Integrated Management System Definition and Structuring Guidance
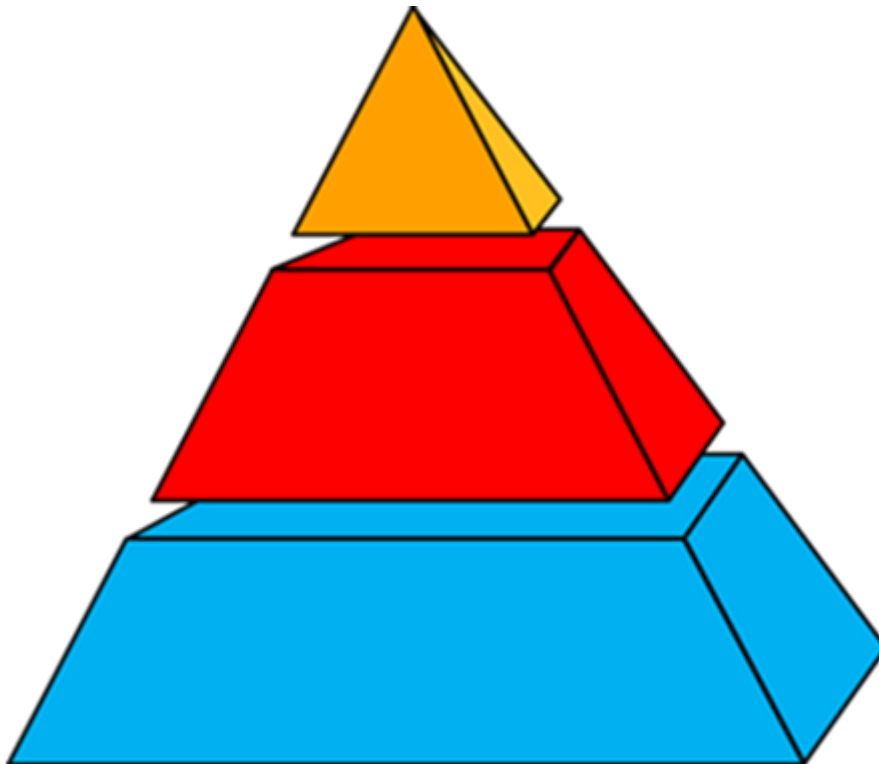
Prepared by the Integrated Management Community (IMC)

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Executive Summary

A management system comprises the hard and soft broad-brush and detailed rules needed to guide personnel in delivering the organisation's purpose. If properly designed and implemented, it is one of its most valuable assets and ensures that personnel have clear direction so that they can implement the organisations vision, strategy, and planned processes. It frees up all levels of management to focus on their core duties without needing to continually direct and advise subordinates.

However, the value of management systems can be significantly enhanced if the organisation operates just one which is fully integrated to facilitate the full exploitation of the proven benefits on integrated management systems.

Management system architecture is like building architecture. It needs to be both functional and elegant to allow directors, managers, personnel, and stakeholders to interact with it, own it, and optimise its value. The scope of a management system should cover normal, contingency and change processes which may even occur simultaneously. it can also control its own evolution and evolve with changes to the organisation and also to the evolving needs, expectations, and aspirations of stakeholders.

A management system which is ideally fully integrated is also I valuable documented defence that the top management of an organisation has done everything reasonable to comply this legislation and is commercially and socially responsible.

This paper provides guidance to assist organisations to fully exploit the benefits of integrated management systems. Additionally, the Universal Management System Standard MSS 1000 is very helpful in designing fully integrated management systems irrespective of the external standards adopted by an organisation.

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Integrated Management Community (IMC)

The Integrated Management Community was formalised in August 2020 from its predecessor, the IQA/CQI Integrated Management Special Interest Group (IMSIG). Prior to IMSIG morphing into the IMC it was the largest CQI SIG special interest group with a global CQI and non-CQI membership and a global leader in facilitating integrated management.

