ICS

INTEGRATED MANAGEMENT SYSTEM SPECIAL. (IMS)

QMS-9001

EMS-14001

OHSAS-18001
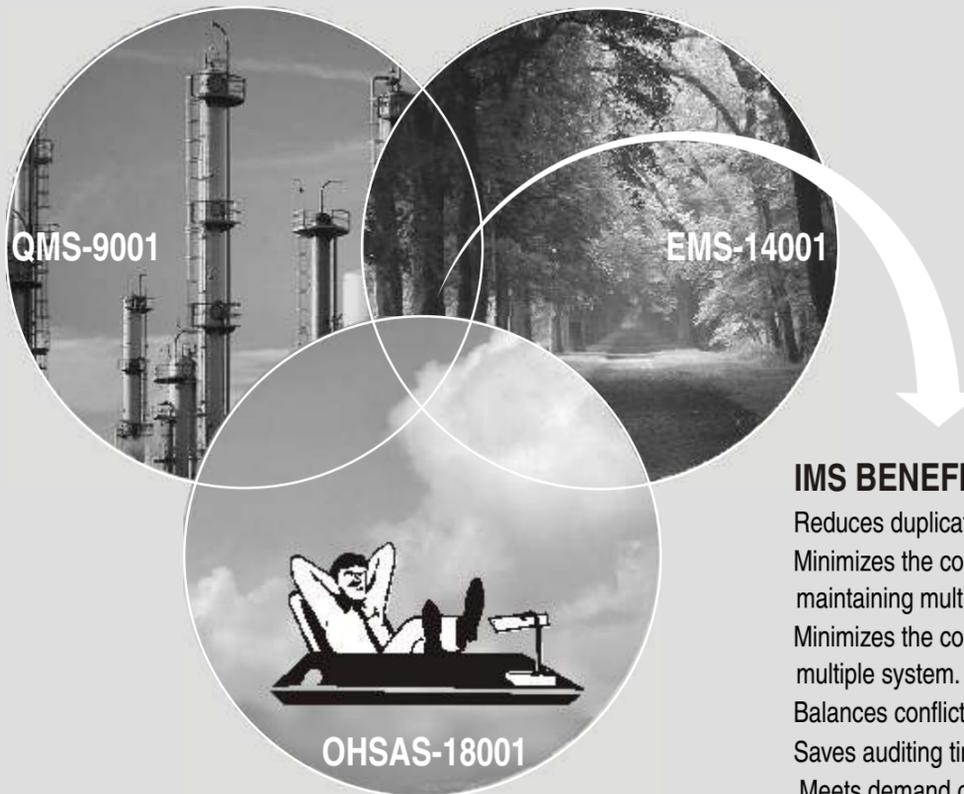
IMS BENEFITS

Reduces duplicate documentation.
Minimizes the cost associated with maintaining multiple system
Minimizes the confusion created by multiple system.
Balances conflicting objectives.
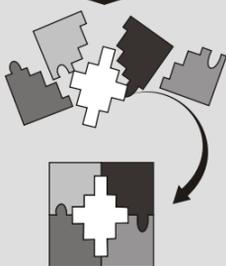Saves auditing time.
Meets demand of the time.

Future Issue of Quality Mantra
MAR 2005 Issue : CE Marking Special
MAY 2005 Issue   : OHSAS Special
JULY 2005 Issue : HACCP Special

Quality Mantra
A NEWSLETTER OF INTERNATIONAL CERTIFICATION SERVICES

INDEX

QM Reader's Platform

I have gone through the Nov. 04 Issue & found this changed version quite interesting and informative. Balanced coverage has been given to various issues, like Readers Platform, Second opinion, Event calendar and so on. We expect similar informative articles in forthcoming issues. Wish you and ICS exponentially rising success!!!

