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## THE DIFFERENT APPROACH TO INTEGRATED MANAGEMENT SYSTEMS

**Abstract:** *A new approach to the theory and practice of integrated management systems. Criticism of the existing approaches. The analogy with the existing integrated systems. The basic elements of the philosophy and organization. Strategy, targets and implementation. Place and role of the manager of an integrated management system.*

**Keywords:** *Management systems. Integrated management system. A new approach. Manager of integrated management system.*

### 1. INTRODUCTION

At the moment of writing of this paper (the first days of April 2012), Integrated management systems are defined as odd mixture and combination of three management systems (according to this author):

- quality (according to standard ISO 9001:2008),
- environment (according to standard ISO 14001:2005),
- occupational health and safety (according to standard OHSAS 18001:2007).

“Integration” according to different sources refer to connection of similar parts of the processes, same or similar activities and development of documentation that cover these conjunction points. The parts, that could not be integrated, stay in the form of isolated islands for each system. According to literature and available sources (starting from papers from number of proceedings) the number of approaches and opinions could be identified where each of them has equal right – because there is no directions, procedures and standards for this issue. Even more in ISO technical committees and in their documents there is no more reference on “integrated” but “combined” systems.

Beside, “integrated” (e.g. welded or connected by force) forms becomes for specific organizations (which work in the field of management systems, consulting, and certification) the rich treasure chest for additional activities and profit making: different “specialized” trainings are offered, “high level” consultations, implementations of “integrated” (?) systems up to certification by their own opinion and will.

Most companies that already had certified the three standards, such “integration” has become a field of interest as a possible step forward and in many cases it is also become the fashion. The business started! Of course, the business started, first and foremost when it comes to earnings.

However, a series of extremely unpleasant questions appeared that “specialists in integrated management systems” avoid to answer. Here are some of the dilemmas and problems that increasingly bother experts that work on introduction of “integrated” systems:

- What the organization actually received by generating new pile of paper in which essentially there is nothing new?
- How to avoid meaningless overlaps of different systems and preserve the

necessary technical and other important independence of each of the primary systems?

- How other existing management systems (related to food, information security, social issues, risks, etc.). fit into an existing "integration" and why are they less important and interesting of the three existing "basic"?
- How to correctly perform all three types of audits (first, second and third parties), not to mention the audits according to auditing objects (products, processes and systems) in the shortest time possible and without losing quality (perhaps some kind of "welded" audit) ?
- Who should take care of this "integrated" systems in order to met all the basic elements of quality (vision, mission, policies, objectives and strategies) as well as to satisfy all five stakeholders (customers, owners, employees, partners and community)?
- Why is that such integration carried out if there is no solid evidence for the usefulness of "integration" as there is no national or international recognition?
- How to avoid the increase in the number of managers who try to find their own place in competition with other management systems?
- How top management of the organization deal with an increasing number of managers at the same hierarchical level that is not only poorly or not coordinated, but present burden to top management that is increasingly suspicious because constantly receiving old problems with suspicious gains and unsuspecting increase of cost?

These and similar questions can be asked forever. So far, there is no satisfactory answer. As never before, in theory and practice of management formalism broke into the first line and most of experts join to the general trend.

So number of managers accepted externally imposed theory "so it must be so by common sense."

However, at the top management of organizations appear increasingly common resistance to the listed problems in the form of cancellation of the certificate, giving up the implementation of new management systems and disbelief in usefulness of "integration".

The presented paper put the formalism and "public opinion" in the last as well as the attitudes and actions, "according to common sense" (enough to recall Hegel who said that "the common sense says the Earth is flat"). The main purpose of this paper is to create new views and philosophy of integration of management systems.

Of course, any further views expressed are solely the view of the attitude and beliefs of the author of the text and as such they should be accepted.

To all more clear, the overall approach is presented through historical analogies and examples (with the idea that integration of management systems is only a new form of something that already exists).

The final judges of the proposed integration and the need for integration can and must be solely the practice and results of practice.

## 2. WHAT WE HAVE LEARNED ABOUT INTEGRATED MANAGEMENT SYSTEMS THAT EXIST FOR MILLENNIUM?

Integrated systems emerged when the civilization emerged itself, especially in the formation of developed countries and communities.

