IMPLICATIONS OF AN INTEGRATED MANAGEMENT SYSTEM IMPLEMENTATION

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Abstract: *Integration of quality, environmental and health and safety management systems is a natural tendency in a globalizing world. In the future, the organizations will not be able to survive without continuously eliminate barriers with regulated and harmonized environment. The integrated management is a complex process of merging resources and planning activities, organizing, directing and controlling in order to achieve the organizational objectives. The concept on integrated management of the organization states that, to achieve the objectives of the organization, it is required a wide activity of management and administration so, it is necessary to reach the so-called art of leadership.*

Key words*: management systems; integrated management; resources, organizational objectives.*

INTRODUCTION

Integrated management systems are the logical extension of the fast development of management standards. This is also a trend observed in the version of ISO 9000: 2000 in order to adopt a similar philosophy to another existing standard (ISO 14000: 1996). Adjacent terminologies can be used, it is question of harmonized systems, nested, and of common or global system. An integrated system does not necessarily mean a centralized system.

The construction of an Integrated Management System represents for an organism the integration of quality, health safety and environmental aspects. This is an approach to develop and strengthen global performance of the organism in the spirit of sustainable development.

The reference systems generally implemented are:
- for quality: ISO 9001, ISO TS 16949
- for environment: ISO 14001
- for Health and Safety at Work: OHSAS 18001, ILO-OSH 2001.

Some companies also integrate the guide SD 21000 (Sustainable Development) or social ethics with the standard SA 8000.

The integration of these management systems was gradually enabled by changes in references tending to be built on architecture close to the one of ISO 14001 or also OHSAS 18001.

Unfortunately, nowadays, there is no repository "SMI". ISO 26000 will provide guidance to organizations for their sustainable development. Unfortunately, the repository is not set of requirements; there will be no possibility for certification.

MATERIALS AND METHODS

It has been defined the issue and formulation of the main hypotheses in order to constitute an explanatory and convincing model, inducing the importance and activity of the researched subject. Then, it has been drawn up and completed by the collected information. The drafting of this paper was made in laboratory, based on the notes from the ground, the existing material and consulted bibliography.

RESULTS AND DISCUSSIONS

An optimal and competitive management system is based on principles which determine, among others, the following actions:
- schedule: to establish the objectives and processes necessary to obtain results in accordance with customer requirements and the organization's policy;
- perform: to implement the processes;
- check: to monitor and measure the processes and product according to policies, objectives and requirements for the product and report the results;
- act: to undertake actions to continually improve the performance of process.

The IMS, as a way to reduce operational risk, concerns:
- quality (the risk of delivering a product which does not satisfy the client);
- safety (the risk of providing an insecure product and the professional risk of employee);
- environment (to provide a product harmful for the environment affecting the production phase);
- security (the risk of suffering the criminal assault). The IMS is then presented as a tool to establish a more efficient political organization in order to achieve the objectives.