**Jayesh Deolalikar,** Ahmednagar.

This refers to the November 2004 Issue of Quality Mantra a news letter as published by ICS. I found that the above magazine was very much useful and the messages were appropriate to the present requirement by the Industries. I feel that this type of newsletter should be beneficial to all of us who are involved with quality system management.

H. K. Maitra, Pune

Editorial

INTEGRATED MANAGAMENT SYSTEM
ISO 9001:2000, ISO 14001:2004 & OHSAS 18001:1999
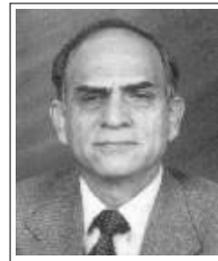
The corporate sectors have been proactive by adapting to new technology and management system to enhance their efficiency & economy. This will not only ensure growth & development but meeting the national requirements towards quality, safety of personnel and environment. Thus they will be able to survive in the global competitive village.

Today not only customer but also the Government & NGOs have been very much demanding to safeguard life, property & environment. Number of international management system standards have been adopted world wide that has helped organizations by default to address very vital & essential quality, safety & environmental issues. Most popular management system standards available to the organization are: ISO 9001:2000:Quality Management System. ISO 14001:2004: Environmental Management System. OHSAS 18001:1999: Occupational Health & Safety Management System. Organizations have taken up these three management system standards separately on phase manner & most of corporate sector are already certified for quality & environmental management system. Now they are going for Occupational Health & Safety Management System too.There have been many common features in above three management systems; furthermore cost to operate three independent systems will be too high. International Certifications Services realized above facts & published a book on the Integrated Management System in the year 2002. This is a unique book & has become popular in the industry as a guideline references book for Integrated Management Systems. The Integrated Management System is very effective & cost economic as all the three management systems covering Quality, Safety & Environment can be operated as one system thus saving manpower & cost towards implementation & maintenance. International Certification Services have been forerunner and is 1st Certification Body in India to offer these services. We have also organized a training program at New Delhi in association with CII, Confederation of Indian Industry. International Certification Services is pleased to announce an Accredited Certification for the OHSAS 18001:1999 / BIS 15001, Occupational Health & Safety Management Systems. We have successfully accomplished number of IMS Certification in India for Foster India Ltd. & Ruchi Soya Product Ltd. Last year results have been very encouraging with economic growth & development of our organization. We wish to thank our valued customers, our Associates including ICSIAN for their trust & confidence in our organization & cooperation. I take great pleasure in wishing you all a very Happy & Prosperous New Year 2005.

Sundar Kataria

Quality Mantra
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Integrated Management System

by Sethuraman

An integrated Management System (IMS) is a Management System, which integrates all components of a Business into one coherent system so as to enable the achievement of its purpose & mission. Integration means putting all the internal Management practices into one system.

IMS should integrate all currently formalized system (e.g. quality, health and safety, environment , personnel, finance, information security etc.

The reason why organizations may go in for IMS are
1)To turn Management focus onto Business goals
2)To formalize informal system
3)To harmonize and optimize practices
4)To create consistency in the approach and decision making
5)To improve communication & facilitate development & training
6)To have cost effective and value added verification of management system
7)To reduce the documentation process to optimum
IMS must make it visible & implement
(1)Leadership from to Top
(2)Effective Communication at various levels
(3)Use process approach and plan do- check act model
(4)Involve people at all levels for continual improvement
The documentation of IMS must address
1)Requirement of applicable standards like ISO 9001:2000, EMS ISO 14001:2004, OHSAS 18001:99, BIS/18001.
2)Customer / interested parties requirements.