There are a number of examples. As an example military, civil engineering and music at a higher level of development can be taken. If in any of the categories we take similar or "common" elements (the current principle that connect three

existing systems) then it is called. "Integration (read: forced mergers and "gluing") not only within a system (whether it comes to military, civil engineering or music), but between all of them. Specifically, these common elements are (just a basic selection):

- Feeding, dressing, sleeping, other natural needs, health, sport, communication, hierarchy and so on.

This is explained very simply:

- Every man must eat, dress, sleep, have other natural needs, etc.. - Whether in the military, civil engineering or music...

Only by such common events and processes army and civil engineering are not the same, as well as military and music are not the same and, finally, like construction and music are not the same. Some common elements does not imply any integration other than a dull listing of trivia related to the very existence and survival of man and society as well. And now comes the main, surprising and dramatic element of the analysis: integration exists, and demand application, plans, designs performed to resolve those elements that are not only at first glance, perfectly distinct. In addition to above mentioned trivial "binding" elements are not mentioned explicitly but they are considered as given ones.

Let's start with the army:

- What aviation has to do with the infantry, what is the relationship between engineering unit and submarine, how to connect the radar station with the leadership, why are not the same mechanized units and intelligence, making communication and mining does not go together? Each of these categories has a perfectly different means and techniques, training, operation and policies, especially in the active (war) and work environment.

Similarly with civil engineering (in a more complex construction):

- How is it connected work of digging the foundations with work of wall painter. How was connected roofers work with the contractor of elevators. How to coordinate and "integrate" the process of installing the electrical installation and installation of window. What is the relationship of inner decoration and installation of water supply and sanitation and so on.?

Nothing is any different when it comes to music:

- What has to do beating the drums with playing the harp. How to combine the performance of the organ with the musicianship on the triangle, what does a violin has with a trumpet. How similar are the techniques of playing a guitar with technique of playing on xylophone, etc..?

If each of these examples, taken by itself (and is linked to the earlier "common" and "integrated" universal human elements), all together there is little or no sense. But the decision has imposed is more than obvious!

### 3. WHAT IS THE FOUNDATION OF INTEGRATION?

In any serious consideration of the integration of these systems is meaningless if there is nothing beyond their individual work, interests and goals. All three systems are (military, civil engineering and music) bind by two common components:

- Definition of general, common purpose and
- Coordinated action in a specific process to achieve this goal.

**Army** has purpose (in effect) only to

have victory over the enemy. To achieve this, all the most diverse forms and units of the army must operate highly planned, trained, organized, coordinated and conducted as an integrated whole, one can freely say - as a single, closed, use the comparison, a complete and comprehensive "live" organism.

**Builders** have success then and only then, when implement well-planned, developed project, with trained teams, with well-coordinated, supervised, controlled and managed work as whole. There is indeed a very real integration and application of different professions in a strictly specified time, space and cost limits. Everything beyond that means deviation from the plan, the occurrence of all types of conflicts, unwanted expenses and losses, delays, re-operations and endangering human health and life.

**Music**, viewed in joint playing more musicians (two or more), is unimaginable without a high degree of synchronization required by the performance of a single musical work - composition. Success is reachable only as a final stage of well-practiced operation of a number of instruments and singers (choir). The superior performance of the music has no toleration for deviations, unadjusted play, lags, skipping stocks and the like, which leads to an unpleasant and total failure of the entire show.

#### **4. HUMAN RESOURCES NECESSARY FOR THE EXISTENCE AND OPERATION OF THE INTEGRATED SYSTEM**

Characteristic for all these examples is that each system includes the perfect variety of tools and items of work, different specialties and skills, but all in the realization of strategic goals are only part of an overall integrated whole. However, all of the above is not the only thing that binds and integrates these

systems into one unit: everywhere we have human presence and a very clear and defined hierarchical structure and activity. First of all, in all these integrated systems two top professionals are required:

- Conceptual strategist, of complete integrated system
- implementer (contractor) who meet the strategic demands.

It is necessary to know and understand what is conceptual strategist and what a implementer (contractor) of any of these integrated systems. Or anyone who wants to (in any way) to deal with an integrated system consisting of two or more subsystems, must adopt approach and methodology that is based primarily on explaining the roles and activities and conceptual strategist and implementer (contractor) of the integrated system. The shorter and clearer: how and based on what assumptions they perform their tasks.

