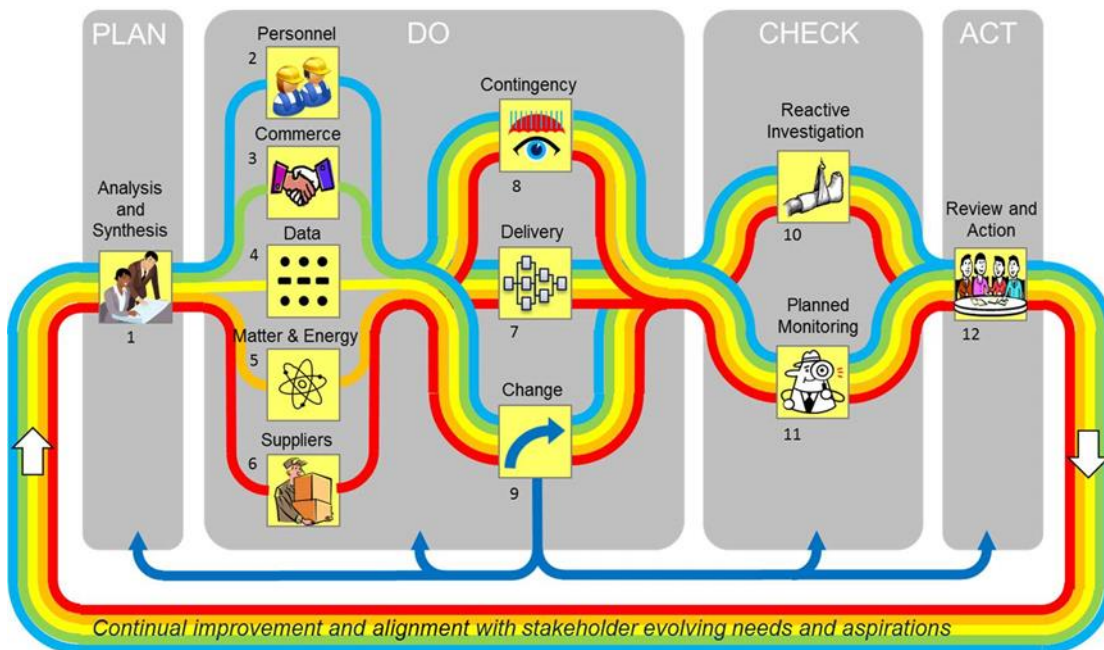


USING MSS 1 000 TO BOOST PERFORMANCE

One universal management system standard
One fully integrated management system
One integrated certification process
One coherent, effective, and efficient organisation

Prepared by Ian Dalling - IMC Chair





Executive Summary

Whether to adopt the universal management system standard MSS 1000 and how to exploit its benefits are a key strategic decisions confronting all organisations. It has the potential to greatly improve effectiveness, efficiency and competitiveness and the satisfaction of stakeholder needs, expectations and aspirations.

Management systems are used to direct and guide the processes of an organisation to achieve its objectives. However, the scope and effectiveness of management systems varies enormously in the way they affect the organisation's performance and is a critical factor in determining the satisfaction of customers and other stakeholders and the competitiveness of the organisation. Over the last couple of decades or so the facets of performance that potentially satisfy stakeholders' needs, expectations and aspirations has significantly widened adding to the complexity of managing an organisation in a systematic and equitable way.

To support organisations, standards bodies such as the International Standards Organisation (ISO) and others have produced management system standards defining important management system features that should be included to achieve a specific facet of performance such as product/service quality, occupational health & safety, environmental protection, data security etc. This has also facilitated multiple management system certification processes by independent certification bodies to provide additional stakeholder confidence.

Since the turn of the millennium intelligent and creative organisations have turned away from separate multiple management systems and increasingly adopted integrated management systems to comply with two or more management system standards to improve overall effectiveness and efficiency by taking a more business process focused approach. A survey conducted in 2011 indicated that around 80% of organisations already had an integrated management system or were intending to implement one. Since MSS 1000 was published in 2014, ISO has partially aligned the structure of its fragmented management system standards, but its standards still contain requirements outside of a common structure for the IMS. This leaves the management system designer to make sense of multiple fragmented management system standards as best they can.

