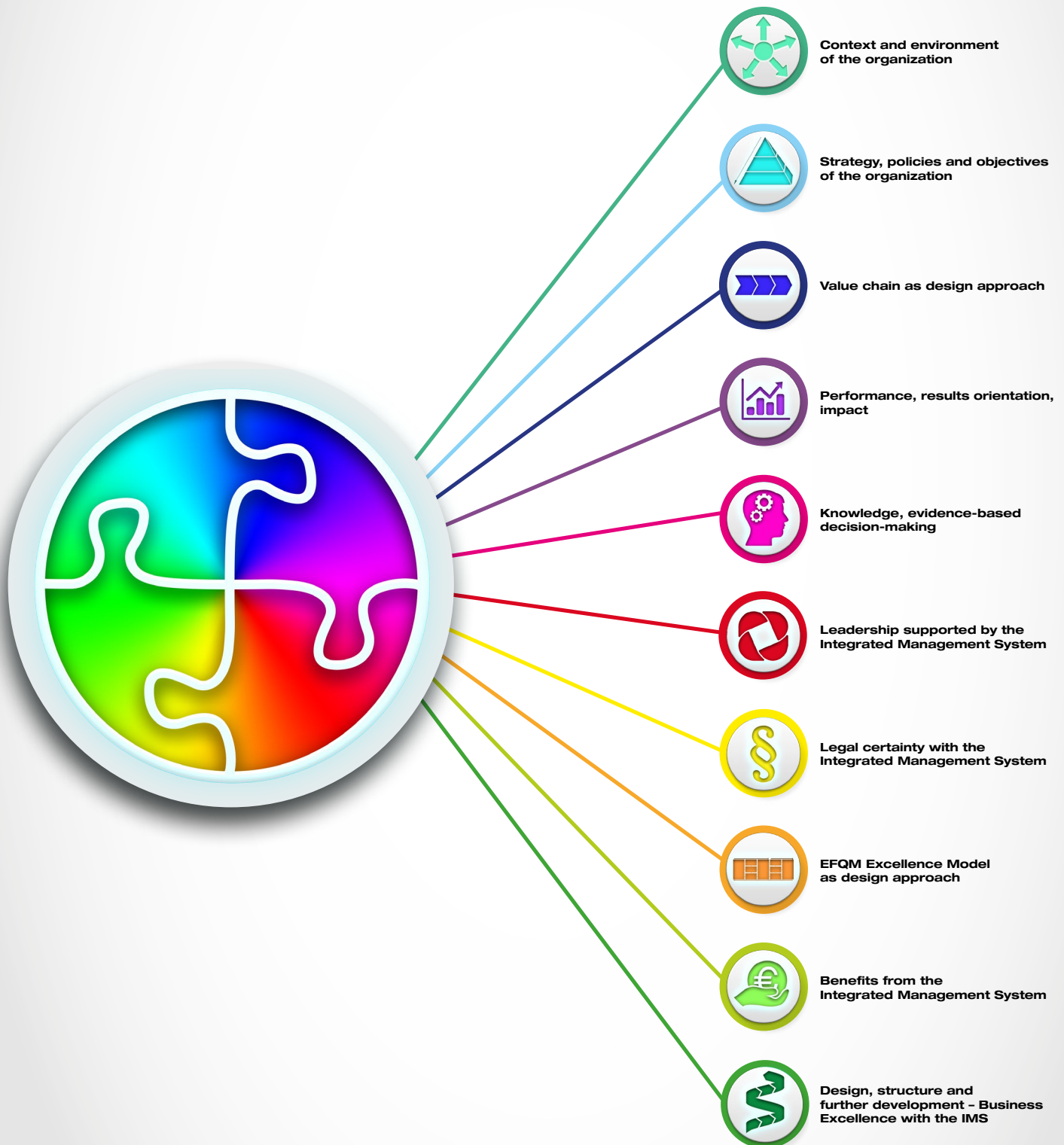


The Integrated Management System

The Position of Quality Austria

Edition 04 | February 2016





The updated and fully revised **qualityaustria** position paper on the Integrated Management System (IMS) is now available in its fourth edition.

The paper has been actively taken up by many customers, market competitors and international professionals. Feedback from previous editions refers to it as the "most compact work" or "most current document" on management system integration.

Current economic dynamics and the profound developments of relevant standards necessitated a complete revision of the present position paper.

Quality Austria as a strong, internationally established audit and training company with public-sector character actively contributes to the further development of knowledge and standards in standardization bodies, international work groups and conferences on several levels. Quality Austria actively supports knowledge transfer and the scientific development of relevant topics.

The present position paper is part of this work and especially addresses **qualityaustria** customers and all organizations for whom the integration of management systems is important for attaining sustainable economic benefits and substantive further development.

Topics range from the design of an Integrated Management System to further enhancement of Business Excellence.

Of course, auditing and certification are also core areas. The present paper only briefly addresses the audit philosophy of Quality Austria and its innovative approach in regard to the varied design and performance of audits and the evaluation of Business Excellence within the context of assessments while a reference is made to the **qualityaustria** position paper "The Audit".

Sincerely,

Konrad Scheiber,
CEO Quality Austria



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Initial situation and requirements

The present situation in Europe is characterized by many, closely interconnected challenges. Several developments that concern our work environment, management and corporate governance also strongly affect the design and integration of management systems in daily operations. Quality Austria has, for many years, advanced the pragmatic integration of management systems within the course of its activity as an audit company and knowledge platform for the benefit of the implementing organizations and to strive for excellence.

Overview of current and prospective challenges

Customers and employees of the millennium generation (generation Y) are setting new priorities. Meaningful activities, integrity, personalization, autonomy, cooperation and speed of change are essential aspects, which, for employees, means the requirement for further developed management principles and practices, agile management systems for information and management support as well as new recognition forms and further development.