The army commander (no matter what level of hierarchy) is always conceptual strategist, the person who bears full responsibility for their actions, planned and initiated activities. His goal is to achieve a series of tasks - even when the situation arises, whether the result of orders from the higher level of command. In short, the commander is the one who decides how to achieve a goal - usually a victory over the enemy.

However, no matter how good a commander for planning, implementation is still in the hands of the domain and the Chief of Staff and his subordinates (Staff) representing the position of the whole development of future action. The issues are all elaborated in detail by staff, solving the problem of all forms of resources (human, resources, material), streamlines the organization, uniquely determine the processes and their variants, generate all the required documents - from orders and directions of development activities to reactions in alternative situations, the codes and passwords for communication. Through the work of the Chief of Staff the

tasks of all kinds are created for military branches who participate in future military operations. The Chief of Staff and his staff are the brain of an Army. In doing so, they create the documents that are very different - from the general definition of plans of action to all units and, as they say, the last soldier in the chain of command and execution of tasks. The final conclusion says, without good chief of staff of all the talent and genius generals have no chance of success.

Completely analogous thing (like the army) is in construction: conceptual strategist, the holder of all is the architect. He has a vision of the future facility, he sees his work thoughtfully, his plans are something that are all foundation of all other activities. His goal is not just a simple implementation of the project, future buildings should be a reflection of him self, a monument that will him famous.

However, the object is not created by itself. Without the help of chief engineer, head of site, all together there is only wishful thinking. Chief Engineer and his team develop the idea of the architect to the smallest detail, spend the necessary calculations, creating teams and give the amount of necessary resources, identifying milestones and define time for that particular phase of the project. Chief engineer is a chief implementer of concrete realization of the strategic requirements.

He elaborates that the immediate tasks for subordinates working teams- the foundation diggers, concrete, masons, installers, facade, roofers ... All together, includes monitoring, control and response to the occurrence of problems. Of course, all participants in building have their own specific construction documents – starting from the chief of staff up to the last worker. All documentations according to specific segments, do not make much sense until they are unified according to the documentation of site engineer.

When it comes to more complex musical

works, then the work of the main conceptual creators – composers is the most important one. Without him and his ideas and desired message, there is not any quality music. His notes are immortal messages of masters who inspire future generations. The composer and his music is preserved in the notes, are a treasure, something that belongs to the cultural heritage of all mankind.

And then it happens exactly the same as in previous examples, the military and the construction industry: such as military operations are not conducted by themselves, such as buildings not arise from nothing, so composers do not even play the note. Suddenly it appears that the need for a bandmaster with the orchestra revives the idea of the composer. The tasks of the bandmaster are very complex - it has to cooperate well with all the musicians, especially the leaders of each section (string instruments, percussion instruments, etc..). It is, of course, requires appropriate documentation for all instruments and groups of instruments as well as specific documentation for the bandmaster.

## **5. REQUIREMENTS FOR THE INTEGRATED MANAGEMENT SYSTEMS BASED ON ISO 9001:2008 STANDARDS**

Integrated management systems based on ISO 9001:2008 (all not just the chosen three) are in no way an exception to other management systems. They have four basic assumptions which are classified according to the family of integrated systems: there are two general and two are related to human resources and potentials. The main problem was that these necessary conditions are not clearly defined and recognized. These are:

1. **Define a general, common (strategic) goal.** In any organization a

common, shared goal is only, and only the success of the organization, demonstrated by the satisfaction of all five stakeholders and endorsed by achieving superior financial results. Management systems based on standards for quality management ISO 9001:2008 are not and should not be any exception. The purpose of their existence is to benefit the organization, top management and optimization of all processes, meeting all technical, material, financial and legal requirements and not a matter of fashion or the implementation to implement. Only when it is proven that the control systems contribute to the overall, common goal, make sense and evidence of the necessity of its existence.

