

Integrated Management Systems What, Why and How?

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Who is AECOM?

Global leader providing fully integrated professional, technical and management support services in:

Architecture

Building Engineering

Construction Services

Design + Planning

Economics

Energy

Environment

Government

Mining

Oil + Gas

Program, Cost, Consultancy

Program Management

Transportation

Water

45,000 employees in 125 countries

20+ offices in Australia and New Zealand with 4,500 staff

What is an IMS

- Management system is the means by which any enterprise sets out to achieve its objectives – managing the business not the people in it
- IMS is an integrated overall management system of the enterprise that includes the systems relating to all departments and activities that help achieve the overall objectives.
- All organisations have multiple systems but not all are integrated to achieve the overall objectives – many are fragmented and specialised and not linked with each other

Why consider an IMS

- Reduce duplications, additional costs and conflicts in developing the systems separately
- Have a cohesive system supporting operations and delivering what company needs
- Have single instructions that meet the needs of all systems e.g. site visit instruction
- So changes address all system needs and none are missed
- Have a proactive system, preventing mistakes rather than correcting them after something happens



A simple case of economics, organisational efficiency and effectiveness

Framework of an IMS

- Policy
- Planning



Plan

- Implementation and operation



Do

- Performance Assessment
- Improvement



Check

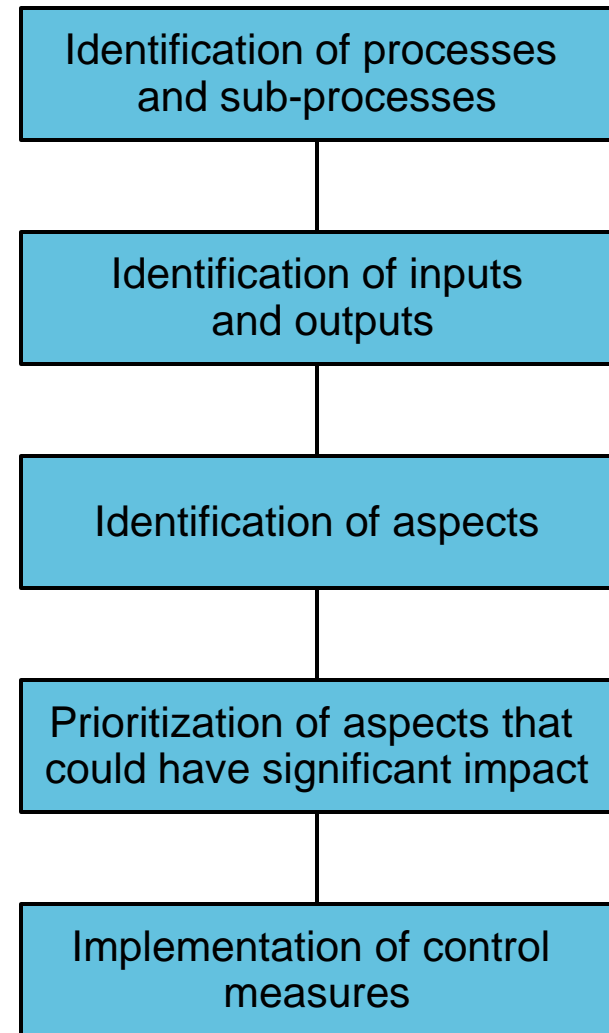
- Management Review



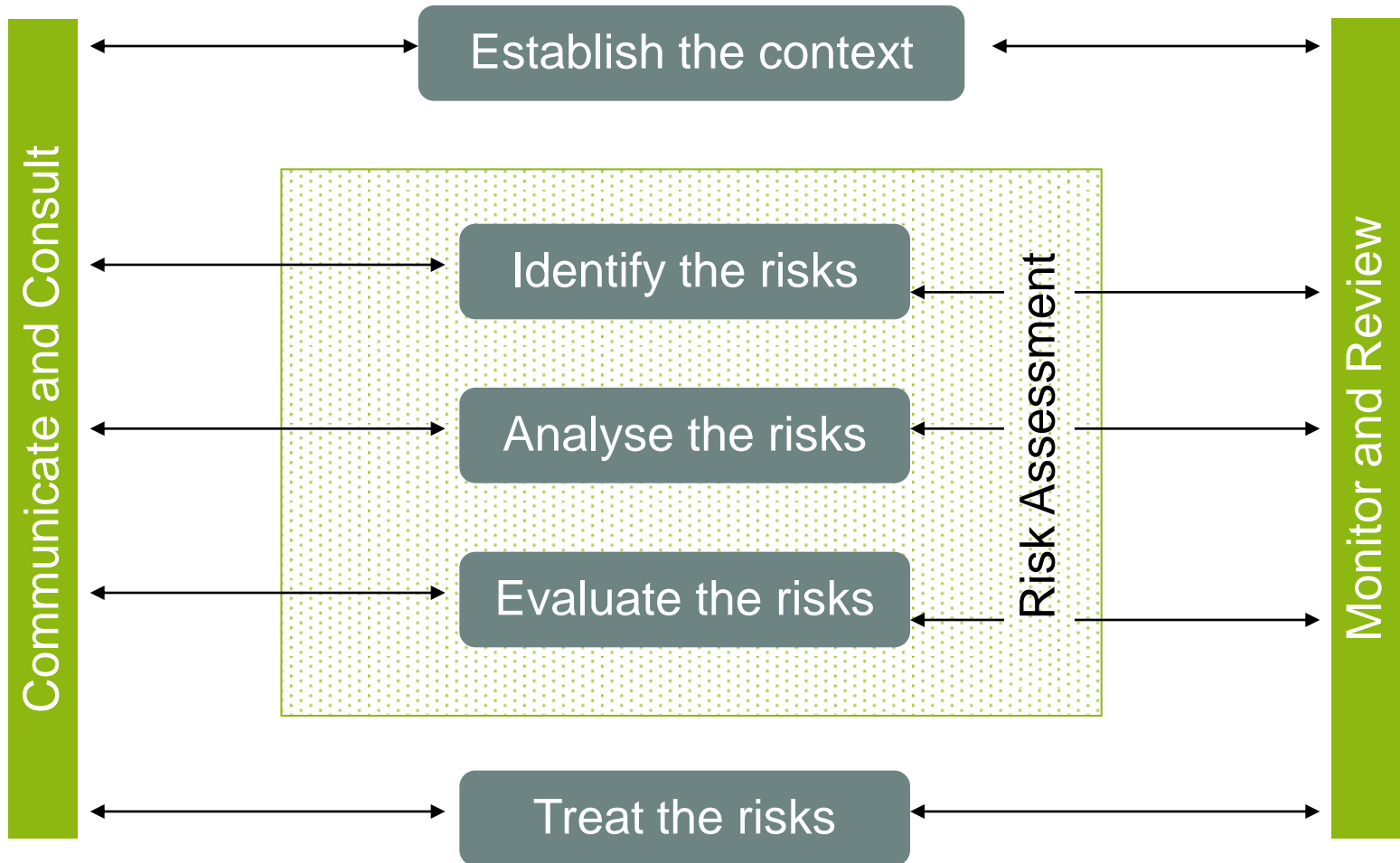
