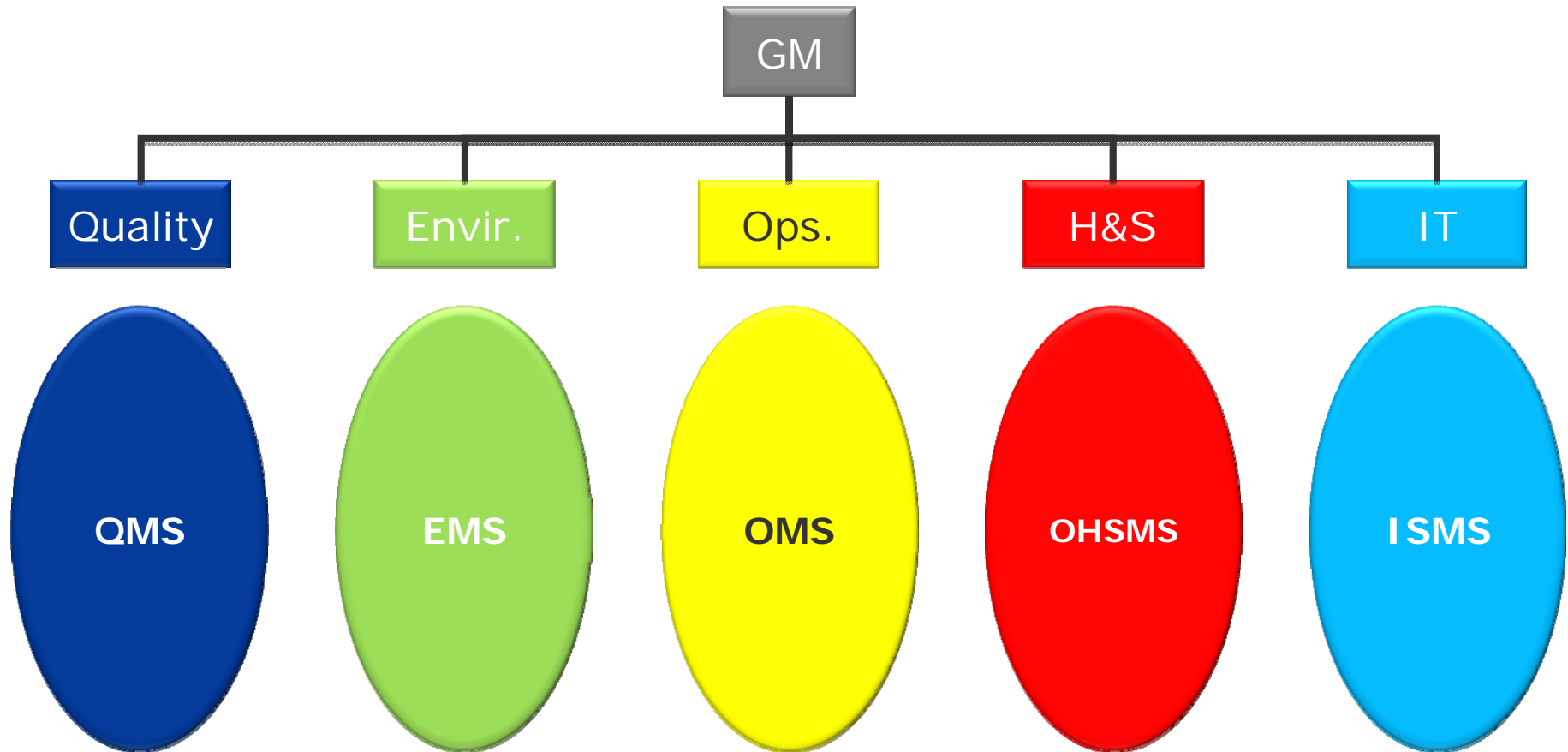
To experience the joy of helping our clients excel at what they do