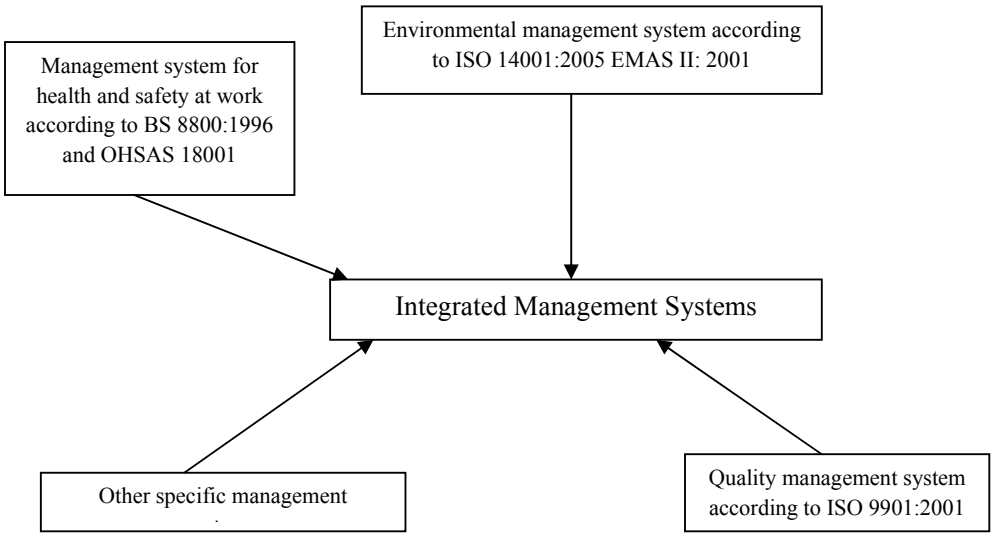

Figure 1 - Subsystems of integrated management system

Before the implementation of a integrated management system in an organization it is important to:
- determine the "need" of standards implementation in the organization;

- define the fields of interest that need to be integrated (eg.: Product and service quality - environmental protection - health and safety at work - food health, etc.);
- identify the requirements and the scope of for each standard selected for implementation;
- achieve a preliminary analyze for implementation (what already exists, wat must be improved, what should be added and at what cost), depending on the requirements of each standard chosen as the reference;
- implement the integrated system;
- monitor the implementation and its effects;
- audit and certificate the integrated system.

Before choosing the type of environmental management system and occupational health, the company should answer affirmatively to at least two of the following questions:
- The organization needs to comply with environmental laws and regulations and / or those of occupational health?
- Is it looking for the ways to improve the environmental performance and / or working conditions for employees?
- Does the state of environmental issues or work conditions of organization cause significant legal responsibility?
- The lack of time and other resources prevent the organization to satisfy efficiently the obligations relating to environmental and occupational risks?
- It seems unclear the connection between environmental goals, occupational health and other goals of organization?

If the answer is affirmatively to at least two of the above questions, then it is necessary to implement an integrated system in the organization, then, it must be informed about all types of environmental management systems and occupational health, etc., and choose those that match with the profile of activity.

It's good to know that such an implementation activity lasts (with all the phases) about two years (depending on the size of organization), during which all staff in the company is involved in the implementation activity. For companies that have already implemented a quality management system, the situation is easier because the environment management system and occupational health can be based on the previously created structure.

It must be considered that this system (like any other) has both advantages and dangers.

Among the most important advantages, we mention:
- New markets and customers;
- Increased level of compliance;
- Increased operational control;
- Easier access to capital;
- Integrated responsibility for the quality of products, services, environmental protection, occupational health;
- Increased morale of employees;
- A good document control;
- Demonstrated commitment to protect the environment and to protect the employees.

The greatest dangers which may intervene in such activity are related both within the firm (the change is challenging, difficult to involve managers, employees and managers time, internal labor costs, all these represent the largest part of resources spent by organizations) and its external environment (possible additional expenses with: external

consulting assistance, staff training by external persons / organizations, auditors, certification).

Implementing an integrated system can be an expensive process, especially for small and medium companies and the investment recovery time is generally of 14 months, in some cases is much shorter.

The activity related both the implementation and development in an integrated system is a cyclical process being a useful tool for companies in order to manage, measure and improve all operations. The way how an integrated system can be implemented differs from one company to another.

CONCLUSIONS

The integrated management system is an important future challenge for all organizations. It can also be revealed as tool to increase efficiency if the integration is performed in a certain mindset.

In addition, it has an ideal position according to sustainable development approach because an integrated management system, combining Quality, Environment and Safety approaches, combines the three economic, social and environmental aspects.

For the correct operation of integrated management system, a strong involvement of managers is not enough. It is imperative to obtain an active engagement of management with the allocation of resources in coherence with proposed objectives. This is why, the positioning of integrated management system and the aim should be clearly identified. An integrated management system of convenience does not allow to obtain the benefits of integrated management system, rooted in the culture of organization. This allows the involvement of all persons and the development of a culture for integrated management system.

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