

ISO HANDBOOK

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The Integrated Use of Management System Standards (IUMSS)



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Foreword

This Handbook was written at the request of the ISO Technical Management Board for organizations seeking guidance on how to integrate requirements of multiple ISO standards into an organization's management system, both effectively and efficiently.

Since the publication of the first edition of this Handbook in 2008, there have been a substantial number of changes in both ISO and non-ISO management system standards, affecting all types of organizations. These include the introduction of the ISO High Level Structure, provided in ISO/IEC Directives Part 1, Clause SL.9. The Handbook has been updated to account for the changes.

Any feedback or questions on this document should be directed to the user's national standards body. A complete listing of these bodies can be found at www.iso.org/members.html.

Introduction

General

It is recognized that organizations will have some form of a management system. Whether the system is formal or informal in nature is dependent on the scope and context of the organization.

Many organizations will continually reassess their scope and the context in which they operate as their organization evolves in alignment with the changing needs and expectations of their interested parties.

When the context and scope of an organization changes, this is a useful trigger for the organization to learn from others to ensure that the requirements influencing their business processes are integrated and support the organization's objectives.

This Handbook uses the phrase 'integrated management system' to refer to the outcome of the process of integrating requirements from multiple management system standards into a singular management system within an organization.

The process for the updating of the Handbook was guided by the participation of voluntary organizations in answering a questionnaire on their integrated management systems. These organizations are representative of countries across the globe. This Handbook makes reference to this questionnaire as 'the Survey' with results shown in Appendix B.

The challenges faced by an organization in developing an integrated management system will vary based on the size and maturity of the organization.

Having an integrated management system can assist in maintaining a sustainable business model through changing environments.

Layout of this Handbook

This Handbook contains three chapters, as illustrated in Figure 1:

- Chapter 1 describes the fundamentals of a management system and how it links an organization's strategies, plans, and operations.
- Chapter 2 describes the structure and content of different management system standards and their application.
- Chapter 3 describes how an organization integrates the requirements of multiple management system standards into their management system.