IMSIG was created around 1995 to advise on simultaneously complying with the new standard ISO 14001 for environmental management systems and the existing ISO 9001 for quality management systems. However, early in the new millennium, IMSIG broadened its perspective to address the management of the totality of an organisation's functionality to optimise stakeholder satisfaction while making the best use of resources. This involved focusing on the theory and the application of integrated management in its widest sense and also integrated management systems which have now become mainstream thinking.

In 2014 IMSIG created the world's first universal management system standard MSS 1000 facilitating fully integrated management systems without boundaries.

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The Chartered Quality Institute formally relinquished all interests in the assets of the CQI Integrated Management Special Interest Group (IMSIG) in 2020 when it was dissolved and became the Integrated Management Community established as an independent entity.

Revisions

Issue	Date	Changes	Participants
1	22/02/2007	Original issue.	Ian Dalling
	31/12/2022	Editing. Executive summary added. Conclusion added.	Ian Dalling

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1   Introduction

To facilitate universal communication, the Integrated Management Community (IMC) formally defined an Integrated Management System in 2007. It endeavoured to unambiguously clarify what a truly integrated management system was.

At the time the IMC defined it with respect to a management system replacing separate management systems. Such management systems typically addressed two or more of health & safety, environment, goods quality, and service quality. The motivation was not coming from standards, quality institutes or consultants. It was from business organisations senior management attempting to create simpler business centric management systems that were more effective, more efficient, avoided obvious replication and waste, and made better use of their management resources. The IMC defined integrated management systems with respect to organisations and not in making sense of fragmented management system standards in their external environment.

Because organisations can replace some or all of their management systems by an integrated management system, the IMC introduced the concept of partial and fully integrated management systems in the universal Management System Standard MSS 1000. It should be noted that the concept of an integrated management system means it is something owned by the business and is completely independent of any adopted standards in its external environment.

Appendices to this document provide guidance on structuring an Integrated Management System (IMS). It should be noted that there is not necessarily a single correct IMS structure for any organisation, and each should determine what is appropriate for them. Management systems should be business centric while endeavouring to satisfy external requirements such as adopted standards, legislation, licenses, and contractual obligations.

'Integrated Management Systems' naturally emerge from 'Integrated Management' which has been defined by the IMC in a separate paper.

Since the first issue of this paper, a free to download Universal Management System Standards MSS 1000 was published in 2014 providing extensive guidance on structuring an integrated management system.

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2 Formal definitions of integrated management systems

The IMC formally defined an integrated management system in 2007 and has only slightly changed in this issue 2 of this document because the necessity to define security rules and guidance covertly.

The originally defined integrated management system is now commonly referred to as a fully integrated management system to distinguish it from an integrated management system that does not manage the totality of an organisation's behaviour. It is aids communication to classify integrated management systems as full or partial.

For these two reasons, two additional definitions are added below. These definitions were included in the IMC universal management system standard MSS 1000 in 2014.

For practical communication purposes, two additional definitions are included in this issue of this paper. The original and two additional definitions are as follows.

2007 definition of an Integrated Management System:

"An Integrated Management System is a single integrated system used by an organisation to manage the totality of its processes, in order to meet the organisation's objectives and equitably satisfy the stakeholders."

Partial integrated management system definition:

"Management system that has a scope that includes two or more aspects of an organisation's performance that is capable of being managed by separate distinct management systems."

Fully integrated management system definition:

"Management system that addresses the totality of the organisation's structures and processes with the exception of any arrangements that need to be covert."

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3   Stakeholders of the IMS Definition

The following principal stakeholders have been identified as having an interest in the definitions of integrated management systems:

- Integrated Management Community and other management professionals.
- Researchers, educators, and trainers.
- Bodies compiling and publishing standards, codes, and regulations.
- Organisation directors and managers.
- Media organisations, publishers, and authors.
- Government exercising its influence and regulation.