Integrated Management Systems

Management System

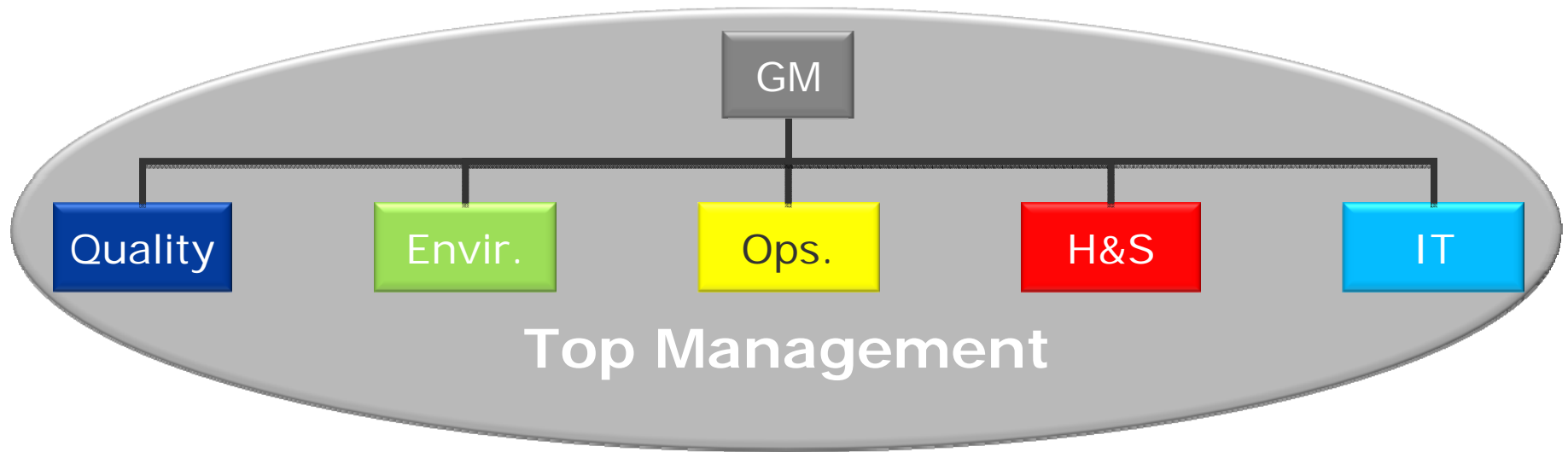
Framework of processes that ensure that the organization plans, operates, and controls its activities in order to achieve its desired objectives.