Act

Role of aspects in the Framework

- Aspects are critical issues that need to be controlled in a process to ensure a satisfactory outcome
- Process opposite helps identify the aspects and controls for an IMS regardless of department or activity
- Action to deal with aspects needs to consider:
 - How many significant aspects
 - Likelihood of immediate serious repercussions if no action
 - Financial loss
 - Regulatory action
 - Business opportunity



Risk management framework (ISO 31000)



Getting started to implement an IMS

- Analyse the current status and identify any gaps for each aspect against each element and sub-element of the IMS.
- This provides a visual gap analysis to help prioritise the tasks for developing the IMS.

Element	Sub-element	Significant aspect			
		1	2	3	Etc.
0	Management system				
1 Policy	Policy and principles				
2 Planning	Identification of business risks				
3 etc					

Getting started approach

1. Identification of business needs
2. Policy and its development
3. Identification of processes
4. Identification of business risks and aspects
5. Prioritization of aspects
6. Determining objectives
7. Gap analysis of requirements vs current status
8. Development of action plans
9. Implementation
10. Operation
11. Performance assessment monitoring
12. Improvement
13. Management Review

Business needs approach

Each organisation and interested parties need to determine what it should strive for in their IMS and what is acceptable based on its business needs. Taking risks is part of successful businesses so a balance has to be found. Business needs have to consider concerns of:

- Banks
- Insurers
- Regulators
- Shareholders
- Society
- Workforce
- Statutory business watchdogs
- Customers
- Suppliers/contractors
- Neighbours