A fully integrated management system without boundaries is now within the grasp of any organisation using MSS 1000.

In 2014 a universal management system standard, MSS 1000:2014, was published by the Integrated Management Community (IMC) to demonstrate that a single management system totally focused on the organisation's structures and processes could be created and make multiple fragmented management system standards unnecessary. Currently the certification bodies are not able to deliver a single MSS 1000 certification but until that time comes organisations can still

reap major benefits from structuring their integrated management systems according to MSS 1000 while continuing with their existing multiple certification processes. Because of the unique structuring of MSS 1000 it is possible to readily create a full structure, process and stakeholder focused integrated management system transcending all disciplines, addressing the totality of the organisation.

Surprisingly this can be achieved using only twelve management control procedures. This not only aids clarity and simplifies the management system it also addresses other critical management issues such as HR, general security, commercial responsibility, social responsibility and integrated prospect and risk management which are currently critically important to stakeholders and not yet addressed in certifiable ISO management system standards. MSS 1000 also has an innovative numeric scoring system that allows the



organisation to track its strengths and weaknesses, to achieve bronze, silver or gold compliance levels and internally and externally benchmark.

If your organisation has gained benefit from a management system or a partially integrated management system, imagine the benefit of extending it to cover its totality! Organisations now have the potential to readily create an IMS for directing the whole of the organisation in a fully integrated, coherent, and holistic way.



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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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Ian Dalling was the principal author of issue 1 this document and this revision.

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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	17/10/2017	Original issue.	Author: Ian Dalling
1.1	31/12/2022	IMC reformatted	Ian Dalling



1 Introduction

The Universal Management System standard MSS 1000:2014 was published by the Integrated Management Community (IMC) to support organisations wishing to design and implement Integrated Management Systems (IMS). This paper provides guidance to organisations of all types, sizes, and maturity on how to exploit MSS 1000 to achieve their management system objectives and obtain competitive advantage irrespective of what standards and certifications are currently adopted. Even organisations that have adopted multiple ISO standards and certifications can gain considerable advantage from using MSS 1000 to structure their management system because it is based on a total hierarchical management topic taxonomy (classification structure) in contrast to the multiple fragmented ISO management system standards using the ISO Annex SL structure. The ISO Annex SL structure is a partial superficial taxonomy that leaves residual non-integrated issues defined in appendices.

Adopting MSS 1000 is a critical strategic decision which this paper attempts to inform and justify by explaining the current context of management system standards, certification options and the benefits of fully integrated management systems.

A typical structure for an integrated management system is provided in Appendix A: Typical IMS Architecture.

2 The antidote to proliferating standards



Figure 1: Antidote to Standards Proliferation

The role of a formal management system is to systematically direct and guide an organisation's processes to achieve various aspects of performance such as product/service quality, health, safety, environment, financial, information, security etc. BS5750 was published in 1971, followed by ISO 9001 in 1987, to define the requirements for a product/service quality management system. ISO 14001 was published in 1996 for environmental management systems and since then there

has been a proliferation of other management system standards covering different facets of an organisation's performance - see Figure 1. These standards encouraged organisations to operate multiple management systems usually each having its own certification process.

Research conducted on the International Institute of Risk and Safety Management (IIRSM) and Chartered Quality Institute (CQI) members in 2011 showed that post millennium, integrated management systems spontaneously emerged from within many organisations endeavouring to counteract the ineffectiveness and wastefulness of operating multiple management systems. Attempting to improve the situation, ISO required all their management system standards published from 2003 to be aligned under a standard set of headings known as ISO Annex SL. However, this structure does not integrate the content across the various standards but simply aligns some of it under standard headings. This leaves a large amount of non-fitting non-integrated content to be placed in appendices. The fundamental problem is that ISO Annex SL is only a partial taxonomy of management headings leaving the designers of management systems to make sense of multiple non-integrated requirements that have only been partially and coarsely aligned. The resulting impact is enormous as the IIRSM/CQI survey in 2011 showed that 80% of organisations either already had or were intending to implement an integrated management system.

