



An Integrated Approach To Management Systems

A management system is the framework of policies, processes and practices used by an organization to ensure that it can fulfill all the tasks required to achieve its objectives.

Management standards provide the specific requirements for developing the management systems to meet different objectives. Examples of management standards include:

- ISO 9001 standard for quality management system.
- ISO 14001 standard for environmental management system.
- OHSAS 18001 standard for occupational health and safety management system
- ISO 27001 standard for information security management system
- ISO 55001 standard for management system of physical assets
- SA 8000 standard for social accountability.

Most of the ISO standards are used to implement the partial management systems, which cause duplication and therefore costs.

An integrated management system is a single management system which integrates all components of a business into one coherent system so as to enable the achievement of its purpose. It means all the processes within the partial management systems are integrated to create value.

There are several goods reasons for system integration so as to:

- eliminate conflicting responsibilities and relationships
- balance conflicting objectives
- reduce duplication of processes
- improve communication
- create consistency of process flow
- improve management efficiency

If an organization has more than one management systems, e.g. a quality management system and an environmental management system, the two management systems can be integrated into a coherent system. This integration comes about by merging the documentation where it supports the same process.



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However, they remain two separate systems unless the organization takes the holistic view of the business by establishing its purpose, mission and core processes to align with the business strategy and objectives. The management standards are used to identify the processes and tasks only.

The holistic approach for system integration requires the following steps:

- a) identify the organizational context;
- b) evaluate the risks and opportunities;
- c) determine the critical success factors and criteria;
- d) understand the stakeholder requirements;
- e) develop the strategic priorities, objectives and key performance indicators;
- f) determine the core business processes to align with the strategic objectives and policies;
- g) develop the process governance;
- h) identify the process owners;
- i) develop a high level structure for processes;
- j) establish the documented information system;
- k) develop the operational planning and control;
- l) implement the performance evaluation and reporting system;
- m) provide a mechanism for continual improvement.