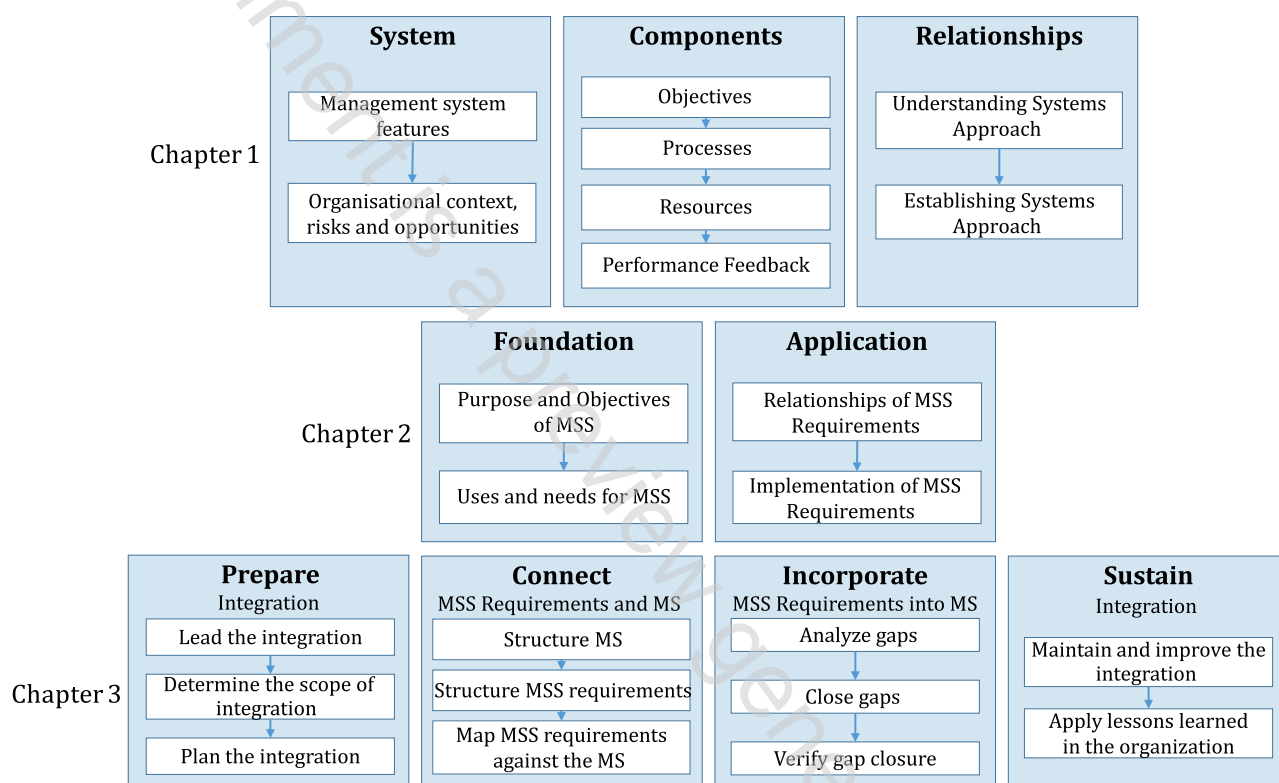


Figure 1: Chapter Content Diagram

It also contains two annexes:

- Annex A details an extended generic example of “Jim the Baker” designing, implementing and integrating new requirements as the business evolves and grows.
- Annex B details the graphical representation of Survey answers.

Each chapter follows a specific layout and acts as signposts for action.

Guiding question(s) – Prompts for the reader to think about the subject matter covered in the section and how it relates to their organization.

Overview – Foundational elements outlining the subject matter.

Approach – A practical guide to applying the subject matter.

Case(s) in Point – Illustration of the subject matter as applied in different real-world organizational contexts. The case studies have been edited for clarity and are illustrative only.



“Jim the Baker” – Illustration of the subject matter through the use of a generic example.

Practice questions – Prompts for the reader to apply the principles and methods to their own situation.

How to use this handbook?

The handbook is intended to help organizations understand and apply management system standards, MSS, and the framework to implement a single management system or for integrating multiple management systems.

This Handbook has been designed so that the reader can start at any chapter depending on the context of the organization and the problem which the reader is attempting to solve. For example, in an organization already using one or more management system standards, a reader may simply move to Chapter 3 for guidance on the integration of the requirements of those or additional standards into the organization's management system. Alternatively, if the reader's organization wishes to improve and have a greater understanding of its management system through the implementation of one or more management system standards, they may begin reading at Chapter 1 or 2.

The reader may use Figure 1 Chapter Content Diagram to establish the most appropriate sections with which to start.

This handbook does **NOT**:

- Provide a specific structure for an integrated management system, either as a requirement or as a guideline;
- Give preference to any standard;
- Contain any auditable requirements or additional obligations;
- Give preference to an individual organization's approach or practice, as described in any case study.

Chapter 1: Management system

The chapter sets out the purpose and components of a management system. Then the chapter describes how an organization's management system fits into and is related to their business context. This understanding is the foundation of an integrated approach to the management system.