In 2011 'Order from Chaos' was published in 'Quality World' demonstrating a total management topic taxonomy permitting the creation of fully integrated management systems i.e. a logical place for everything with nothing leftover to be handled separately. This universal management topic taxonomy focused on the structures and processes of an organisation that deliver its purpose rather than the various dimensions of performance that had hitherto been addressed in multiple fragmented management system standards. The article also invited volunteers to participate in the creation of a truly universal management system standard.



An international team of experts was assembled and following a three-year project MSS 1000:2014 was published. It was the world's first one-stop universal management system standard facilitating fully integrated management systems without boundaries. It not only replaces the need to comply with commonly used management system standards but also addresses performance aspects not explicitly covered in auditable standards such as personnel (HR), commerce and corporate social responsibility. It is done in a fully joined up way making it a one-stop

MSS 1000 Key Features

- One-stop standard and guidance
- Uses language of business
- Free to download
- Universal, boundless, transcends disciplines
- Promotes integrated management
- Qualitative and quantitative compliance
- Bronze-silver-gold compliance levels
- Stakeholder focus on prospect and risk
- Overt and covert arrangements
- Tried and tested structure
- Readily navigable via hyperlinks and index
- Comprehensive universal definitions
- Stimulates innovation and research
- Directly interfaceable with IT applications

seamless enterprise quality, prospect and risk management system standard. It is the underlying twelve element hierarchical management topic taxonomy shown pictorially on the front page of this paper, that makes a universal management system possible because of its total focus on the structures and processes that deliver an organisation's purpose and not on isolated facets of performance. Its composition brings together the following three characteristics of an organisation's functionality:

- Plan-do-check-act learning and improvement cycles to keep the organisation stakeholder aligned.
- The four ingredients of an organisation: 'personnel', 'commerce', 'data', 'matter and energy'.
- The three modes of functionality: 'normal' fulfilling delivery of the organisation's purpose, 'contingency' and 'change' processes.

While this is great news for all types of organisation worldwide empowering them to greatly simplify and improve the effectiveness of their management systems, it is also a highly disruptive innovation threatening the established business practices of the standards and certification bodies. It is like what electronic calculators did in the 1970s to the slide rule industry and what Uber together with future driverless cars will eventually do to hackney cabs.

Quite when MSS 1000 single universal certification services will become available is anyone's guess, but MSS 1000 can be freely downloaded now, empowering any organisation to readily create a full scope integrated management system.

Organisations can still employ the established certification bodies to check compliance against any adopted management system standards. Appendix 9 of MSS 1000 shows at the time of its first publication in 2014, the correspondence with other commonly used management system standards including ISO 9001, ISO 14001, OHSAS 18001, ISO 27001 and ISO 31000. By using MSS 1000 to structure an IMS, it is automatically aligned with the way it needs to optimally operate its management processes and

readily permits any relevant management system standard, item of legislation or regulatory license to be readily mapped onto its structure providing a simple employee and stakeholder interface. IT developers are free to create Apps directly interacting with the standard via its extensive bookmarking.

3 Holistic management of uncertainty

At the core of management processes, including planning and decision making is the ongoing identification, evaluation, taking and rejection of opportunities. Each opportunity has associated prospects and risks that must be identified and assessed when accepting or rejecting an opportunity. Prospect is likely gain while risk is likely loss. Organisations ideally need to do this in a joined up holistic way so that risk is not taken without being sufficiently outweighed by prospect.

