



# **Integrated Management System Definition and Structuring Guidance**

Prepared by the Chartered Quality Institute  
Integrated Management Special Interest Group

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## Contents:

1	Introduction .....	3
2	Formal definition of an integrated management system .....	3
3	Stakeholders of the IMS Definition.....	3
4	Principal characteristics of an integrated management system .....	4
	Appendix A: Typical Features of an IMS.....	5
	Appendix B: Desirable Characteristics of an IMS.....	7
	Appendix C: Typical IMS Topics .....	8

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## **1 Introduction**

The Chartered Quality Institute (CQI) Integrated Management Special Interest Group (IMSIG) was established to assist the CQI and other interested parties and organisations wishing to adopt and implement integrated management and integrated management systems. In achieving these objectives there is a need for the IMSIG to clearly define what a truly integrated management system is so that it may be universally understood by all interested parties, provide a basis for its periodic review and improve communication.

Appendices to this document also 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.

'Integrated Management Systems' are an aspect of 'Integrated Management' which has been defined by IMSIG in a separate paper.

## **2 Formal definition of an integrated management system**

The IMSIG has adopted the following formal 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.

## **3 Stakeholders of the IMS Definition**

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

- IMSIG, other CQI members and management professionals;
- Researchers, trainers;
- Bodies compiling standards, codes and regulations;
- All those with management responsibilities within organisations;
- Media organisations, publishers and authors;
- Government exercising its influence through statutes and regulations.

## **4 Principal characteristics 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 systems and embrace health, safety, environment, security, human resource, finance, marketing, public relations etc as relevant to the organisation's values, operations and objectives.
2. It is formally defined in a harmonised and consistent style appropriate for its purpose.
3. Replication of documentation is minimised while ensuring the effectiveness and efficiency of the IMS.
4. It is structured to control and guide the organisation's processes in the most effective and efficient way and does not slavishly follow that of a specific management standard or item of legislation.
5. Each component of the management system takes account of all of the other components as appropriate.
6. It addresses all relevant stakeholder requirements defined via standards, legislation or other defined requirements.

## Appendix A: Typical Features of an IMS

An IMS needs to be structured to enable the organisation to effectively and efficiently manage its processes and will depend on the organisation's size, the number and complexity of processes, products and services, and related 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. This may include subordinate subsections addressing specific topics e.g. equal opportunity.	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 unless specific stakeholder requirements such as licensing and regulation prohibit it.	There are separate management manuals covering aspects such as quality, health, safety, etc often written in different styles.
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 aspects of organisation, responsibility, authority, employment, competency and other people specific issues.
4. Process controls are developed such that opportunities and all aspects of risks are simultaneously addressed.	Separate discrete assessments are conducted for quality, health, safety, environment etc resulting in non-integrated and potentially non-optimal 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	Management controls are covered in multiple documents. There is a need to consult several documents to control a process.

### **Integrated**

instructions and forms e.g. an event reporting form would cover any issue such as a 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.
7. Proactive Monitoring (audits, inspections, surveys, benchmarking etc) are managed together in a coherent way to effectively and efficiently optimise the management system and the organisation's processes.
8. All types of change are managed through the same formal process.
9. The Management Review process covers all aspects of the operation of the organisation and shorter term review cycles are logically embedded into longer term review cycles to form an integrated hierarchy of management review processes appropriate to the size and complexity of the organisation.
10. Aim to apply management tools and approaches generic way to achieve improvement e.g. integrated risk assessment.

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Discrete processes for dealing with different types of feedback related to quality, health, safety, environment, finance, security etc. Data generally in separate databases.

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.

Change is managed via multiple discrete processes.

Discrete Management Review processes 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.

Tendency to not apply management tools generically for achieving improvement e.g. use of diverse methods of risk assessment or different risk rating scales.

## Appendix B: Desirable Characteristics of an IMS

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 IMSIG.
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 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 monitoring (accident/incident/feedback – negative or positive) and integrated proactive monitoring (audit, benchmarking, surveys etc). This may be aided 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. It should have back-up arrangements to assure business continuity.

## Appendix C: Typical IMS Topics

The following list of topics may be helpful in structuring the sections of a Management Manual or titles for Management Procedures as an alternative to management standards sections. There is no single correct structure but it should, where possible, logically relate to the management of the organisation's processes.

	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/risk assessment to be allied at company and project level).	√	√
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 IMS).	√	√ (may be multiple)



	<b>Topic</b>	<b>Manual</b>	<b>Management Procedure</b>
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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