4   Principal aspects of an integrated management system

An Integrated Management System will typically have the following characteristics:

1.   Its scope will cover the totality of the organisation's processes and structures and embrace health, safety, environment, security, human resource, finance, marketing, public relations etc as relevant to the organisation's purpose, values, operations, and objectives.

2.   It is formally defined adopting a uniform style, language, and concepts that is accessible and understandable to stakeholders appropriate to the organisation.

3.   The integrated management system rules and guidance need to be organised into a logical hierarchical structure (taxonomy) that aids personnel compliance, management control and systematic review and continual improvement as necessary. MSS 1000 provides an example of a twelve element hierarchical management topic structure which can be easily adopted by any type and size of organisation.

4.   Each component of the management system takes account of all of the other components as appropriate.

5.   Replication of documentation is minimised while ensuring the effectiveness and efficiency of the IMS.

6.   The IMS is capable of being understood as a whole to facilitate review, continual improvement and ensuring it remains aligned with the evolving stakeholder needs, expectations and aspirations.

7.   It is structured to control and guide the organisation's processes in the most effective and efficient way that is organisation (business) centric

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and does not slavishly follow the structure of a specific management standard or item of legislation.

8.   It addresses all relevant stakeholder requirements defined via standards, legislation, or other defined requirements.

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5 Conclusion

A management system is a critical management asset whether operated in multiple or singly. Their value is significantly enhanced if they are fully integrated and address the whole of the organisation's behaviour without boundaries. Operating multiple management systems is much less effective and efficient and confirmed by the extensive experience of organisations who are pursuing integrated approaches to management.

There are many principles that can improve the architecture of the body of rules and guidance that form the management system. However, it is still important that the management system is fit for purpose and takes account of the way it delivers its goods and/or services while equitably satisfying its stakeholders needs, expectations and aspirations.

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Appendix A: IMS and non-IMS Comparison

An integrated management system needs to be structured to enable the organisation to manage its processes effectively and efficiently and will depend on the organisation's size, the number and complexity of processes, products and services, and related prospects and risks, degree of regulation and whether it is national or multinational etc. The following features would be typically observed in an IMS as compared with non-integrated management systems.

Integrated	Non-Integrated
1. Single Policy Statement structure covering all relevant aspects in a generic way without unnecessary replication.	Separate policy statements for quality, health, safety, environment, security, finance, ethics and sustainability etc.
2. A single description (management manual) describing the formal management arrangements.	There are separate management manuals covering aspects such as quality, health, safety, etc often written in different styles and replicating data.
3. The totality of the control of people issues, such as organisation, responsibility, authority, competency and organisation/project employment life-cycles, is defined in an integrated logical structure and promotes integrated processes.	Discrete arrangements for managing different performance centric aspects e.g., organisation, responsibility, authority, employment, competency, and other people specific issues.
4. Process controls are developed such that prospect and risk aspects are simultaneously addressed.	Separate discrete assessments are conducted for quality, health, safety, environment etc resulting in non-integrated and potentially non-optimal management controls.
5. Notwithstanding any specific stakeholder requirements such as licensing and regulation, management controls at company and project level are defined in a single coherent set of documentation such as generic plans, procedures, work instructions and forms etc. E.g., an event reporting form would cover any issue such as a	Management controls are covered in multiple documents. There is a need to consult several documents to control a process.