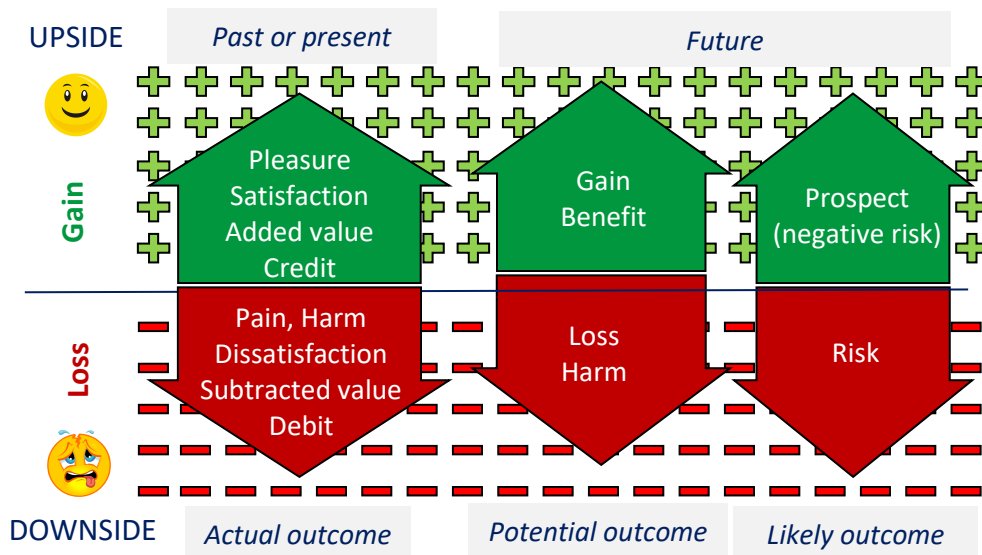


Figure 2: Upside and downside perspective

MSS 1000 promotes a holistic management of uncertainty endeavouring to optimise opportunity taking and rejection while balancing prospect and risk across all activity and equitably satisfying stakeholders.

Organisations behave like conscious superorganisms comprising structures and processes that collectively deliver their purpose, equitably satisfy stakeholders, and make the best use of resources. Optimising performance requires that management attention is focused on the organisation's 'normal product/service delivery', 'contingency' and 'change' structures and processes. An integrated management approach is essential because it is these same physical and virtual structures and processes that give rise to the multiple dimensions of performance impacting stakeholder needs, expectations and aspirations. These facets of performance span product/service quality, health, safety, environment, financial, information, security, and reputation etc. They need to be holistically managed and equitably balanced and this cannot be optimally achieved via reductionist management approaches.

MSS 1000 takes a holistic approach to managing the potential myriad of uncertainties that may confront an organisation and requires that the organisation's foundation

planning first identifies the significant stakeholders, their needs, expectations, aspirations, and their power to influence the organisation. Overall success depends on seeking to equitably maximise gain while minimising loss as judged relativistically by each of the stakeholders. Likely potential gain is expressed as prospect while likely potential loss is expressed as risk. ‘Prospect and risk’ are a natural upside and downside pair associated with opportunity identification, evaluation and taking or rejection, and constitutes individual and organisation behaviour that determines all facets of performance. The three principal classes of upside and downside terminology used in MSS 1000 are: ‘already realised outcomes’, ‘outcomes that may potentially occur’ and as yet unrealised ‘likely gains or losses’. The identification of potential outcomes precedes the assessment of likely outcome based on or informed by actual past or present outcomes data within available current knowledge and experience. The full cycle of prospect and risk assessment is shown in Figure 3 and is elaborated in considerable detail within the standard including examples of qualitative unified prospect and risk rating scales and how assessment can be used to drive proportionate planned monitoring.

Throughout MSS 1000 it seeks to add value to an organisation by improving its physical and virtual structures and processes so that prospect is increased, and risk is reduced. Two principal complementary approaches are employed. One is the adoption of generic prospect and/or risk improvement practices e.g., assigning personnel to posts, roles, of tasks only if they are competent or appropriately supervised. The other is to conduct appropriate prospect and risk assessments as per Figure 3 to develop proportionate prospect and/or risk improving controls. These two approaches operate within a ‘plan do check act’ management cycle.

It should be noted that safety and security are the only two that are concerned with solely preventing loss by managing risk. All the others such as commerce, goods/services quality, reputation, health and environment need to address the management of prospect and risk in a holistic and balanced way.