Typical Management System Structure



These functional area management systems are often independent of each other

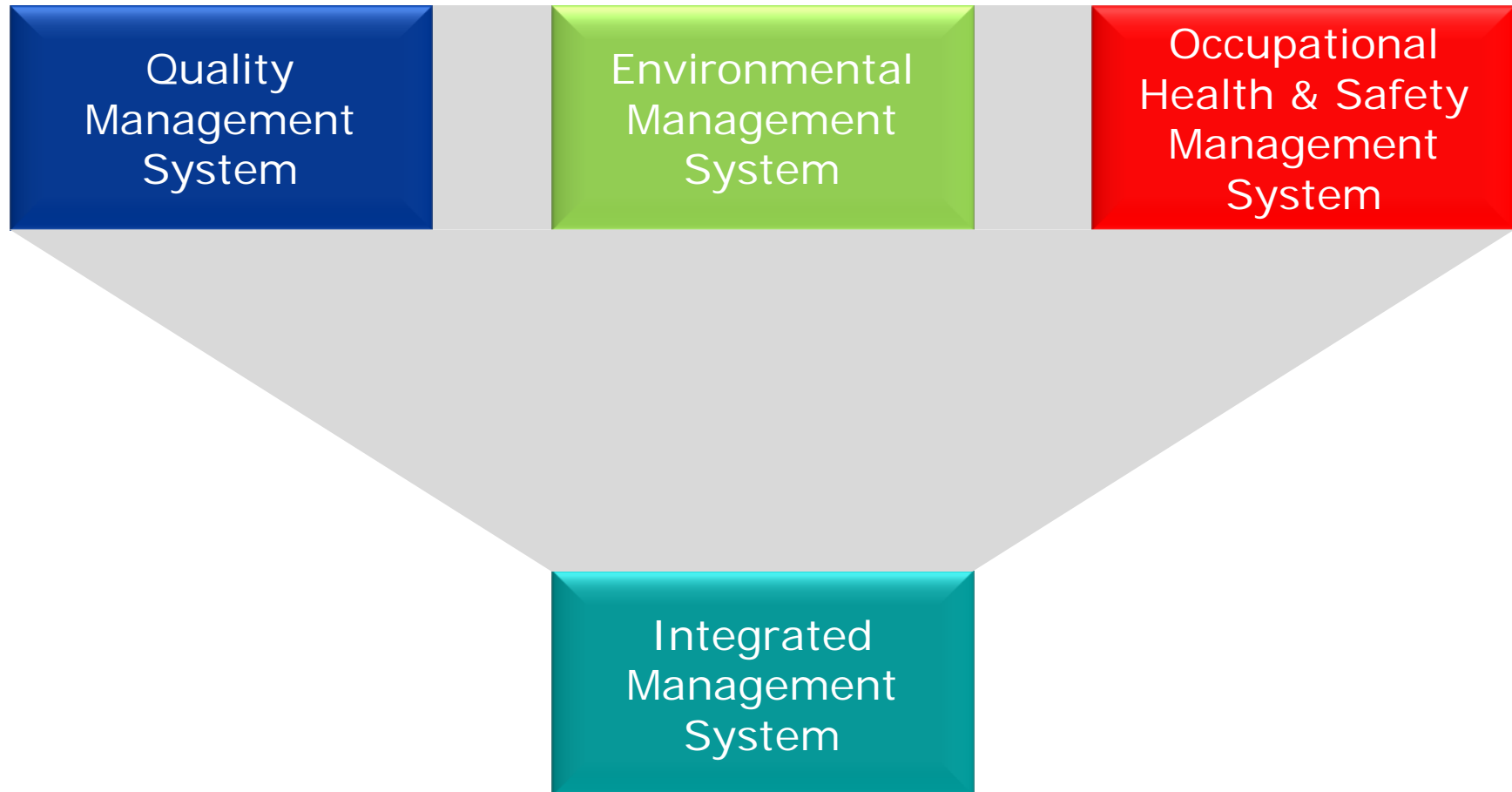
A More Efficient Management System



ISO/IEC Directives, Part 1 – Annex SL

- Prescribes how ISO Management System Standards should be written
- Aim is to enhance the consistency and alignment of various Management System Standards
- Provides a Framework:
 - High-Level Structure
 - Core text
 - Common terminology
 - Common definitions
- Common standards using Annex SL:
 - ISO9001:2015 Quality
 - ISO14001:2015 Environment
 - ISO45001:2018 Occupational Health & Safety
 - ISO22301:2012 Business Continuity
 - ISO/IEC27001:2013 Information Technology Security

Integrated Management System



Purpose

Create one, unified system to manage the activities of the organization and ensure:

- Alignment of the key aspects of managing the business
- That quality, environmental, health & safety, security, and other requirements are not treated as something separate from operations
- That these activities are how the business operates, rather than something over and above the operation of the business

Annex SL Sections

1. Scope
2. Normative References
3. Terms and Definitions
4. Context of the Organization
5. Leadership
6. Planning
7. Support
8. Operation
9. Performance Evaluation
10. Improvement

Benefits of an IMS

- One MS to build, operate, maintain
- Creates consistency across the organization
- Easy to understand
- Simplifies training
- Simplifies implementation
- Simplifies maintenance
- Savings of time & effort
- Reduced duplication
- Simplifies Internal Audits
- Simplifies External Audits
- Reduces External Audit fees

Capability Maturity Model - Integration

1. No integration

- Separate systems for each functional area
- Multiple Management Representatives
- Unique manuals for each MS
- Separate document control mechanisms
- Separate internal audits, separate external audits

2. Some integration

- One common management representative
- Shared document control mechanism
- Separate risk / hazard assessments
- Separate internal audits
- Shared management review meetings