3)Legal and Non regulator requirements.
4)Process flow and operational control
5)Risk Assessment should address health and safety risks, environmental impacts and process failure models.
4)Process flow and operational control
5)Risk Assessment should address health and safety risks, environmental impacts and process failure models.
6)Should cover regulations / legal compliance on Product, health, Safety, Environmental, security, their analysis & impact.
The following elements will be common for all managements system.
1)Policy definition & deployment 2)Document Control
3)Resources   4)Internal Audit
5)Management Review   6)Corrective & preventive action
The System can be integrated depending upon organization current Station.
1)Type I **Conversion**
If the organization has separate certified individual Management System for Quality/ Health & Safety / Environment.
2)Type II **Add on**
If an organization has a QMS, it can build upon IMS by adding the necessary processes to cater for (1) Health & safety (2) Environment.
The Verification Process for IMS should include ensuring meeting to standards requirements of individual standards like Quality, Environment, Health and Safety. There will be reduction of 25% in the no. of mandays of audit and the certificate should mention the successful meeting of to Requirements of ISO 9001: 2000, EMS ISO 14001: 2004 & OHSAS 18001: 99/BIS 18001. ICS has certified M/S FOSTER'S INDIA LTD. Aurangabad for IMS and issued the certificate under JAS-ANZ accreditation logo. This is the first company n India to be certified by ICS for **Integrated Management Systems**.

Diary Notes

| From	To	Place	Training course	Contact details
11/1/2005	15/1/2005	Kanpur	Lead Auditor Training Course (5 days) QMS	Mr. R.N.Singh 0512-2262648 rnsingh@icsasian.com
17/1/2005	22/1/2005	Jaipur	Lead Auditor Training Course (5 days) QMS	Mr Bhushan 0141-2610291/ 9314519851 icsjpr@sify.com
08/2/2005	12/2/2005	Nasik	Lead Auditor Training Course (5 days) QMS	Mr. Chandorkar 0253-2422392/5601349 icsnashik@satyam.net.in
08/2/2005	09/2/2005	Pune	IQA Training Course (2 days) QMS	Ms. Dipti 020-5424204/25455206 lcs_pune@vsnl.net
16/2/2005	16/2/2005	Pune	CE- Marking AWARENESS PROGRAMME (1 day)	Ms. Dipti 020-25424204 / 25455206 ics_pune@vsnl.net
19/2/2005	19/2/2005	Mumbai	CE- Marking AWARENESS PROGRAMME (1 day)	Mrs. Shalini Pawar 022-26245747 icsapld@bom7.vsnl.net.in
15/2/2005	19/2/2005	Vapi	Lead Auditor Training Course (5 days) QMS	Mr. Rajesh Pandey 0260 3091135 ics_vapi@icsarian.com
21/2/2005	21/2/2005	BELGAUM	TS 16949 AWARENESS PROGRAMME (1 day)	Mr.Manik Patil 0831-2443141 icsbelgaum@sify.com

Feature

INTEGRATED MANAGEMENT SYSTEM

A system is the interconnection of components to achieve a defined objective. These components include the organization, resources & processes. Therefore, people, equipment & culture are part of the system as well as the documented policies & practices. Integrated means combined; putting all the internal management practices into one system but not as separate components. For these systems to be an integral part of the company's management system there have to be linkages so that the boundaries between processes are seamless.An integrated management system (IMS) is a management system, which integrates all components of a business into one coherent system so as to enable the achievement of its purpose & mission.
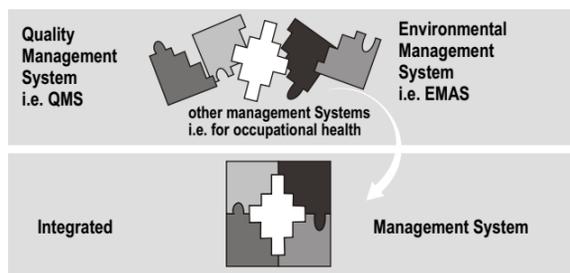
COMPONENTS OF INTEGRATED MANAGEMENT SYSTEM