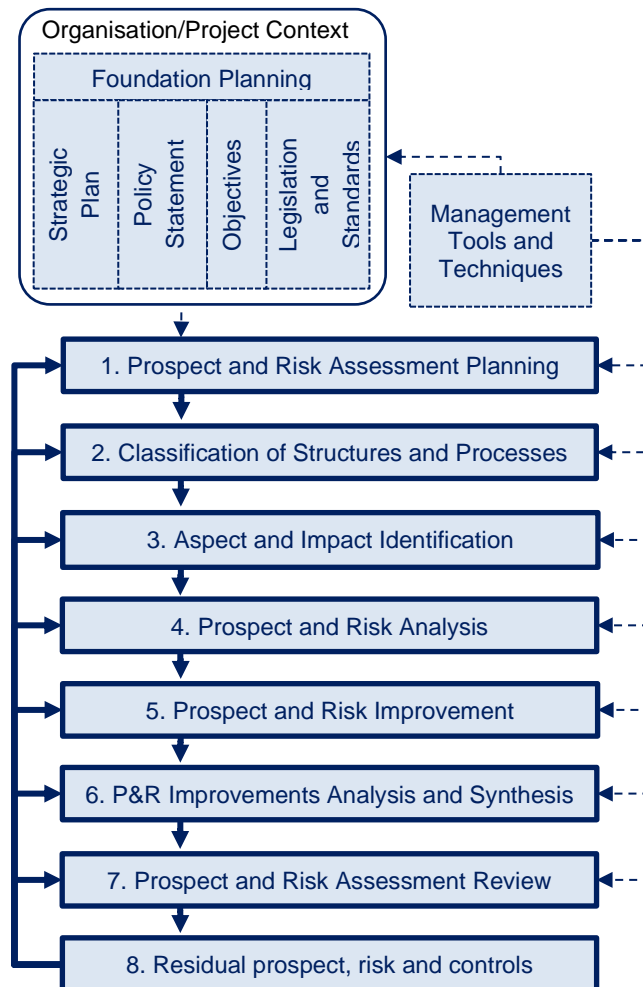


Figure 3: Prospect and risk assessment cycle

Prospect is sometimes referred to as negative risk, but it is far too important not have an unequivocal name. It is the pursuit of gain through the intelligent and creative maximising of prospects which is the principal motivation for creating an organisation and the driver that delivers an organisation’s purpose. Typical prospects of improving

stakeholder satisfaction include securing a given sized contract, employing personnel of a desired capability, growing the company to a desired size, capturing a given portion of the market, achieving a given level of customer satisfaction etc. Prospect is not just the mirror of risk but takes the lead in decision making processes. Planning involves first identifying, evaluating, accepting, and rejecting opportunities. This involves assessing the potential prospects capable of delivering the purpose of the organisation, adding value, and equitably satisfying the needs, expectations and aspirations of stakeholders while making the best use of resources. However, risks of various types will inevitably be associated with each potential prospect adding to the complexity of decision making and the need to equitably balance the multiple prospect/risk requirements of stakeholders – refer to Figure 4.

Taken on its own, risk is always bad and to be avoided but inevitably risks must be

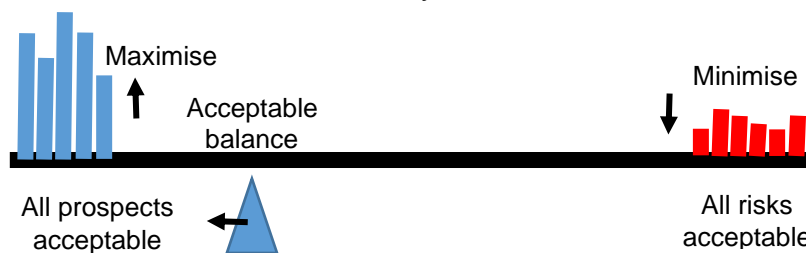


Figure 4: Optimisation of prospect and risk

taken to reap the benefits from exposure to prospect. Prospects and risks inextricably co-exist. Plotting prospects and the associated risks on a prospect-risk diagram can help create a good

conceptual model and get things in perspective prior to making decisions – refer to Figure 5. The realisation of prospects and risks may occur instantly or gradually over time e.g., an explosion or a slow deterioration in health, the loss of a key customer or the slow decline of sales.

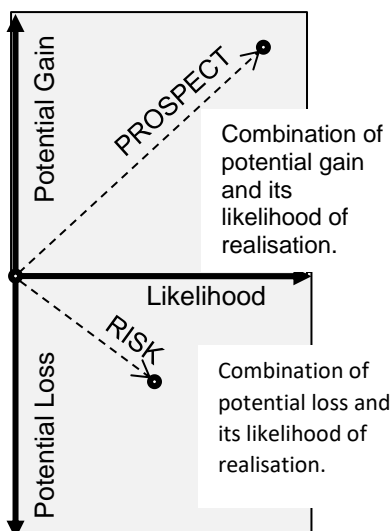


Figure 5: Prospect and risk diagram

An acceptable balance of prospect(s) and risk(s) for a particular organisation depends on what they are and the degree that they impact stakeholder needs, expectations and aspirations. Differing stakeholder views, their prospect appetite and risk tolerability and their power to exercise influence makes decision making even more challenging and necessitate the exercise of pragmatism and good judgement.