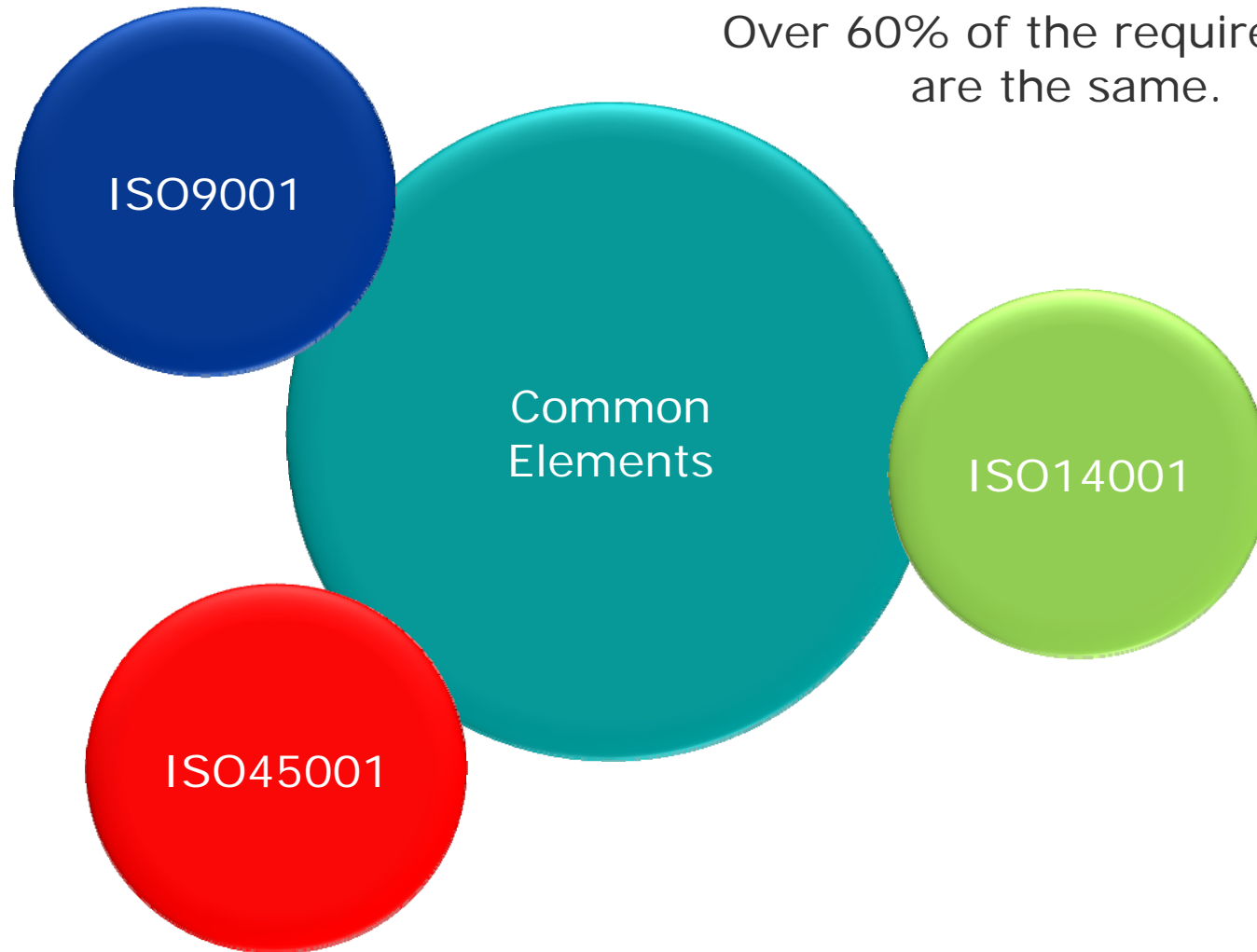
3. Fully integrated

- Top management is responsible, rather than a single management representative
- Planning for processes, risks, opportunities, controls is harmonized
- One manual
- One set of internal audits, external audits

Potential Obstacles to Integration

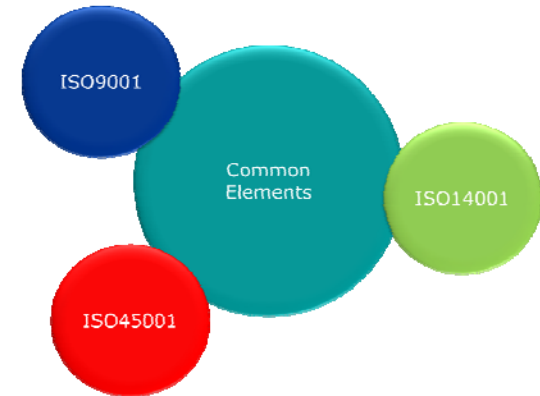
- Organizational silos
- Top management does not see the value
- Requires a complete overhaul of the multiple management systems
- Inertia associated with the change
- Too busy
- Requires shared responsibility for the MS
- “Current system passes our audits”

Considerable overlap due to common requirements



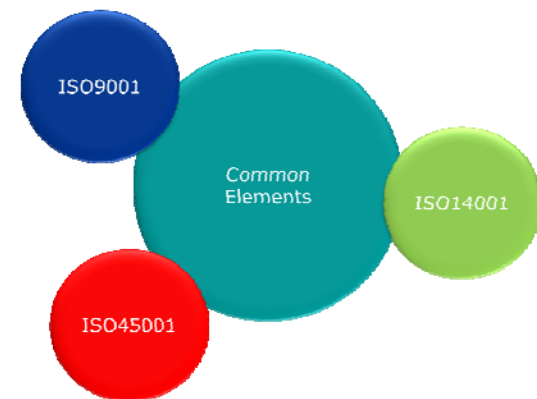
Easily Integrated Elements – Common to all Standards

- Context of the organization
- Needs & expectations of interested parties
- Scope
- Policy statements
- Objectives / targets
- Leadership, roles, responsibilities, authority
- Risk and opportunities
- Training, awareness, competence
- Communications
- Control of documented information (documents, records)
- Performance evaluation, monitoring, measurement, analysis, evaluation
- Internal audit
- Management review
- Non-conformity
- Corrective action
- Continual improvement



Each standard has its own unique requirements

- Environmental aspects (ISO14001)
- Compliance obligations / evaluation (ISO14001, ISO45001)
- Hazards / OHS risks (ISO45001)
- Design control (ISO9001)
- Emergency preparedness & response (ISO14001, ISO45001)
- Incident management (ISO45001)
- Customer satisfaction (ISO9001)
- Participation and consultation (ISO45001)



Polling Question

What type of guidance do you feel you needed?

Question & Answer

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