Principles of an Integrated Management System
120 hours (5-10 Participants)

Training Description

As Organizations mature, they find themselves having to implement management systems to manage compliance with industrial, regulatory or customer requirements related to Quality, Safety, Information Security and other systems. The following are some of the multiple implementations, which may evolve organically and can lead to disparate systems competing for the Organization's time and resources.

- **Quality Management System (QMS)** is a set of policies, processes and procedures required for planning and execution in the core business area of an organization that can impact the organization's ability to meet customer requirements. i.e. ISO 9001 Quality Management Systems, AS9100 Aerospace and Defense, ISO 13485 Medical Devices
- **Environmental Management System (EMS)** determines and continuously improves an organization's environmental position and performance. i.e. ISO 14001 Environmental Management Systems
- **Safety Management System (SMS or OHSMS)** determines and continually improves an organization's Health and Safety position and performance i.e. ISO 45001 Occupational Health and Safety Management Systems. An **Occupational Health & Safety Management System** (OHSMS) represents a set of rules, policies, processes, plans and practices for preventing occupational health and safety hazards, risks and business interruption in the workplace.
- **Energy Management System (EnMS)** determines and continually improves an organization's energy usage and impact. i.e. ISO 50001 Energy Management System
- **Food Safety Management System (FSMS)** confirms that corporations in the food industry follow certain procedures and guidelines to ensure their products for customer safety. i.e. FSSC 22000 Food Safety Certification, ISO 22000, SQF
- **Information Security Management System (ISMS)** determines how your organization should organize and manage its information security. i.e. ISO 27000 Internet Security Management System

An **Integrated Management System (IMS)** solves inefficiencies caused by the multiple implementations by integrating the organization's disparate systems and processes into one streamlined management system, to address all the requirements of the organization's compliance obligations and unified objectives.

Participants will be trained on best practices in establishing, implementing, and maintaining an IMS, which will provide financial, economical and reputable benefits to the organization. The main focus will be on sustained success in satisfying the needs and expectations of the organization's interested parties over the long term.

Training Objective 1: (40 hrs)

This training will highlight options to integrate the multiple relevant processes (Quality Management, Environmental Management and Information Security Management…etc.) into an **IMS.**

Annex SL Implementation:

Participants will learn about ISO Annex SL, the high-level structure for all ISO management systems standards, e tools they need to streamline current protocols, standardize and transform existing management systems into an integrated model.

Each Annex SL clause will be reviewed in detail, with focus on how it relates to the intent of the specific discipline (i.e. QMS, EMS, ISMS…etc.) included in the IMS:

- Scope
- Normative references
- Terms & Definitions
- Context of the Organization
- Leadership
- Planning
- Support
- Operation
- Performance Evaluation
- Improvement

Skill Attainment:
- Participants will learn to:
  - Identify all requirements of the standards included in the IMS.
  - Identify common elements of between all the standards included in the IMS, to determine where and how they are addressed in the pertinent combined processes and procedures.
  - Identify requirements unique to each standard included in the IMS, to determine where and how they are addressed within the IMS processes and procedures.
  - Evaluate all IMS processes against the requirements of each pertinent standard within the IMS in order to ascertain compliance.

Training Objective 2: (40 hours)

Process Approach - PDCA (Plan-Do-Check-Act) Cycle.

Plan: Establish the objectives of the IMS and its processes, identify the resources needed to deliver the results, and identify and address risks and opportunities.

Do: Implement what was planned.

Check: Monitor, analyze and evaluate the organization's performance

Act: Take actions to improve performance, as necessary.

Training will be focused on implementation of an internal audit process. This will entail identifying and creating a series of audit activities that can be repeated consistently, to evaluate the performance of IMS elements against pertinent requirements as laid out by each relevant standard included in the IMS. This management system will use a combination of sequences and interactions as defined in ISO 19011 to produce a desired output.

Skill Attainment:

- Participants will learn to:
    - Utilize the Plan-Do-Check-Act Cycle and use these elements to establish the IMS internal audit
    - process.
    - Evaluate each process against the requirements of each pertinent standard within the IMS in order to ascertain compliance.
    - Properly document nonconformities identified during the internal audit.
    - Follow-up on Corrective Actions created to address nonconformities from internal audits, in order to drive and maintain improvements within the IMS processes.

Training Objective 3: (40 hrs)

Establish Internal audit program

Internal audits are an effective tool for determining the levels of conformity of the IMS to the criteria of each specific discipline (i.e. QMS, EMS, ISMS). They provide valuable information for understanding, analyzing and improving the organization's performance against the combined requirements of the IMS. A cross-functional team of participants from all disciplines will be selected by the organization to participate in the training.

Training will focus on evaluation of the implementation, effectiveness and efficiency of the organization's IMS. This can include auditing against the combined requirements of the IMS (QMS, EMS, ISMS), as well as addressing specific requirements relating to interested parties, products, services, processes or specific issues.

Skill Attainment:

Participants will learn how to establish and manage an effective internal audit program using ISO19011 as a guide.

Participants will learn to:
- Create an Internal Audit Schedule for the organization
- Prepare for an internal audit:
    - Initiating the internal audit with Auditees
    - Reviewing documentation pertaining to area to be audited
- Prepare internal audit plan based on documentation review and available resources
    - Assigning tasks to team and preparing work documents
- Conducting audit activities
    - Collecting and verifying information about process activities
    - Evaluating against audit criteria
    - Retaining audit evidence
    - Documenting audit findings
- Generating and issuing audit report for management
- Following up with Auditees, to ensure proper closure of Corrective Actions from audit finding.

Participants will learn to use **evidence-based decision making,** by utilizing audit findings to determine areas of the IMS, which need improvement or changes.

Participants will develop tracking tools, process for gathering information, set up teams to review and make decisions based on the sum total of all information.
- Addressing problems, Nonconformities and risks;
- Identifying risks and opportunities;
- Promoting good practices within the organization;
- Increasing understanding of the interactions between processes.

Delivery of content:
- The first 3 months will be dedicated to learning about Annex SL, understanding the (PDCA) process approach and learning how to establish and manage an effective internal audit program.

Each section will include lecture, hands on demonstration, review of the month before activities, practicing and peer led discussions.

- Every month after that, using tools that they learned, participants will perform internal audits, with guidance from consultant, on specific processes according to the audit schedule.
- Participants will follow up with Auditees to ensure that Corrective Actions are generated and addressed from the nonconformities identified during the Internal audits.
- Each month will start with a Lessons Learned session led by the consultant, where participants will review and critique previous month audit results, to identify best practices.
- Participants will be practicing these cumulative acquired skills to gain audit experience from the Internal Audits conducted each month, with guidance from the consultant.

After the first 3 months of training, Participants will build on acquired skills, and gain confidence through experience, observation of their peers and instruction, as part of establishing a robust internal audit program for their company.

Through repetition of the monthly internal audit activities and resolution of nonconformities, the organization will ensure continued compliance with it processes and procedures against requirements of the IMS, and establish a continual improvement culture within the organization.