The standard requires that organisations define their own arrangements for ensuring that stakeholder requirements are determined, and that prospect and management controls are established. These should be based on or informed by appropriate qualitative or quantitative prospect and risk assessments conducted only to a degree that is realistic, credible and adds value or to comply with a stakeholder requirement e.g.,

regulatory compliance. Prospect and risk management can never be perfect, and it can only be justified when it adds value i.e., performance is demonstrably better using it than not using it.

MSS 1000 enables an organisation to take a pragmatic, holistic and proportionate approach to prospect and risk planning in order to maximise the return on expenditure



of management resource and help equitably balance stakeholder satisfaction regarding needs, expectations and aspirations. It uses a simple consistent and logical set of concepts and terminology which simplifies training, aids communication and enhances comprehension.



4 Organisation support services and IT software

MSS 1000 contains electronic bookmarks to permit IT applications to directly interface with its sections via hyperlinks. Suppliers of services to organisations are free to assist organisations through creative innovation to fully exploit the value of the MSS 1000's IT ready interface. This may include the development of IT based software platforms, MSS 1000 assessment and review applications and standards supplements that elaborate MSS 1000 and provide additional requirements for industry sectors or specific types of organisation.

By hyperlinking directly to the MSS it is not necessary to replicate the requirements and guidance content of MSS 1000 in an application thereby decreasing the likelihood of the platform or application becoming misaligned with future revisions of MSS 1000 i.e. increasing the potential for future proofing applications.

MSS 1000 potential interfaces include facilitating:

- Managers to develop fully integrated management systems,
- Creation of supplementary standards specific to industry sectors,
- Consultants to provide support and advice via various channels,
- The creation of a paper or an IT based fully integrated management system or a proprietary computer software based application on a local server or in the cloud,
- MSS 1000 assessment and review applications e.g., incident analysis and inspection and audit applications,
- Web based training, management and sector discussion forums, and support platforms, which may include conventional consultant advice and artificial intelligence,
- Direct interfacing with organisation and proprietary IT Apps.

A variety of software systems already exist for hosting management systems and organising associated processes and records. Some of these focus on specific disciplines such as product/service quality or occupational health and safety etc. while others take a wider more integrated approach. MSS 1000 creates the opportunities for all providers to fully broaden the scope of their products to support the total management of the organisation's structures and processes.

5 Principal benefits of MSS 1000 to structure an IMS

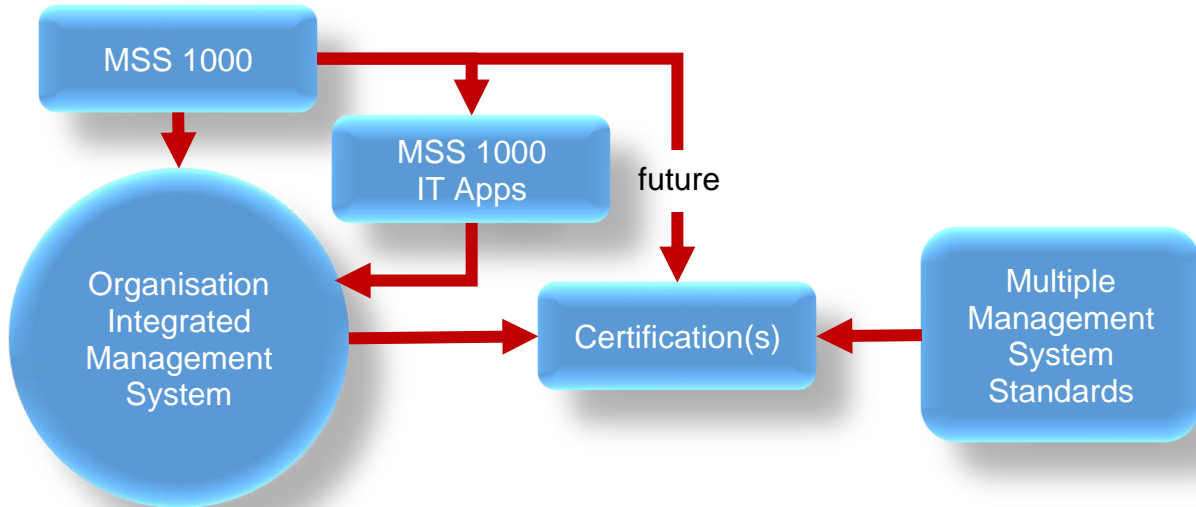


Figure 6: Using MSS 1000 to support multiple management system standard certifications

