



Benefits & Strategies of Integrated Management Systems

Jennifer Koenig, CHMM,
EMS/HSMS/QMS Lead Auditor

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Changes to the ISO Structure

- Standardizing the “framework” with other standards (easier to integrate)
- Philosophy of “top down” leadership involvement and direction of the system
- Establishing “expected outcomes” and planning to achieve them
- Leadership involvement in making course corrections and identifying areas needing correction
- Alignment of the Management System with overall business strategies



Why Integrate?

- Move to a holistic approach
- Unified messages
- More “eyes on the ball”
- Cost savings
- Shared people resources (i.e., internal auditors, document control clerks, etc)
- BETTER MANAGEMENT OF CHANGE
- BETTER LEADERSHIP DIRECTION & INVOLVEMENT



Strategies for Integration

- Consider all management systems as candidates
- Review the schemes to identify same or similar requirements (some are in slightly different spots of the standard)
- Identify any requirements specific or restrictive in the scheme
- Identification of opportunities to share resources
- Create shared tools to identify risks & controls and have a quality or environmental “flavor”?
- Create a cross-functional team to identify existing integrated components and candidates for additional integration



Management Systems for Integration

- Any ISO Scheme Management System
- ISO 9001:2015 Quality
- ISO 14001:2015 Environmental
- ISO 45001:2018 Health & Safety
- OSHAS 18001:2007 (old version H/S)
- IATF 16949 may be a good candidate but watch for restrictive scheme requirements



Clause 4 – Context of the Organization

- Business Strategy
- External & Internal Issues
- Needs/expectations of interested parties
- Consideration of statutory and regulatory requirements
- Scope of the Management System (note EMS requires definition of a physical boundary)
- Management System and Processes



Clause 5.1 – Leadership & Commitment

- Top management takes accountability
- Makes sure policy & objectives established
- Integration into business processes
- Allocating resources
- Communicating importance of performing to the QMS and EMS
- Monitoring the performance to ensure plans are achieved
- Providing direction to those managing the day-to-day of the QMS and EMS
- Promoting improvement
- Supporting other relevant management roles to demonstrate their leadership (top down approach)



5.1.2 Customer Focus

- This is unique to QMS however meshes with several sections in the EMS (6.1). EPA could be our “customer”
- Ensure that customer requirements are determined, understood and met
- Identify any statutory and regulatory requirements that are required and identify the means to meet them
- Identify risks and opportunities Focus on enhancing customer satisfaction



5.2 Policy

- Many organizations integrate their EMS and QMS policies
- Or – have a high level statement that is more general (i.e., commitment to meeting customer and regulatory obligations and continual improvement) and then a more scheme specific statement for QMS and EMS



5.3 Organizational roles, responsibilities & authorities

- Top management assigns responsibility & authority for:
 - Ensuring the QMS and EMS conforms to the standard
 - Ensuring processes are meeting intended outputs
 - Reporting on the QMS and EMS and OFIs
 - QMS specific: ensuring customer focus
 - Ensuring the integrity of the QMS and EMS through Management of Change



6.1 Actions to address Risks & Opportunities

- EMS has been risk based – now QMS too
- Consideration of internal & external issues (both QMS & EMS) plus needs of interested parties
- Determination of suitable controls
- Plan for new actions to manage risks or opportunities and monitor effectiveness
- Document the processes where necessary to ensure they are carried out
- This is further developed for EMS in 6.1.2 aspects



6.2 Objectives

- Consider objectives that cross schemes
- Often QMS objectives have an environmental or health/safety component or benefit to them:

QMS	EMS
Reduction of Scrap	Conservation of Raw Materials; reduction of waste
Improve efficiency (parts/KWH)	Reduction of energy usage
Improve up-time through predictive & preventive maintenance	Meet PM requirements for programs and permits



6.1 & 6.3 Management of Change

- QMS changes can directly impact EMS (and vice versa)
- What is the purpose and timeline of the change?
- Do we need permission to construct?
- What is the change linked to that could be a risk?
 - Controls could be disconnected
 - Documents could be inaccurate
 - Data may be erroneous
 - Training may be obsolete
- How could this change impact the QMS/EMS?
- Will we need resources to implement this change?
- Do new roles, responsibilities & authorities need to be established?



Management of Change

- Examples of “quality changes” which could negatively impact EMS
 - Purchasing a new baghouse for an air emission unit
 - Turning off an environmental control while troubleshooting a production issue or while trialing a new product
 - Reprogramming a PLC which also captures environmental metrics for permit reporting



Clause 7: Support

- Mostly the same requirements for:
 - Resources
 - Competence
 - Awareness
 - Internal/External Communication
 - Documented Information
- QMS Specific requirements:
 - People, Infrastructure, Environment for Operation of Processes
 - Measurement & Measuring processes (EMS – 9.1)
 - Organizational Knowledge



Clause 8 – the most differences

- This section may not make sense to integrate
- QMS: Operational planning & control, design, customer interactions, traceability and non-conforming outputs
- EMS: Operational planning & control, emergency preparedness & response



9.2 Internal Audit

- Integrate internal audits – QMS, EMS, HSMS
- Holistic view (look at the full picture)
- More efficient – can review 2-3 schemes
- Challenging for the auditor
- Provides more value for the organization



9.3 Management Review

Most of the required inputs are the same (or similar) –
blue = QMS; green = EMS

- Status of actions from previous management reviews
- Changes in:
 - External or internal issues relevant to the QMS
 - Needs of interested parties including compliance obligations
 - Significant environmental aspects
 - Risks and opportunities



9.3 Management Review

- **Performance and effectiveness of the QMS including trends on:**
 - Customer satisfaction & feedback from relevant interested parties
 - Extent to which objectives have been met
 - Process performance and conformity of products/services
 - Fulfillment of compliance obligations
 - Non-conformities and corrective actions
 - Monitoring and measurement results (KPIs)
 - Audit results
 - Performance of external providers



9.3 Management Review

More inputs:

- Adequacy of resources
- Effectiveness of actions to address risks and opportunities
- Communication from interested parties including complaints
- Opportunities for improvement



9.3 Management Review

- Outputs must include:
 - Conclusions on how the QMS & EMS is performing
 - Is it suitable, adequate and effective?
 - What needs to be changed to become effective?
 - Decisions on continual improvement opportunities
 - Actions when objectives are not being achieved
 - Decisions related to resources needed
 - Opportunities for integration with other business processes
 - Implications for the strategic direction
- Management Review must be documented



10.1-.2 Nonconformity & Corrective Action

- Corrective action expectations are the same for QMS & EMS
- Requirement to take action, identify the issue, control & correct it, deal with consequences
- Ties back to reviewing of risks (significant aspects for EMS; risks & opportunities for QMS)
- Requires root cause, determining where the issue could also occur, resolving & verifying effectiveness



10.3 Continual Improvement

- Continual Improvement initiatives are a great way to introduce more integration
- Consider CI projects to strategically align the QMS and EMS



At least...

- Leadership: alignment of the management system to the business strategy
- Objectives & targets – consider double bang for the buck:
 - Reduction of scrap or off-quality
 - Resource conservation
 - Reduction of unscheduled downtime (i.e., upsets = more EHS risks and QMS risks)
- If you do nothing – integrate Management of Change!
- Let's start rowing the boat together!



Your Presenter:



Jennifer James Koenig, CHMM
Lead Auditor for ISO 9001:2015, 14001:2015 and 18001:2007

Environmental Compliance Source LLC
(812) 945-1541 Jennifer@ecshelp.com www.ecshelp.com

Q & A