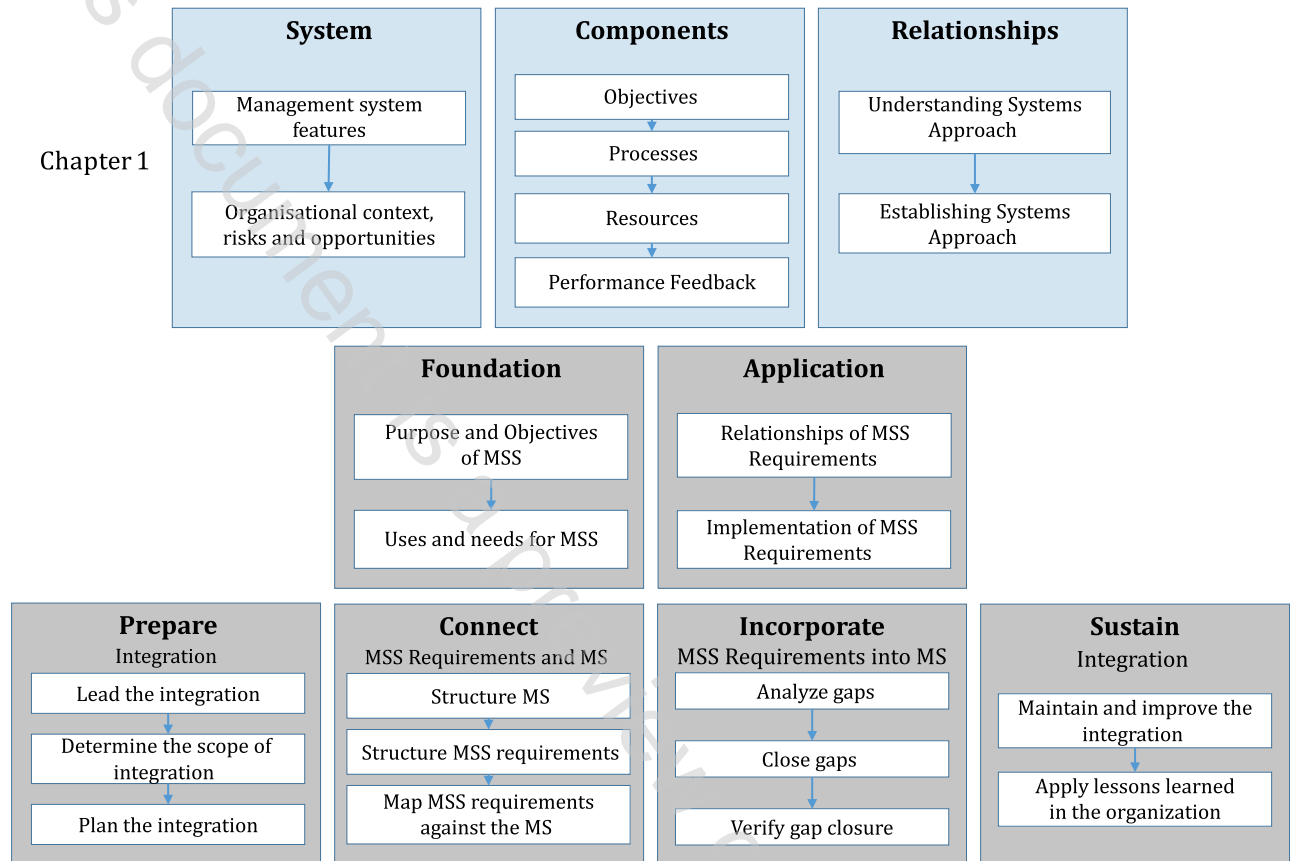


Figure 2: Chapter Content Diagram

By the end of this chapter, the reader should be able to define the interrelationships between an organization and their management system.

1.1 Management system features

Guiding questions

- What is a management system?
- Why is it important?
- How do you know if you have a management system?
- What are the main features of a management system?

Overview

An organization exists to satisfy the needs and expectations of their interested parties. This is achieved through the presence of a management system. This Handbook uses the definition of a management system as being a set of interrelated or interacting elements of an organization to establish policies and objectives, and processes to achieve those objectives. See ISO/IEC Directives Part 1, Clause SL.9 *High Level Structure*.

Organizations have differing operating models with varying levels of complexity. Based on this complexity, the scope of the management system may apply to a sub-set of an organization or the entire organization. When integrating multiple standards into the management system it is important to consider the scope of that management system.

The foundational principle of a management system is an understanding of the context in which an organization operates. An organization gains this understanding by examining its external issues and internal issues that determine their success and sustainability.

The organization plans their processes in consideration of their external and internal issues. They then implement the plan, monitor the efficiency and effectiveness based on data, and make appropriate adjustments. The management system should be documented to ensure continual improvement activities and retention of organizational knowledge.

An organization that follows and improves its management system will likely achieve performance improvements faster than those that continue to follow 'business as usual' without regularly identifying, prioritizing and implementing improvements.

Approach

For an organization to be effective and efficient in carrying out its activities, it needs to, first and foremost, understand its environment and market in which it operates, including the organization's competitive position. Then, the organization needs to pull together the processes, resources, tools, and work force into one coherent and functioning management system. This allows the system to produce the desired and saleable products or services. Each element of the organization is a process and must understand the interrelationship of the various processes and parts of the organization.

Whether an organization is small or large, simple or complex, the environment in which it functions influences the design and implementation of its management system. Regardless of whether the management system is formally defined and documented or less formal, the needs, objectives, products, services, processes, size and structure of the organization changes over time. As such, a management system will also need to be agile, adaptable and responsive to these changes.

Survey responses (see Annex B, Q1 and Q2) show that organizations of diverse sizes have integrated standards into their management system.