Anything, which has an effect on business results, must be part of the management system. Therefore, an IMS should integrate all currently formalized systems focusing on quality, health & safety, environment, personnel, finance, security etc. What this means is that all the processes and the documents that describe them would be integrated. Mostly the integrated management system is composed of integrated quality, environmental and occupational health & safety Management systems. It carries out activities in an effective way, organically combining standards. The first of these is ISO 9001 for obtaining customers satisfaction. The second is ISO 14001 for corporate social responsibility and obtaining the satisfaction of interested parties. The third one is OHSAS18001 for obtaining the satisfaction of employees with a safe work environment provided, and other standards.
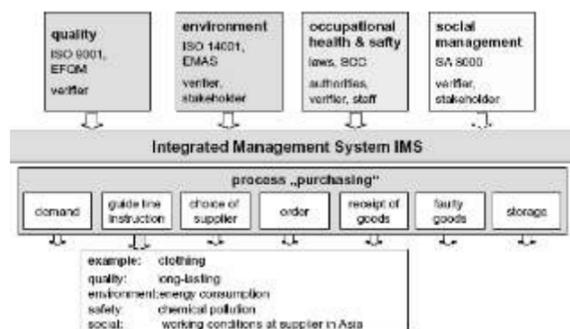
MISCONCEPTS , MISUNDERSTANDINGS & MISINTERPRETATIONS

For something to be integrated it does not just sit next to the other components - it has to be fixed to the others so as to make a whole. Therefore, putting the financial system, the quality system and the environmental system into one book of policies and procedures is not integrating management systems. Creating one national standard for management systems is not integration. Buying a software package which handles quality, safety and environmental documentation is not integration. Merging disciplines such as putting the quality manager, safety manager and environmental manager in one department is not integration. But neither are integrating just quality, health, safety and environment in IMS, as there is only one system in any business. It just so happens that some parts may be formalized and others not.

NEED FOR INTEGRATION

Many organizations are faced with implementing an environmental management system that meets the requirements of ISO 14001 and OHSAS 18001. Most of these companies have an existing quality management system in place (ie: ISO 9001), and they can see the similarities between the standards. Maintaining multiple systems to accomplish similar goals is neither cost effective nor practical in today's business environment. Integrating the systems, where appropriate, reduces the cost and time needed to implement and maintain the requirements of all the systems.

BENEFITS OF INTEGRATION

There are several good reasons for integration, to:

➢Simplify existing quality, environmental and OH&S management systems
➢Maximize the benefits derived from each system
➢Make the best use of limited resources
➢Minimize the costs associated with maintaining multiple systems
➢Minimize confusion created by multiple systems
➢Establish a framework for continual improvement in each of the management systems
➢Reduce duplication and therefore costs
➢Reduce risks and increase profitability
➢Balance conflicting objectives
➢Eliminate conflicting responsibilities and relationships
➢Diffuse the power system
➢Turn the focus onto business goals
➢Formalize informal systems
➢Harmonize and optimize practices
➢Create consistency
➢Improve communication
➢Facilitate training and development

In Japan it is recognized as effective management system therefore. The pressure to integrate a company's management systems will be from within. It is doubtful that customers will demand an IMS. There are no national or international standards for integrated management systems.

INTEGRATION PROCESS

There are several approaches, which can be taken, depending on an organization's current position. Like the majority of internationally accepted Management Systems, the IMS follows the PDCA methodology. When integrating management systems it is essential to provide a framework that is capable of storing all the system requirements without becoming cumbersome. The objective is to reduce & consolidate the amount of information and documentation that needs to be handled. First step is to identify the common elements of all the systems may be through gap analysis. Once the common elements are identified a framework is required in which the management systems are to be housed. When implementing management systems, they can be often difficult to integrate at the operational level. After they are written many manuals are shelved and if not used on a daily operational level, fail in what they are designed to do. When the system is easy to use and information is quick to access, operational staff is more likely to use the system elements.