Global availability of information has led to massive changes in competition. End consumers can share information in a self-organized manner, give recommendations and have significantly more decision-making capabilities. Trust in brands and the credibility of certificates and awards are becoming increasingly important.

Safety remains a key requirement on many levels. Surveys show that personal safety – e.g. protection against crime and terrorism, work-place and pension plan security as well as privacy protection – remains an essential need.

Organizations and their management systems are being challenged by an increasing amount of requirements in regard to safety systems, data security, legal certainty and compliance.

Environmental awareness, including careful usage of limited resources, permeates all areas of society and the economy. Specific requirements for energy and material efficiency as well as requirements due to green-economy trends exist for management systems.

Global economic competition has also led to massive changes in the industrial value chain. Digitization and information networks in previously unimagined dimensions have resulted in quick and radically changing design forms for management systems.

We are right in the middle of events that are shaping our future. From the perspective of Quality Austria, it is about managing, as best as possible, the roughly outlined challenges while pragmatically integrating the various aspects of productivity, profitability, quality, environmental management as well as occupational health and safety.

Substantive and not merely superficial integration of these often contradictory requirements will significantly contribute to success in the future. Companies and organizations from all industries and areas can achieve balance between agility and stability with the Integrated Management System.

Integration dimensions of management systems

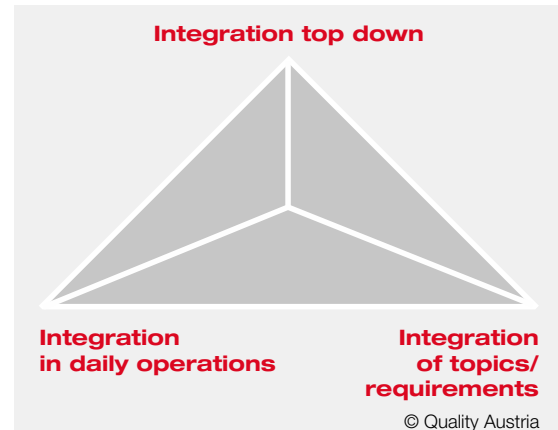


Illustration 1: Integration dimensions

Successful integration of management systems is logically understood in various dimensions.

Top down integration begins with the environment and context of the organization and ensures that process design and the visualization in the management system are performed consistently according to the guiding principle, company policy and strategy. Dynamic further development within the environment requires agile change in daily operations. The IMS thus represents the basis and platform for change and provides agility.

The **integration of topics and requirements** such as quality, productivity, risk, environment, legal certainty, occupational safety, social responsibility and industry-specific requirements poses a challenge for the scope of design. Various standard requirements often reflect the requirements of various partner interests. Certification of the IMS builds trust or can also be a requirement for suppliers. Context, system boundaries and the value chain are used as design principles in the structure of the IMS. Requirements from the various standards are implemented in processes. The expected agility combined with operational perfection is supported through pragmatically simple documentation.

Integration in daily operations is pragmatically important and requires consistent management. Economic benefits are only vital and effective when the management system is deeply integrated in daily operations. Management system integration focuses on clarity in daily work as well as on the usage of synergies and bundling of scarce resources.

This makes it easier for employees to understand complex correlations and work in a motivated manner.

The Integrated Management System – current norms and standards

Annex SL as the basis for Integrated Management System standards

Annex SL was published in 2012 and contains clear specifications for all technical standard-creating committees in regard to structure and core text in the development of management system standards. However, Annex SL is not a standard that can be consulted as a basis for certification.

The standardization of more than a third of requirements in Annex SL provides an essential simplification for requirement integration from the various management system standards in an Integrated Management System.

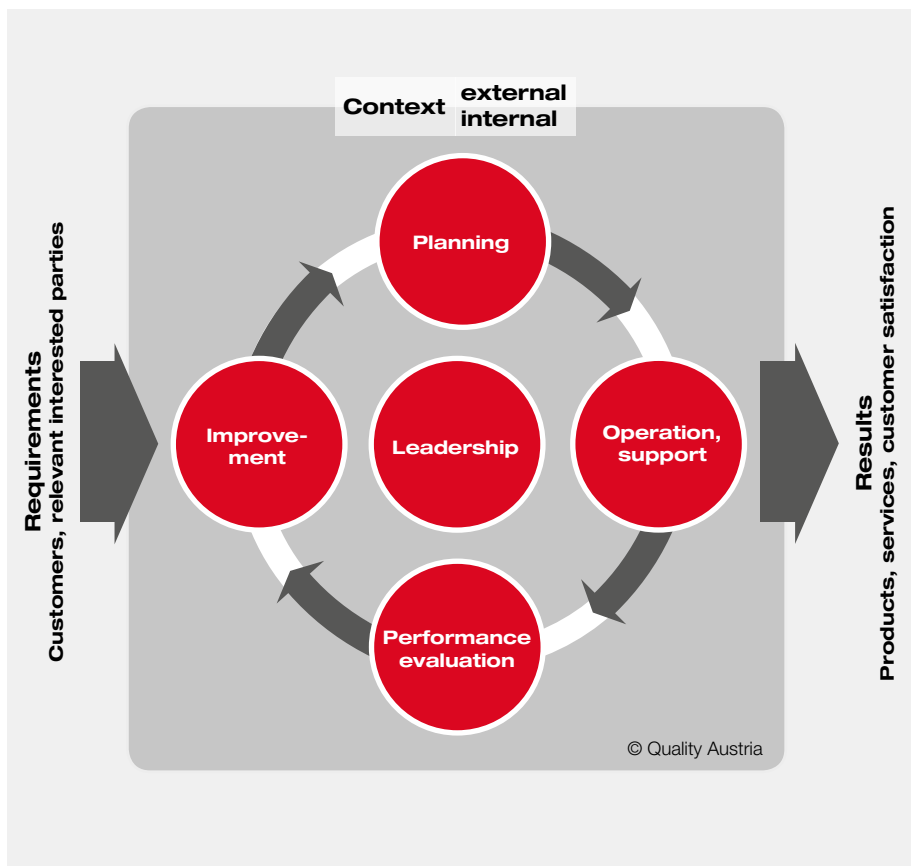
Each management system standard stands alone by itself and can be used as a basis for certification, but contains similar requirements for basic management topics with the same chapter structure.