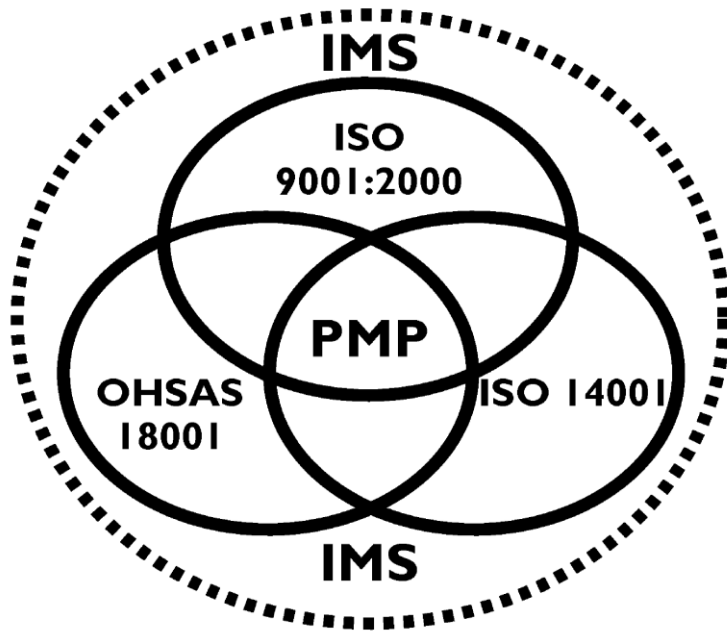
Integrating management systems into your IMS

- Common elements of standards are in the IMS framework
- Aspects and legal requirements are unique to integrating an environmental system
 - General risk based approach provides a common process for these
- Integrating safety introduces legal and statutory requirements to do risk assessments and implement controls
 - E.g. definition of laceration in New Zealand under 'serious harm'
- Other systems (e.g. security, corporate responsibility, food) are likely to have unique requirements that will mean reviewing the IMS to handle them in a similar way to quality, safety, environmental

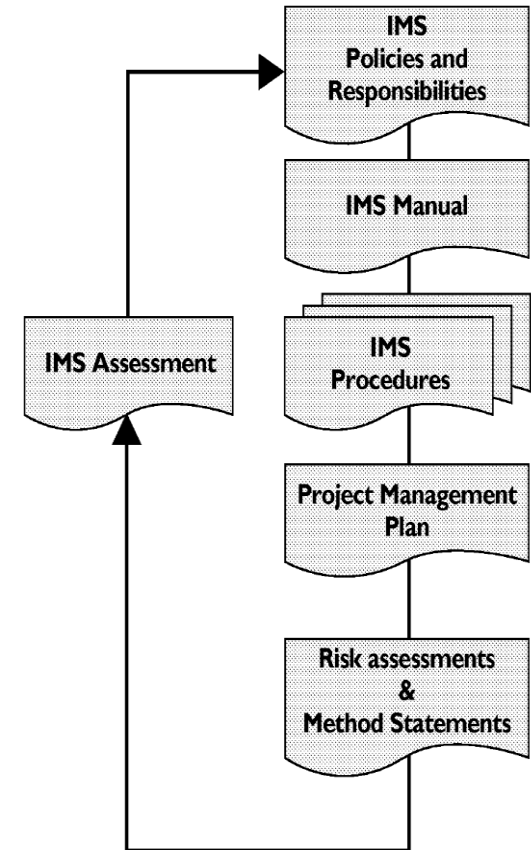
What does an effective IMS look like?

- Organisation's objectives are clear
- Job requirements and expectations are clear
- Assurances about training
- Continual improvement is a clear objective and welcomed
- Top management support is visible
- Everyone feels involved and owns their tasks
- Financial and operational benefits are visible

IMS and projects



- PMP includes requirements of all standards and is main link between the business systems and projects.
- PMP addresses project specific requirements



References

- HB 139-2003 Guidance on Integrating the Requirements of Quality, Environment, and Health and Safety Management System Standards
- GB 013.1-2010 Integrated Management Systems (IMS): A Framework for Integrated Management Systems
- GB 013.2-2010 Integrated Management Systems (IMS) - Implementing and Operating Using PAS 99
- GB 013.3-2004 Integrated Management Systems (IMS) - Creating a Manual
- GB 013.4-2004 Integrated Management Systems (IMS) - Customer Satisfaction
- GB 013.5-2004 Integrated Management Systems (IMS) - The Excellence Model
- GB 013.6-2005 Integrated Management Systems (IMS) - Information Security
- GB 013.7-2005 Integrated Management Systems (IMS) - Continual Improvement through auditing
- GB 013.8-2010 Integrated Management Systems (IMS) - Good Governance - A risk-based management systems approach to internal control
- GB 013.9-2005 Integrated Management Systems (IMS) - Managing Food Safety

Summary

- An IMS needs to be promoted as adding value, not compliance, to get staff acceptance
- Tool to reduce duplication, improve efficiencies and assist all parts of the organisation achieve their objectives and the overall objectives
- IMS development and implementation needs to be planned with a systematic approach
- Identifying aspects and risks after you understand the core processes will assist with prioritisation of tasks needed to be completed to get an IMS

Questions and general discussion