ADDING NEW SYSTEM INTO EXISTING ONE

If an organization has a certificated QMS, it can build upon that by adding the necessary processes to cater for health, safety, environmental and other requirements of management system standards. All systems should share the following processes:

➢Document development and control

➢Training

➢Internal audit

➢Management review

➢Corrective and Preventive action Following is the additional integration need for EMS & OHSAS

➢Aspects and hazards evaluation - this should address safety risks, environmental impacts and process failure modes. By having a common approach it will be easier to compare risks occurring in different parts of the business

➢Regulations management - this should cover the capture of regulations on environment, health, safety, security, etc and their analysis and requirements.

➢Management programs - this should focus on specific improvement programs such as safety, environmental & security improvement

➢Public awareness - this should include aspects of health, safety and environment The integration comes about by adding new practices to existing processes and hence revising documents to cover environment, health, safety etc. The weakness with this approach is that the quality of the result very much depends on the approach an organization took when developing the original quality system.

MERGING EXISTING SYSTEM

If an organization has more than one formal system-e.g. a quality management system and an environmental management system - it can merge the two systems and proceed to integrate other systems as it begins their formalization. With this method the organization can merge documentation where it supports the same process. However it will remain two separate systems unless the labels are removed and quality, safety and environment are no longer separated at the detail level.
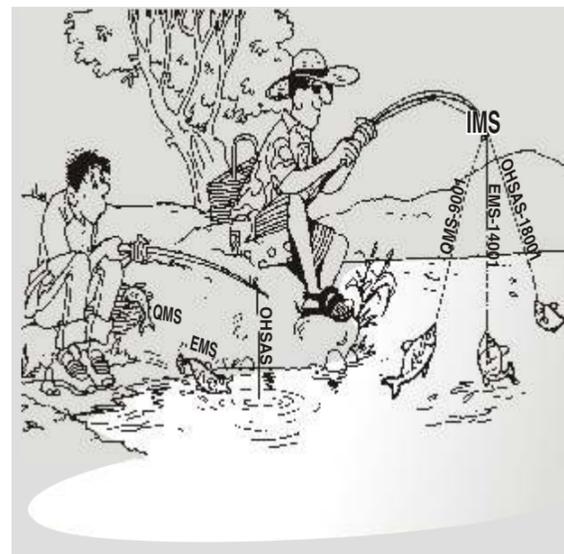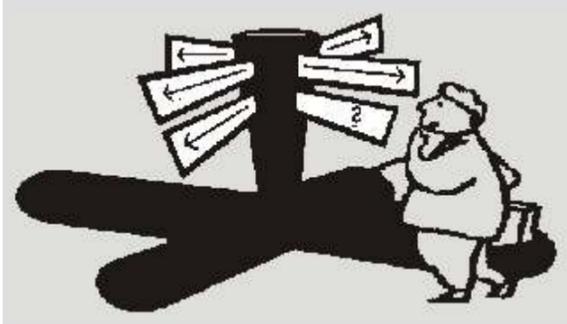
Mahesh Narhar Kulkarni
M.Tech, (Environmental Engg.)
Diploma in environmental management,
Diploma in business management and
MA (Sanskrit). Has wide experience
in quality field for EMS and OHSAS.
Also helps various organizations
through consultancy.

Ph. 020 24337441 Mobile: 9890906034
Email: maheshnarhar@rediffmail.com

Learn with Fun

Second Opinion

Quality mantra asks three leading consultants, to give their opinion on a typical problem asked by any of our clients on QMS / EMS every issue.

Typical problem of this issue is as under:-

ISO 9001:2000 requires that processes be monitored &, where applicable, measured. Where measurement is applicable most of the time it is an expectation that, samples of process measurements or key performance indicators (KPI) should be maintained. What is the right way of doing measurement for different processes?