The chapters **Planning**, **Operation**, **Performance evaluation** and **Improvement** form a PDCA cycle for organizational processes that are required for the observed topic; **Context** and **Scope of Application** clarify the system limits and the embedding of the organization within its environment. **Leadership** and **Support** constitute the comprehensive elements of the management system that interact with all other system elements and are required for functioning.

Annex SL is binding since 2012 within the context of ISO management system standards. Therefore, all management system standards published by ISO will

prospectively be written according to this structure and build on the core content defined in Annex SL. Some industry-specific standards will also follow this structure, because of their content coupling to ISO 9001. In practical terms, Annex SL has the following basic requirements:

- Clear identification of the organization's environment and context
- Active seizing and shaping of leadership
- Systematic development of risks and opportunities
- Conscious shaping of competences
- Consistent implementation of the process orientation
- Appropriate and pragmatically simple visualization of the management system according to size and company purpose
- Consistent design of PDCA cycles
- Maintaining balance between agility and stability



Chapter structure Annex SL

1. Scope

2. Normative references

3. Terms and definitions

4. Context of the organization

Understanding the organization and its context, understanding the requirements and needs of interested parties, determining the scope of the management system

5. Leadership

Leadership and commitment, policies, roles, responsibilities and authorities in the organization

6. Planning

Actions to address risks and opportunities, objectives and plans for achieving them

7. Support

Resources, competence, awareness, communication, documented information

8. Operation

Operational planning and control

9. Performance evaluation

Monitoring, measurement, analysis and evaluation, internal audit, management review

10. Improvement

Nonconformity and corrective action, continual improvement

Illustration 2: Annex SL depicted as PDCA (Plan-Do-Check-Act) cycle

Comprehensive management system standards across industries

Requirements from the following management system standards are frequently integrated. The present list is only a short excerpt; for a comprehensive overview please refer to the current **qualityaustria** Overview of Services:

■ Quality Management Systems ISO 9001

Organizations worldwide of any type or size can use ISO 9001 to assess their ability to fulfill customer and legal requirements and increase customer satisfaction. ISO 9001 also introduces the process approach to the management system. More than one million organizations worldwide are certified according to ISO 9001.

■ Environment and Energy Management Systems ISO 14001, ISO 50001, EMAS

The environmental management part reinforces continuous improvement of environmental performance through systematic, objective and regular evaluation of environmental performances as well as through information and an open dialogue with the public. A commitment is made to comply with all environmental obligations.

The purpose of the energy-specific standard ISO 50001 is to design processes that improve energy-related performance and systematically contribute to the lowering of energy consumption, energy costs and environmental pollution.

■ Occupational Health and Safety Management Systems OHSAS 18001/ISO DIS 45001

Implementation and application of occupational health and safety management in an IMS manages and controls risks. Awareness for occupational safety risks is strengthened; the fulfilment of legal requirements in regard to occupational safety is supported; open information policies in regard to occupational health and safety developments are conducted, and occupational health and safety are continuously improved. These activities are closely connected to Business Continuity Management (BCM) and Corporate Social Responsibility (CSR) standards.

Industry-specific standards

There is a variety of industry-specific characterizations and specifications whose requirements are to be integrated in the respective IMS as an enhancement to comprehensive standards. An exemplary list of the most important industries or product groups is displayed in the following as an excerpt from the total **qualityaustria** Overview of Services:

- Automotive: ISO/TS 16949
- Food Safety: IFS, BRC, FSSC, HACCP, ISO 22000
- Medical Devices: ISO 13485
- Aerospace: EN 9100
- Telecommunications: TL 9000

- Welding Manufacturing Companies: ISO 3834
- Learning Services: ISO 29990
- Railway Industry: International Railway Industry Standard (IRIS)
- Chain of Custody: FSC® CoC, PEFC CoC

Overview of international representations and standardization activities of Quality Austria

Organization and subgroup	
IQNet	General Assembly
IQNet	SC Policy & Constitution
IQNet	SC Harmonization
IQNet	SC Marketing and Development
IQNet	Food Safety Team
EOQ	Board of Directors, General Assembly
EOQ	PRU Steering committee, PRU
EOQ	Technical Working Group
EFQM	Partner Network and Partner Council
IPC	Board of Directors, General Assembly
ERA	European Railway Agency
Standard creation international	
ISO	TC34/SC17 (MS Food Safety)
ISO	TC176 (Quality Management and Quality Assurance)
ISO	TC176/SC1 (Concepts and Terminology)
ISO	TC176/SC2 (Quality Systems)
ISO	TC176/SC3 (Supporting Technologies)
ISO	TC176/SC2/WG 24 (Revision ISO 9001)
ISO	TC176 and IAF Joint Auditing of Practices Group
ISO	TC207/SC1 (Environmental Management Systems)
ISO	TC207/SC3 (Environmental Labelling)
ISO	PTC 262 (Risk Management)
ISO	PTC 292 (Security and Resiliencies)
ISO	PTC 283 (Occupational Health and Safety Management System)
ISO	CASCO ISO 17021 and ISO 17024 Maintenance groups
ISO	CASCO (Revision ISO/TS 17021-3)
Standard creation Austria	
ASI	K129 (Quality Management Systems)
ASI	AG 129 10 (Innovation Management)
ASI	ON-W 1148 (Quality Management in Cultural Enterprises)
ASI	K205 (Food and Animal Feeding Stuffs Analysis)
ASI	K226 (Environmental Management)
ASI	K246 (Societal Security)
ASI	K251 (CSR)
ASI	K252 (Risk Management, BCM and CSM)
ASI	AG 252 07 (Risk Management)
ASI	K253 (Conformity Evaluation)
ASI	General Assembly
ASI	Presidential Council