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Integrated	Non-Integrated
complaint, personnel, or environmental accident etc.	
6. Reactive Monitoring (customer feedback, accidents, and incidents etc) managed via a single integrated process. The resulting analysis covers all issues in an integrated way. Everything contained in one database.	Discrete processes for dealing with different types of feedback related to quality, health, safety, environment, finance, security etc. Data generally in separate databases and not readily visible for analysis and informed decision making.
7. Proactive Monitoring (audits, inspections, surveys, benchmarking etc) are managed together in a coherent way to optimise the management system and the organisation's processes effectively and efficiently.	Discrete proactive monitoring processes addressing issues such as quality, health, safety, environment etc. Additionally different types of proactive monitoring such as auditing, inspection and benchmarking etc do not necessarily take account of each other or present a balanced overall picture.
8. All types of change are managed through the same formal process.	Change is managed via multiple discrete processes.
9. The Management Review process covers all aspects of the operation of the organisation. Shorter-term review cycles are logically nested into longer term review cycles to form an integrated hierarchy of management review processes appropriate to the size and complexity of the organisation.	Discrete Management Review processes coexist which do not review all aspects of data in a coherent and integrated way. A typical example is agreeing a company budget separately from quality, health, safety, environmental and other training for the coming year.
10. Aim to apply management tools and approaches generically to achieve improvement. E.g., integrated prospect and risk assessment.	Tendency to not apply management tools generically for achieving improvement e.g., use of diverse methods of risk assessment or different risk rating scales.

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Appendix B: IMS Desirable Characteristics

An Integrated Management System should also ideally contain the following characteristics (these may also be desirable for any type of management system):

1.   The Integrated Management System should promote Integrated Management, as separately defined by the IMC.

2.   It should facilitate integrated planning including the development of processes and associated management controls related to the opportunities to deliver value and avoid or minimise risk as perceived or defined by stakeholders. Planning should be applied throughout the organisation and at project levels.

3.   Controls should be proportionate to the prospects and risks.

4.   It should generally be documented in an 'instructive style' to aid concise and clear communication. A descriptive style should only be adopted where appropriate.

5.   It should facilitate the implementation of management controls through infrastructure design, process design and administration (that may typically include managing competence, communication etc).

6.   It should facilitate a programme of integrated reactive investigation (accident/incident/feedback – negative or positive) and integrated proactive monitoring (audit, benchmarking, surveys etc). This may be supplemented by an integrated hierarchy of key performance indicators.

7.   It should facilitate a hierarchy of structured integrated management review, and control and guide the continual improvement of:
   •   the organisations processes
   •   the Integrated Management System
   •   any other type of change or improvement initiative.

8.   It should facilitate the integrated tracking of all types of personnel assigned actions from initiation through to completion or otherwise and any subsequent actions. This may involve time targets, prioritisation, action splitting and delegation.

9.   It should use plain simple language and be structured to aid effective communication that minimises error and misunderstanding.

10.   The parts of the management system should form a logical and hierarchical structure (unless circumstances allow the IMS to be very simple) with cross referencing to make it transparent how each part or section relates to another or the whole.

11.   Electronically based IMS's should permit the printing of a hard copy.

12.   Back-up data arrangements should assure business continuity.

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Appendix C: IMS Document Elements

The following list of elements may be helpful in structuring the sections of a Management Manual or titles for Management Procedures. This makes the IMS organisation/business centric. There is no single correct structure, but it should, where possible, logically relate to the management of the organisation's processes that deliver its purpose.

	Topic	Manual	Management Procedure
1.	Contents and Indexes.	√	
2.	Policy Statement.	√	
3.	General Approach to Management - Philosophy description.	√	
4.	Management System Structure description.	√	
5.	Compliance with Standards and Regulations (compliance maps linking each section of standard to part of Management Manual).	√	
6.	Analysis and Development of Controls (opportunity prospect and risk assessment at company and project levels, as appropriate).	√	√
7.	Core Processes (the principal process(s) for delivering products and services).	√	√
8.	Organisation, Personnel and Communication.	√	√
9.	Documents and Data.	√	√
10.	Infrastructure and Work Environment.	√	√
11.	Products, Materials and Substances.	√	√
12.	Purchasing of Products and Services.	√	√
13.	Contingency Arrangements.	√	√
14.	Stakeholder specific controls (e.g., requirements of a customer that must be complied with in addition to the generic	√	√ (may be multiple)

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Topic	Manual	Management Procedure
IMS).		
15. Change and Continual Improvement.	√	√
16. Monitoring - Proactive and Reactive.	√	√
17. Management Review and Action Planning.	√	√
18. Management Tools and Techniques	√	

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