Organisations can expect to receive many advantage by adopting MSS 1000 to structure a single fully integrated management system without boundaries even if it continues to maintain existing certifications to other multiple fragmented management system standards. Indeed, not to do so may disadvantage the organisation and potentially harm its competitiveness. Adopting MSS 1000 is a key strategic decision and the following principal benefits should be carefully considered in evaluating the benefits to an organisation:

- a) The potential to create a single fully integrated and coherent management system that directs the whole of the organisation’s processes such that the needs, expectations, and aspirations of the stakeholders are equitably optimised whilst making the best use of resources.
- b) The adoption of a true structure and process approach such that they all add optimal value both individually and collectively leading to improved performance and competitiveness.
- c) Simplifying and expediting training, supervision, monitoring and review processes delivering compliance and faster continual improvement cycles.

A single boundless IMS can be created that is totally structure, process and stakeholder focused rather than on multiple fragmented discipline based facets of performance.

Fully integrated and coherent structures and processes leading to improved effectiveness, efficiency and competitiveness.

Simplification and elegant transparency aiding compliance, stakeholder understanding, review and continual improvement.



- d) The ability to maintain an optimal IMS and simultaneously demonstrate compliance and support certification against multiple management system standards and regulatory requirements.
- e) Universal integrated opportunity upside (prospect) and downside (risk) approach to managing uncertainty across the whole organisation.
- f) Being able to structure an IMS using just twelve management control procedures and the creation of an IMS structure that is future proof against evolving and changing standards and legislation, and stakeholder needs, expectations and aspirations. See Appendix A: Typical IMS Architecture.
- g) Creating an IMS that manages the totality of change in a coordinated way including ensuring that the IMS remains aligned with the evolving needs of the stakeholders. Particularly useful to start-up organisations and those undergoing significant growth or organisational/technical change.
- Grappling with multiple fragmented management system standards can be avoided while still demonstrating compliance.
- Integrated management of uncertainty informing joined up creative thinking and improved decision making.
- Universal total taxonomy structure facilitates a logical place for everything and everything in its logical place and able to be extended as necessary without disturbing the overall IMS structure.
- IMS that coordinates all types of short, medium and long-term change including ensuring alignment with stakeholder evolving needs, expectations and aspirations.



6 Conclusion

MSS 1000 has only benefits and can potentially boost the performance of any organisation irrespective of its current circumstances.

The adoption of MSS 1000 is a key strategic decision which has the potential to improve multiple facets of the organisation's performance irrespective of its current circumstances. Adoption leads to the more effective and efficient use of finite management resource. Adoption appears to

have many upsides but no apparent downsides apart from possibly the misapplication of the standard which would be the case with any management system standard or change initiative.

Pragmatic, holistic and proportionate approach to prospect and risk planning maximising return on expenditure of management resource.

MSS 1000 enables an organisation to take a pragmatic, holistic and proportionate approach to prospect and risk planning to maximise the return on expenditure of management resource and helps equitably balance stakeholder satisfaction regarding needs, expectations and aspirations. It uses

a simple consistent and logical set of concepts and terminology which simplifies training, aids communication and enhances comprehension. It provides a systematic logical framework for ensuring that strategic, tactical and operational decisions are prospect and risk informed.

Previous experience of management system benefits will be extended and improved.

If an organisation has previously benefited from a management system or a partially integrated management system, this will be significantly extended and improved by enhancing the management system to cover

the totality of its processes that deliver its products and/or services. All organisations now have the potential to readily create a fully integrated management system without boundaries for directing the totality of their processes in a fully integrated, coherent and holistic way leading to enhanced performance and competitive advantage.