Integrated Management System – design in practice

A practically implemented Integrated Management System follows the design approach "from the general to the specific". Principally, the following content is developed as a further development of the integration models and integration approaches described in previous editions of this position paper:



Context and environment of the organization



Strategy, policies and objectives of the organization



Value chain as design approach



Performance, results orientation, impact



Knowledge, evidence-based decision-making



Leadership support with the Integrated Management System



Legal certainty with the Integrated Management System



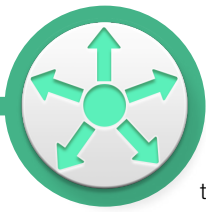
EFQM Excellence Model as design approach



Benefits of the Integrated Management System



Design, structure and further development – Business Excellence with the IMS



1. Context and environment of the organization

The current revision and harmonization of system management standards reinforces the significance of the **organization's context**.

On-going context analysis promotes agility of all organizations against the background of the mentioned dynamics of change within the markets. Opportunities and risks are systematically identified; success factors are derived, and new challenges are effectively answered. Results from on-going context observation are incorporated in strategic work, influence company policy and objectives and quickly lead to further process development.

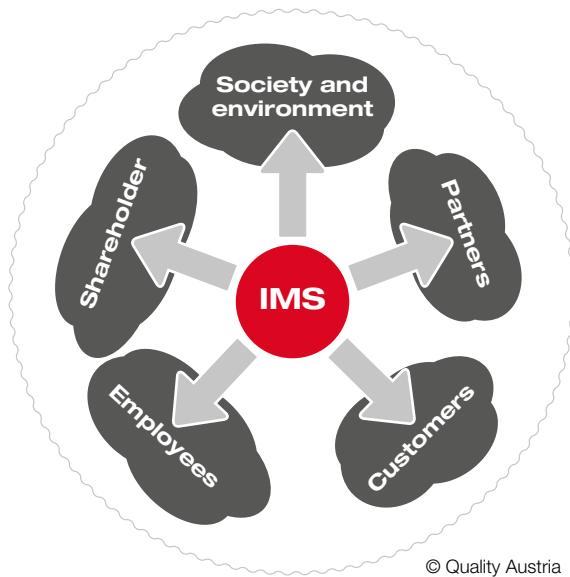


Illustration 3: Context of the organization

The perspective "**external context**" begins with economic and competition-specific analysis, incorporates political, legal, regulatory and technological framework conditions and addresses regional, cultural and social aspects. The concerns of the organization's interested partners are addressed according to the stakeholder approach.

The perspective "**internal context**" observes the culture that is lived out within the organization in regard to leadership, organization and communication, analyses existing abilities in regard to market access, technology, value chain and existing resources such as in particular personnel, partners, expertise and capital.

Observation of the internal context provides a clear view of core competences and the organization's performance capability.

Joint observation of the external and internal context creates a connected image of external influences and inherent core competences. This is principally already part of the strategic work described in the following.

2. Strategy, policies and objectives of the organization



Strategic work basically means consciously shaping the medium and long-term orientation in adequate form and depth and implementing it with leadership.

The opportunities and possibilities according to market, market opportunities and market attractiveness (outside in), are connected with the potentialities of the core competences (inside out) that have been comprehensively recognized after working on the context; the strategic position is derived from this.

Strategic statements are formulated, and objectives are ultimately stated and implemented. The focal points of further development thus become clear.

Strategic work processes are supported as best as possible with a well-founded Integrated Management System. Strategic work results are concurrently incorporated in the Integrated Management System as specifications. Specific impulses for improvement projects, innovation and further development emerge from strategic work.

It is important to clarify which management system standards and industry specific standards apply in regard to certification needs. Respective requirements for policies are to be integrated pragmatically in the "normative level" of the organization.