2. **Compliance of single actions to achieve strategic objectives.** Some management systems do not exist and do not make sense if the purpose is to themselves, acting in parallel with the life and work of the organization, and only exist because someone somewhere wrote any standard. Only if it can be proved through quantitative measurable parameters to operate harmonized systems and unique in achieving the common strategic objectives of the organization, there are conditions for their integration into a single integrated system of organizational management. If it is proved that any management system creates greater losses than gains, then you should immediately approach the appropriate temelitom review, corrective and preventive action. I do not see it even then, progress, specific management system makes no sense except to generate a series of unpleasant problems, gaps, and a loss and must be terminated immediately (no matter what the long counter-arguments).
3. **Cheaf Manager of the complete**

**strategist Integrated Management System.** In any organization and any kavoj preliminary, chief strategist of the first face of the organization: a director, manager, etc. the owner. that their ideas and direction, so let us say, the main shock develops, discusses with top management. His (or her) ideas and visions are aimed solely at achieving success in all aspects of the organization (confirmation of the market and profit-making and a clear perspective of development). Integrated systems management can not and must not have different goals and different focuses of activity (of course, each in its field and field of work). Is there a difference in the organization's strategic goals and strategic objectives of the Integrated Management System, then there are only two explanations: either the integrated management system does not exist or it should be thoroughly prestruktuisati. If this fails, the control systems in a particular company have absolutely no sense or reason for continued existence.

4. **Implementer of strategic objectives of the Integrated Management System.** As the military commander of the artillery is not and can not be Chief of Staff, Colonel in construction work plasterer is not and can not be head of the construction site, in a symphony orchestra for the first trumpet is not and can not be a conductor - that any manager or management systems to based on ISO 9001:2008 is not and can not be a manager of integrated systems. In this case it is a separate profession, the separate function and place in a hierarchical organization of the management pyramid.

This job is very important and it can come only specially trained and experienced people who are competent and have the talent.

After all, the Chief Staff of the Army does not become over night - it was great experience, excellent training, talent and proven successes. Nothing different is not when it comes to the site and chief conductor.

No top manager of the Integrated Management System and his team is very difficult to expect any success in the highly unsynchronized, uncoordinated and unmanaged operation (especially with a system of management of the entire organization).

Manager of the Integrated Management System based on ISO 9001:2008 must perfectly know what they are doing and what can be some management systems, when they are needed and when not, what resources they need to make available (from the human and material to the financial and time), how they are coordinated and how to obtain the necessary synergy effect.

At the same time, the manager of the Integrated management system must at all times to know the organization's strategic objectives, its vision, mission, policies and objectives and the needs and demands of all stakeholders.

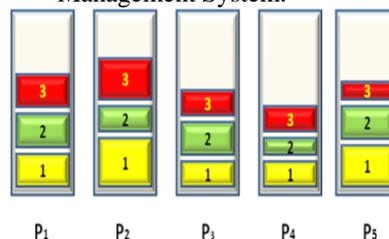
Finally, the manager of the Integrated Management System has to work to create the necessary general and specific documents. There are strictly selected instructions, regulations, standards and laws for all participants in a single integrated system of activities - both in terms of subsystems, and for each participant. These documents must at all times applicable to the processes, measurement, monitoring, management and improvement of each system and the integrated system as a whole. Just so it is possible to specifically and unequivocally demonstrate that the integrated management system is a compelling necessity for any organization that wants to develop, make profits and constantly confirmed in the market.

## 6. INTEGRATED MANAGEMENT SYSTEM IN ACTION

As a simple example of an integrated system in action it can be shown how to plan activities for next year by the managers of integrated systems. Lets limit to five new projects, in organizations engaged in processing of fruits and vegetables in which the manager of Integrated Management System set (in consultation with top management and managers of suitable systems) share application requirements (1 - yellow) ISO 9001:2008 (Quality), ( 2 - green) ISO 14001:2005 (environment), (3 - Red) ISO 22000:2005 (food safety):

Based on the amount of planned projects, the manager of Integrated systems can and must determine the following:

1. Total involvement of each of the management systems,
2. Resources required for each system,
3. Time of operation and compliance systems,
4. Required documentation,
5. Measurement points and forms of surveillance and control,
6. Scenarios for the occurrence of any conflict,
7. Approaches to data analysis,
8. Possible corrective and preventive actions ,
9. Improvement,
10. Required reporting,
11. Preparing for the audit of each of the management system, and
12. Preparation for audit of Integrated Management System.



In all this must not be forgotten that the responsibility of the manager of the Integrated Management System to objectively at any time prove the existence and operation integrated management system and needed a real asset to the organization reaching of its strategic objectives.

This is extraordinarily difficult task that requires extensive knowledge, and full support of top management in the organization as well as all managers who build specific integrated management system. But it certainly pays off!