Mr. S.D.Parkhi, Nasik

There Could Be Many Ways For 'process Measurement'. Each Method Could Be Right Method Suitable For Individual Organisation.'process Measurement' Also Could Be Treated As 'process' And Measurements Can Be Defined Through 'input-activity-Output' Sequence. Possible Inputs For This Could Be :

1. **External Inputs:-**
1.1 : Customer Requirements- Quality , Cost, Delivery, Service.
1.2 : Customer Feedback
1.3 : Customer Complaints / Returns.
1.4 : Competitors Data / Analysis
1.5 : Market Trends ... Etc.
2. Internal Inputs:
2.1 : Internal Rejection / Rework/ Scrap
2.2 : Cycle Time / Process Delay
2.3 : Availability Of All Types Of Resources
2.4 : Employee Feedback
2.5 : Profit And Loss
2.6 : Inventory ... Etc.
Activity:
Arrange A 'brain Storming' Meeting Of All'process Owners' And Study All Inputs & List Out All Possible Improvement Areas / Process Measurements In Organisation. Divide These Into Three Areas :-
1. Core Process Measurements
2. Management Process Measurements
3. Support Process Measurements

Do Prioritization In Each Area And Identify Top Three To Ten Measurements Per Year Depending Upon Size Of Organization. Decide Following For Each Measurements: -
1. Measurement Unit / Indicator
2. Methodology Of Measurement
3. Owner For Maintaining Data
4. Status Of Last Year Based On Analysis Of Data.
5. Target For Next Year.
Each Process Owner Should Train Their Own Members On This. Internal Review Of Measurements Could Be Done Within Each Function At Least Once In A Month And Organisational Review At Least Once In Three Months.
Try To Achieve The Target. If Measurement Has Reached To Maximum Achievable Limit, Decide Next Measurement.
Output:
Continual Improvement Through Process Measurement - Key Performance Indicator (KPI)

Key Factors Of Process Measurements:
 1. Achievable And Realistic Targets.
2. Simple Methods Of Calculations.
3. Involvement Of All Members.
4. Graphical Re-presentation.
5. Visible Continual Improvement In Overall Process.

Mr. S. D. Parkhi :
Mechanical Engineer With Post Graduation In Management Science, Has More Than 16 Years Of Industrial Experience, In Areas Of Development, Quality, & Training, and in the consultancy of ISO 9001, ISO 14001, ISO 18001, HACCP, NABL, Eurepgap & BRC.
Mobile No: 9822090206, Joshi_nsk@sancharnet.in

M.Ranga Reddy, Hyderabad.

Clause 8.2.3 focuses on applying suitable methods for monitoring &, where applicable measurement of process to demonstrate the ability of the processes to achieve planned results. Here planned results are performance at organization, system or product level and relate to particular process.In my opinion, it is necessary to establish objectives & targets for each process as a first step. These objectives are to be derived from an analysis of factors that affect the ability of the process to deliver desired results. Critical parameters and method of measuring such parameters is to be well defined to measure process performance against objective. The method, source of data, periodicity & responsibility are to be defined & documented to ensure consistent measurement. Also measured results must help in analysis, review, & timely corrective actions for achieving objectives and making continual improvements.

Mr. Ranga Reddy: B.E (Mechanical) and PG Diploma in management , worked as chief executive of Hyderabad Machine tool unit & Managing director of Praga Tools in areas of production & quality. Also helped various units of HMT & PTL & other companies for certification to ISO 9001:2000 standard. Ph: 040 23737191
rangarmiddela@yahoo.com

Mr. Shashank Gokhale, Pune

In manufacturing, objective measurements may be obvious and applicable; whereas, in many support processes, subjective measurement needs to be converted in to appropriate numbers through multidisciplinary approach & consensus & questioning such as "Why the process exists?", "When can we say that the process is doing fine?".

Applicable process measurements may be used for:
- monitoring,
- process control; and for
- verification of: - effectiveness and efficiency,
  - compliance to specified requirements.
    It is said that there should be no:
  - work without measurement,
  - measurement without record,
  - record without analysis,
  - analysis without action, and
  - action without monitoring of effectiveness.