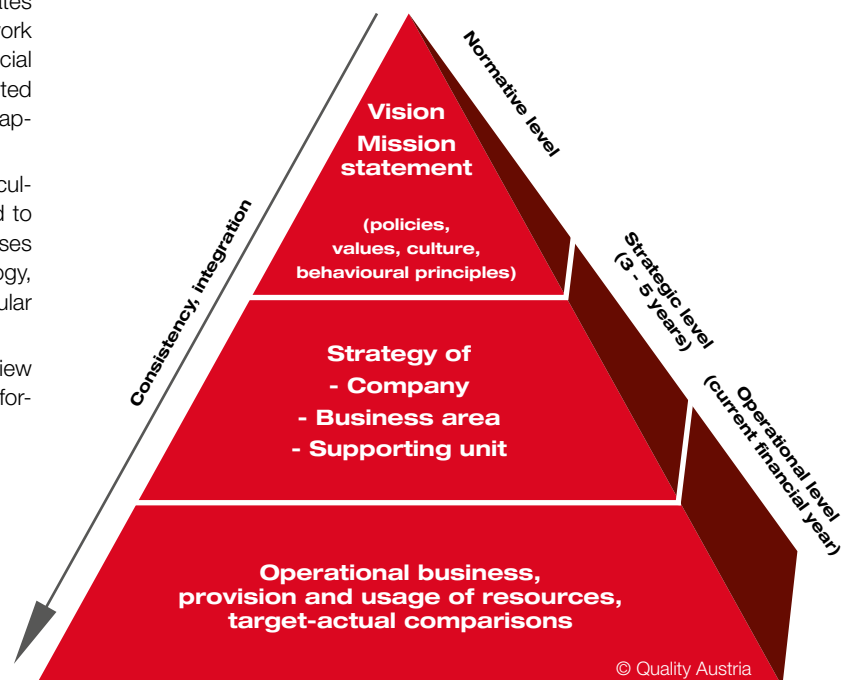


Illustration 4:
Strategy: Pervasiveness from vision to operative implementation



3. Value chain as design approach

The process-oriented approach has now been established for more than 15 years with ISO 9001, ISO 14001 or also ISO 45001 (former OHSAS 18001). The progress of substantive implementation in practice is, at times, sobering. In many cases, emphasis is placed on visualization and documentation and less on real implementation or change.

Nevertheless, the recommendation remains: Structure follows process – processes are ideally designed along the value chain, and the structure, mostly depicted in organigrams, is aligned according to it as standardized requirements are integrated.

Process orientation is reinforced and further elucidated in the current standard revisions by specifying further requirements. Thus, the approach of process orientation forms a solid foundation for the integration of requirements from the areas of added value: quality, productivity, environment (including energy and material efficiency), occupational health and safety as well as further, mostly industry-specific requirement models.

The process model of the respective organization remains the central element in regard to the prospective design of the Integrated Management System. The process design follows the strategic orientation and business model.

Processes concurrently serve as a basis for evaluating the performance capability with appropriate performance indicators and thus also as the starting point for improvement and further development.

Performance indicators logically concern the operative performance and principal effect while taking the introduced system standards whose requirements are depicted along processes into account.

resources are conserved and the environment protected (environmental performance) while ensuring profitability and efficiency (energy and material usage, productivity). Risks and opportunities are taken into account and sustainably oriented development – from improvement to innovation – takes place.

This is ensured in a well-founded manner in the process-oriented approach with specific objectives and on-going measurement of the value chain. Of course, excellent organizations incorporate the conscious design of competences and commitment as well as view assessments of employees (employee satisfaction).

Performance from the point of view of the customer must always be understood in connection with customer expectations and requirements and the organization's promise to customers. Performance measurement is built on the simple, basic principle "Keep your promises" and logically incorporates performance indicators (delivery service degrees, availabilities, reaction times,...) and customer perception (customer satisfaction, recommendation willingness, repurchase behaviour, perceived service quality,...).

Performance from an economic point of view focusses on expenditure/benefit measurements (productivity, performance degrees, yields,...) that are appropriate for the business model. It is essential that objectives and measurement parameters reference the strategic position (cost management, niche positioning,...) and orientation.

Productivity and quality are closely connected according to the modern understanding of performance. Key performance indicators are regarded as part of quality indicators.

Environmental performance is reflected as a measurable result of the objectives achievement for important environmental aspects. Organizations are committed to the improvement of environmental performance observed via key environmental figures (environmental status indicators, environmental management indicators and operative environmental indicators).

Key performance figures according to EMAS relate to energy efficiency, material efficiency, water consumption, generated waste, biodiversity (in the sense of land consumption) and emissions.

The organization's performance in regard to employees incorporates information about occupational health and safety performance (accident rates, implementation degrees of preventative measures, CIP for hazard detection), investment in employee development (usage of means and time for further training), competence gains and employee perception (employee satisfaction).



4. Performance, results orientation, impact

Performance means achieving specific, measurable results in the sense of achieving objectives. An effective, leadership-supporting management system makes it possible for executives to promptly analyse and evaluate achievements or performance in the appropriate form – adapted to the role and responsibility – according to the aspects of productivity/profitability, quality, environment as well as occupational health and safety.

Furthermore, measuring performance in these categories makes a well-founded management evaluation possible for leadership in a pragmatic connection with specific leadership requirements with determined standard requirements.

A primary certification objective, according to the mentioned management standards, is the building of trust – i.e. customers receive requirement-conform products in accordance with expectations (customer satisfaction),



5. Knowledge, evidence-based decision-making

Knowledge represents an essential resource and condition for agility in the previously mentioned complex and dynamically changing environment. Knowledge enables people and, thus, also organizations to overcome challenges.

Evidence-based decision-making based on information available in the organization and the use of available expertise is crucial for overcoming major challenges.

Many people find it difficult to make decisions. Understanding facts and circumstances and expected impacts (intentional, unintentional) supports decision-making processes and produces desired results with a higher probability or maintains a certain dynamic.

A well-founded database with information relevant for activities and decision-making processes represents an essential knowledge basis. Data and information must be sufficiently precise, reliable and secure. Persons who analyse and evaluate data must be competent.

The previously mentioned performance categories as well as expected and achieved results (objectives, target values, key figures) form the framework for facts as a basis for decision-making.

The addressed facts in connection with experience and intuition lead to better and more mature decisions, which improves the agility of an organization, allowing it to react quicker and more efficiently to changes. Agile management is supported. Static system observations become dynamic (control system).



6. Leadership supported by the Integrated Management System

The importance of stringent and consistent leadership is explicitly expressed in the current revisions of the management system standards. Leadership has a wide variety of characteristics.

Principles of Leadership – congruent to mission, vision, values and policies

Leadership principles are located in the Integrated Management System at the level of mission, vision, values or policies.

Leadership principles, thus, represent guardrails for daily behaviour in leadership situations, clarify how to deal with tradition, the present and future, what the organization is proud of, how achievements are viewed (e.g. sustainably), how to act professionally, how to integrate innovation and also include the reference to interested partners.