Appendix A: Typical IMS Architecture

Management systems need to be both functional and elegant to suit the organisation just like building architecture. The following three tier structure is a typical example for guidance only. Each element of the structure should be fit for purpose individually and with respect to the whole management system. Organisations may not necessarily use all the elements and may make use of others to suit their needs and satisfy stakeholder requirements.

Group based, multinational, joint venture or highly regulated organisations etc. may need to adopt a more complicated management system architecture.

All elements of the management system should be owned and shared by the organisation as a whole and transcend discipline and organisation silos.

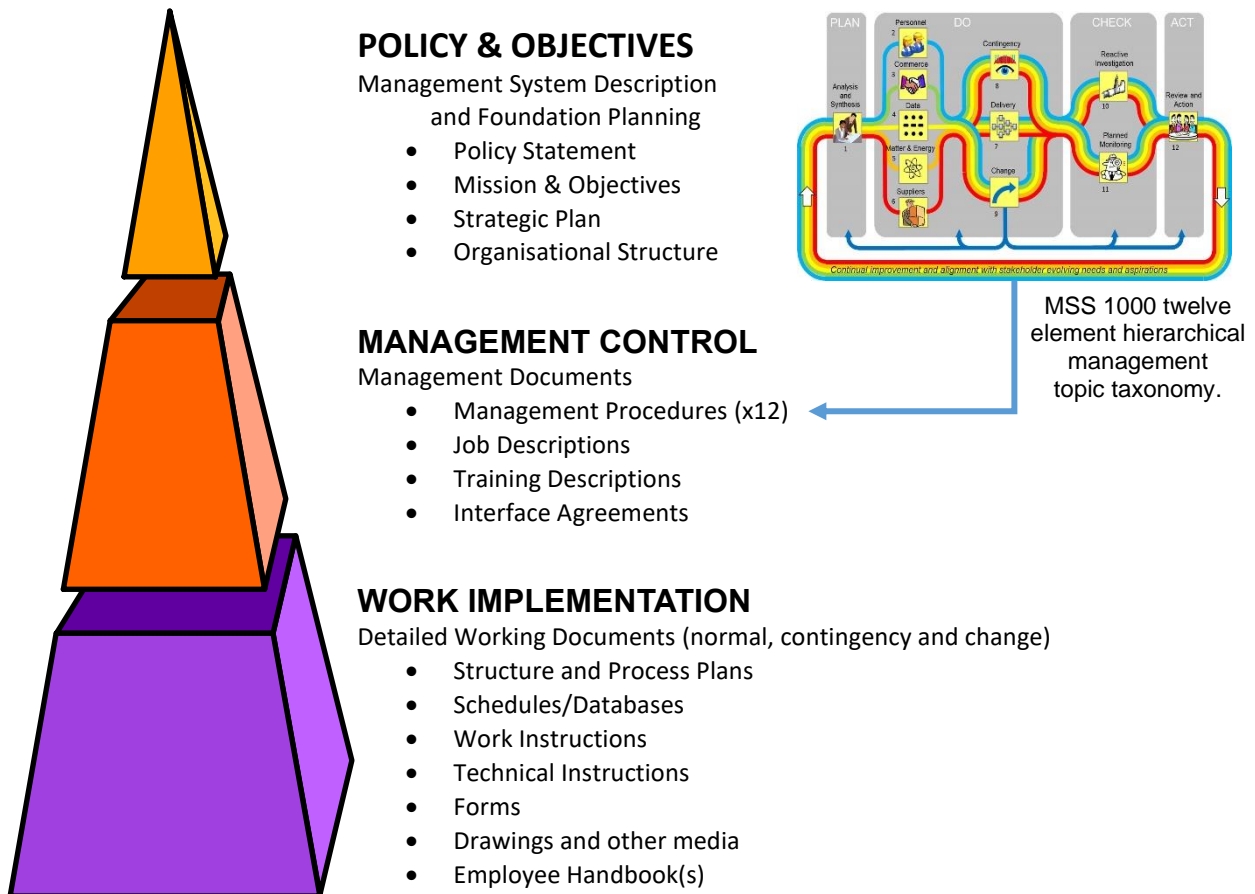


Figure 7: IMS architecture