In this sense, process measurement records should be maintained till effectiveness of actions taken is established. This is to be able to go back to the original situation to look at it from new angle. Where only judgment of effectiveness is involved, records of planning and monitoring trends of results along with planned and implemented actions may be sufficient for internal & external audit purposes. Where maintaining records of basic process measurements is a specified requirement (e.g. of customer), records need to be maintained for the period specified, to be able to verify the compliance.

> **Mr. Shashank Gokhale**: Post graduate in control system(electrical), Lead auditor (HACCP & QMS). Have more than 15 years of experience in design, quality in Advani Oerlikon and more than 7 years in consultancy for ISO 9001, TS 16949, ISO 14401, HACCP, NABL, Mobile no:9822271404 win_win@vsnl.net

Customer's Platform

ISO CERTIFICATION

B. R. Shetty, CEO & managing director, NMC Group, receives the ISO 9001:2000 certificate for NMC Dubai Trading operations from Sundar Kataria, managing director, ICS (Asia) Pvt. Ltd. Also shown are directors, senior managers and staff members of NMC Trading.

Corporate News

Nation's Industrial Excellence Award-2003 Received by Sundar Kataria, MD at New Delhi.

- We have been accreditated for OHSAS 18001 by Joint Accreditation System of Australia and Newzealand; thereby having the total Integrated Management System Accreditation.
- Nation's Industrial Excellence Award-2003 - has been presented to us on the occasion of 10th National Seminar on Individual Achievement & Nations Building on 28th December 2004 at New Delhi.
- Issued the first Integrated Management System (QMS+EMS+ OHSAS) Certificate to Fosters India Ltd. Aurangabad.
- Mr. Sudhir D. Vagal joined as Deputy General Manager recently. He is having qualifications as BE (Electrical), BE (Mechanical) & PG Diploma in Management Studies with vast experience of 35 years in various organizations such as Tata Consulting Engineers, IOCL, Birla Bros Pvt. Ltd.

Integrated Management Systems Publication

The book on all the three system
i-e 9001, 14001 & 18001 is available
for sale at all ICS Stations

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Station's Highlights

■ **ICS CHENNAI:** has certified following prestigious clients for ISO 9001: 2000 Recently:
Lion Dates Impex Private Limited.
Nehru Group of Colleges, Kerala
MIL Industries Limited, Chennai And Gummidipoondi

■ **ICS DUBAI:** has been certified as an active supporter of the **"Dubai Drive For Quality"** and is a Affiliate Partner of the Dubai Quality Group from January 2005 to January 2006.

Has certified following prestigious client for ISO 9001:2000 Recently
New Medical Centre, Dubai.

■ **ICS HYDERABAD :** has certified following Prestigious Clients for ISO 9001: 2000 recently:
MG Automotives pvt. Ltd Zaherabad A.P
(OEM busbody builder)

■ **ICS NASIK :** has certified following Prestigious Clients for ISO 9001: 2000 recently:
Maitraya Serices Pvt Ltd (Dairy division)

■ **ICS PUNE :** has certified following Prestigious Clients for ISO 9001: 2000 recently.
Rawat Brothers, Promoters & Builders (Dairy division)
J.H.Ambani School, Lodhivali, Raigad.

■ **ICS UDAIPUR:** has recently certified the following prestigious client for ISO 9001:2000 recently:
Mewar Orthopaedic Hospital Pvt. Ltd. (Udaipur)

1st IMS Certificate

Issued to Foster's India Ltd,
Aurangabad, Maharashtra, India.

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International Certifications Services (Asia) Pvt. Ltd.
E-7; Chand Society, Juhu Road, Juhu, Mumbai 400 049. Maharashtra, India.
Tel.: +91 22 26245747, 26249167 E-mail: icsapld@bom7.vsnl.net.in URL:www.icsasian.com
Feedback / suggestions are welcome at: qualitymantra@icsasian.com
If you would like to share any article for quality mantra, please feel free to contact editorial team at ics_pune@vsnl.net

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