Tasks of Leadership – a pragmatic image

The extensive bundle of tasks of Leadership customized according to size and culture can be summarized with the following central tasks of effective Leadership:



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Illustration 5: Leadership with IMS

- Organizing collaboration (focusing on a problem that can be solved jointly)
- Leading others (basis: lead yourself, development and promotion of employees, making space)
- Reducing transaction costs (effectively and efficiently designing organization, processes, systems and tools)
- Judging objective and value conflicts (courage, clarity, consistency)
- Ensuring future viability (addressing important tasks, not the most urgent, strategic work)

Leadership tools – provided in the IMS as "Leadership infrastructure"

Leadership tools are learned and developed as part of leadership competence. Standards and framework conditions for leadership tools are ideally provided in the Integrated Management System, which applies to meetings, reports, position/role images, process descriptions, specifications (stipulations), instructions, planning and control tools, performance evaluations and tools for objective-oriented collaboration.

This also includes agreements on objectives, employee performance review, delegation and leadership intervention methods, networking methods, self-monitoring, integrative negotiation and team techniques.

Systematic elimination is an important management tool for creating space for something new (agility).

Organizational culture – "This is how we do it here"

The definition of "This is how we do it here" concisely summarises the phenomenon of organizational culture. Questions of where and why as well as further development forms are important from the management system perspective.

Cultural aspects of effective leadership are to be actively integrated in the design of the Integrated Management System. The following topics are included:

- Leadership style: Executives observe common guidelines, values, policies and also remain authentic.
- Persistence and commitment: Executives essentially contribute to the organization's persistence through their exemplary behaviour, by "staying on the ball" – persistence means "realizing objectives in a tenacious and insistent manner".
- Dealing with rules, specifications: Value and benefit are ideally created here; rules are logically established, communicated, consistently observed, changed or eliminated within the management system.
- Trust: Reduces transaction costs, is carefully developed and maintained (stability) and makes it possible for executives to implement courageous development measures (agility)
- Communication and information: The management system can also be understood as an information system; information ensures the ability to work and provides legal certainty.



7. Legal certainty with the Integrated Management System

A large number of legal obligations, laws and prohibitions exists in regard to all activities of companies or organizations – product standards, product safety, production, environment, occupational safety, operational conduct, etc. Companies earn the trust of authorities and courts by systematically implementing legal requirements and, thus, create legal certainty for executive boards, managing directors, executives and employees.

For this purpose, tasks, responsibilities and structures are verifiably established in the organizational structure and in processes, and their observance is systematically and effectively monitored.

This systematic approach to legal certainty with the Integrated Management System includes:

- Clearly designated management responsibilities for the observance of legal obligations
- Determination of relevant legal regulations and their impact on the organization as well as system design for the continuous ascertainment of new or changed legal regulations or requirements
- Deriving specific obligations from relevant regulations

- Continuous monitoring of the implementation of on-going commitments, periodic evaluation of completeness and observance of all relevant requirements
- Systematic documentation of evaluation results
- Internal audits and random sampling
- Regular suitability performance evaluation within the context of the management review

Legal certainty is ensured with the IMS through comprehensible "rule distribution" and concisely outlined, effective evaluation for the observance of legal duties as an active, preventative measure for avoiding possible administrative penalties and image damage.

8. EFQM Excellence model as design approach



The EFQM Excellence model is internationally aligned, has been used by renowned organizations worldwide as a design framework since its original creation in 1992 and has provided the framework for the Austrian Excellence Award for more than 20 years.

A comparison of management system standards (i.e. ISO 9001:2015) with the EFQM model clearly shows that an approximation "towards each other" has occurred over the past 25 years.

Many requirements of the last valid system standards are, to a great extent, incorporated in specific approaches of the EFQM model.

Generic design model

The EFQM model summarises the joint experience of many excellent organizations over the course of nearly 25 years in regard to basic approaches (formulated as questions) and identifies requirements for excellence.

The questions, categorized according to nine criteria, are basically structured, concern approaches and results and must be interpreted company-specifically with reference to the organization size and industry.

Comprehensive evaluation model

The EFQM model determines how well an organization works – this is performed in a comprehensible, systematic and balanced manner; strengths as well as improvement potentials are identified.

The level of Excellence is determined according to the Europe-wide aligned evaluation logic – RADAR following the PDCA cycle – in clearly comprehensible and valid assessments.

Further information about this topic is available at www.qualityaustria.com/excellence or www.efqm.org.



9. Benefits from the Integrated Management System

Presently, costs for the design and structure of an Integrated Management System are mostly regarded as expenses and not as an investment (capital expenditure) – in accordance with accounting rules.

The "investment calculation" for the benefit of management systems is extremely one-sided as benefit aspects are varied and can only be clearly attributed to causes with narrow hypotheses. The costs can be depicted; the benefit, however, cannot be clearly assigned; consequently, the focus is on cost reduction and not on maximising the investment benefit.

Direct benefit aspects

- Certificate(s), evidence and trust-building measure(s), basis for being approved as a partner/supplier
- Improved agility
- Improvement of effectiveness, efficiency for added value (with consistent process orientation, avoidance of work duplication, avoidance of work steps that do not create value) – this benefit is currently often realized in so-called "value-stream optimization projects"
- Improvement of material/energy efficiency, improvement of environmental performance
- Improvement of the information and decision-making basis for executives – better control for added value
- Improvement of output quality, reduction of waste, complaints, errors
- Reduction of downtimes (systematic prevention)

Medium and long-term benefit aspects

- Clear strategic focus, faster strategic operationalization with associated, on-going organizational adaptation/streamlining and the possibility for expanding responsibility areas (increased self-responsibility)
- Continuous energy for active improvement dynamics and renewal – forcefully seizing opportunities
- Leadership improvement and thus increased employee motivation and greater commitment
- Improved coordination with suppliers/subcontractors
- Management system as a structural knowledge basis
- Management system as a basis for legal certainty for executives and employees, avoidance of serious legal consequences and image damage



Verified economic benefit aspects

The following benefits can be clearly verified through specific studies, in particular in case of full integration of the management system in daily operations and consistent further development of Business Excellence:

- Better results, better economic performance (yield, EBIT)
- Increased value growth (EVA)
- Improved conditions for sustainable growth (investments, capital expenditure)
- More pronounced agility (ability to deal with changes)
- Better image (customers, employees, partners), awards
- Improved balance (short-term/long-term or stable/agile)

Avoidance of problems and damage

An Integrated Management System also has a preventative effect. A wide range of problems and damage can be avoided. This is not a direct benefit; however, the occurrence of problems and damage would be depicted negatively in the benefit balance.

Most often, observations in regard to the extent of expenses due to the lack of legal certainty or personal risks for executives due to non-fulfilment of legal requirements only become extremely important in the event of a specific damage.

Complaints, recall actions, waste, environmental damage and image damage increase the damage potential, which means the benefit resulting from a consistently implemented Integrated Management System is often only observable via potential damage.

The following Illustration 6 symbolically shows the correlation between the damage extent and the degree of maturity of the Integrated Management System and identifies essential damage types.

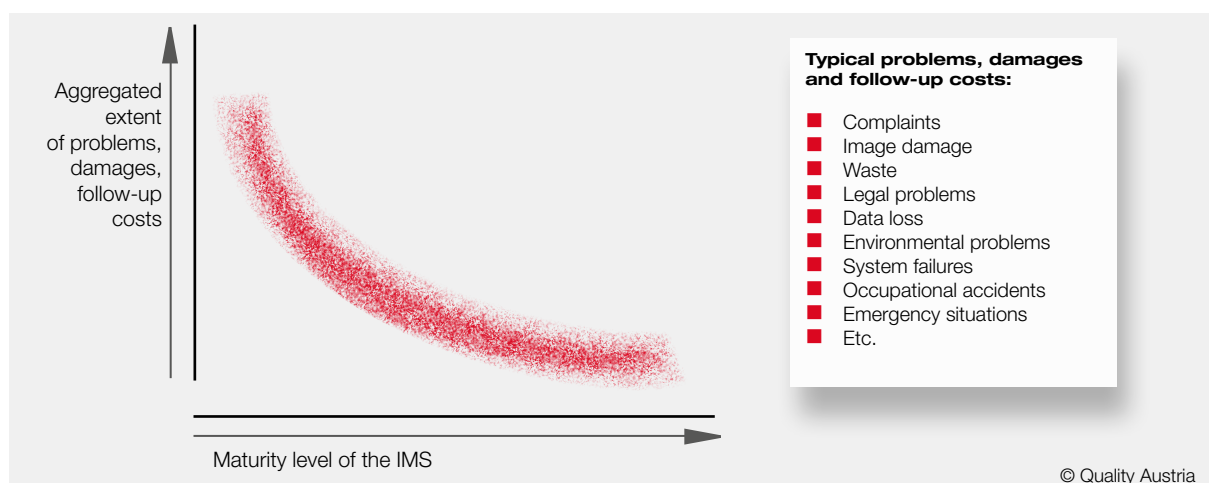


Illustration 6: Symbolic depiction of the correlation between damage potential and maturity level of the Integrated Management System

10. Design, structure and further development – Business Excellence with the IMS



The design and structure of an Integrated Management System – most often as a customized organizational development project in the beginning – orients itself according to the specific, initial situation.

This "initial development", as shown in Illustration 7, must directly be transformed in an on-going further development and improvement process.

The requirements of stakeholders must also be continuously integrated due to the dynamic further development of the environment. Further organizational development is propelled with internal audits.

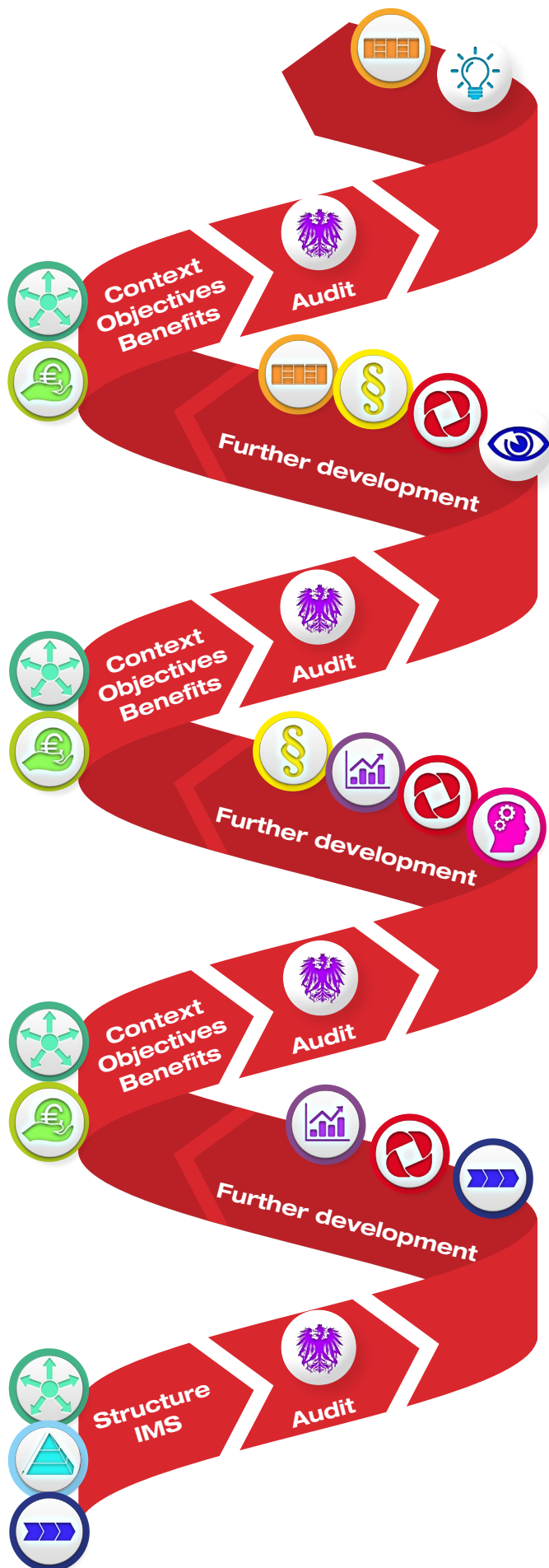
Annual audits by Quality Austria integrate impulses and can be viewed as an investment.

Competence development for an Integrated Management System

An essential element for the successful, sustainable implementation of an IMS project is the structure and further development of the respective competences in the organization. The required competence and substantive willingness for further development must be established and well-founded after an initial project.

Simply taking over the management system elements from other organizations is of little use; only specifically designed and appropriate management systems are sustainably and profoundly integrated into daily operations.

Training offers by Quality Austria support the successful implementation of the IMS. More information is available on our website at www.qualityaustria.com/ims_e.



On-going further development is NEVER a matter of course. It requires attentiveness and persistence. Periodic audits are an important instrument in order to stay on the ball.

Legal certainty is significantly improved. The IMS is developed further with the EFQM model. The Focus audit addresses specific questions.

The audit is an impulse; the IMS matures and improvements are made by consistently realizing recognized potential. Benefits grow – context changes dynamically.

Specific needs for improvements, which have been evident in the audit are to be implemented in processes as well as leadership and in the evidence-based decision-making process. Specific benefits become apparent.

Structure with focus on context, strategy, process model and competent implementation. The initial certification provides evidence for a profound basis.

Systematic development path with the Integrated Management System

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Illustration 7: Systematic development path with the Integrated Management System

The Integrated Management System – auditing with added value



In economic life, audits are performed for many topics and in many different areas of companies and organizations, which is why Quality Austria has created the position paper "The Audit".

Management system audits represent the current core service of Quality Austria. Financial audits have various characterizations from internal revision to legally regulated audits. Many more thematically specific audits (performance, personnel, data protection,...) round off the general meaning of audits.

Quality Austria has developed and established an audit philosophy over the course of more than 25 years of audit practice for auditing Integrated Management Systems; the philosophy is oriented towards added value and organizational benefit.

The requirement consists in handling and connecting, as best as possible, specific customer expectations, requirements from the underlying standards and the complex challenge of auditors according to the multi-faceted nature of their role as service providers and inspectors.

Added value is always created within an audit when the expectations of all involved parties, standard requirements and the approach of the audit service are coherent.

The audit philosophy of Quality Austria



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Illustration 8: The audit philosophy of Quality Austria

The **qualityaustria** audit philosophy can be summarized with the following statements:

- Customer expectations significantly influence audit objectives and benefits.
- Auditor competence is of extreme importance.
- Performance and effect of the audited, Integrated Management System is crucial.

- People encounter each other during an audit.
- Auditing with the right attitude and values leads to the desired audit quality.

Characteristics such as independence, transparency, comprehensibility, professional due diligence, factual illustration, integrity and confidentiality are a matter of course for **qualityaustria** audits.

qualityaustria audits comprehensibly contribute to company success within the context of this philosophy. The benefit of the Integrated Management System is reinforced with the recurring audit, which is to be understood as a constructive intervention.

Audit categories

Quality Austria divides its audit services into several categories. The structure is impartial; the greatest value is created when the executed audit also complies with the objectives of the respective customer in accordance with the best-possible expenditure-benefit ratio.

Of course, audits for the Integrated Management System clearly adhere to normative specifications (for example ISO 17021 or ISO 19011).

The **qualityaustria** audit categories are not strictly separated from each other, and the structure is selected according to pragmatic considerations:



1. Focus audit



2. Audit with innovation approach



3. Cooperative audit



4. Investigative audit



5. Contract audit



6. Accredited certification audit

Audit categories of Quality Austria differ in regard to their characteristics and objectives, resulting in various activity scopes both in regard to methodic audit design and the determination of objectives.

The offer of Quality Austria

Quality Austria provides a broad service spectrum for the acquisition of competences for developing and internally auditing Integrated Management Systems. Principal competences of design as well as further development and management system support are conveyed in **qualityaustria** training series according to various characterizations. Trainings as System Manager, just as Auditor Trainings, are completed with an accredited, internationally recognized, personal certificate.

Enhanced training and personnel certifications are also offered for many specific standards and requirements – the annually published course programme provides a compact overview in German. Furthermore, Quality Austria supports active knowledge transfer as best as possible at many industry and thematically specific conferences, technical forums and through technical publications. International establishment of thematically specific network organizations (e.g. EOQ, EFQM, IQNet) and active participation in standardization work ensure the currentness and international validity of transferred knowledge.

Auditing Integrated Management Systems is another core service of Quality Austria. Practice-approved auditors of Quality Austria have profound industry knowledge, extensive experience and, of course, also receive qualification training on an on-going basis.

Thus, **qualityaustria** customers have a broad offer spectrum of information, networking, training and auditing services in several audit categories at their disposal.

For more information and a comprehensive overview of the **qualityaustria** service offer, refer to the current **qualityaustria** Overview of Services, which can be downloaded at www.qualityaustria.com.



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