Integrated Q-HSE Management Systems

How to implement a combined Q-HSE management system to apply for integrated, multi-site certification?

The need

The effectiveness of Quality, Health & Safety, and Environmental Management Systems is a decisive factor in the life of an organization, whose history is marked by successive deployments of management systems and punctuated by acquisitions and divestments. In addition, the structure of the organization's management systems is regularly updated to account for the specific geography of its operations and the needs of its business lines and projects.

As a result, the organization's management systems are often poorly interconnected. Certification programs are isolated and their scope is local. All sites must therefore be audited each year and sometimes even several times a year for each certification.

To meet the increasing demands of global customers and regulators, organizations need to improve their quality of service and performance at all sites. Unless they are strictly controlled, the workload and costs associated with certification will rise accordingly.

The solution

The solution lies in the deployment of a comprehensive management system whose proven performance enables the use of sampling (multi-site) and facilitates integration (multi-standard) during certification by a third party.

It is no longer just a question of being able to demonstrate local compliance with relevant standards; synergies must now be leveraged across the integrated system to demonstrate the overall performance of the management system under strengthened governance.

Methodology

To deploy a management system based on these principles, four requirements must be met:

• A single management system must apply to the operations, products and services covered by the scope of certification

• Compliance with standards must be ensured locally

• Monitoring of overall performance must be demonstrated

• Processes for continuous improvement and for sharing of good practices must be implemented

Why use tools?

To achieve this goal, the home office is responsible for cascading goals each year, for deploying the reporting tool and for supporting the system with programs that tackle the company's major stakes (focused on high-risk and high-impact activities). The information system pro-actively supports the sharing of findings from the management system (best practices and non-conformities).

In the field, in addition to ensuring local compliance, activities are shared with the home office. Key processes are now reported: processing of customer complaints, planning and execution of internal audits, implementation of corrective actions, and consolidation of management system reviews.

To continuously adapt the scope of certification to business growth, these tools are must be applied to new acquisitions as well.
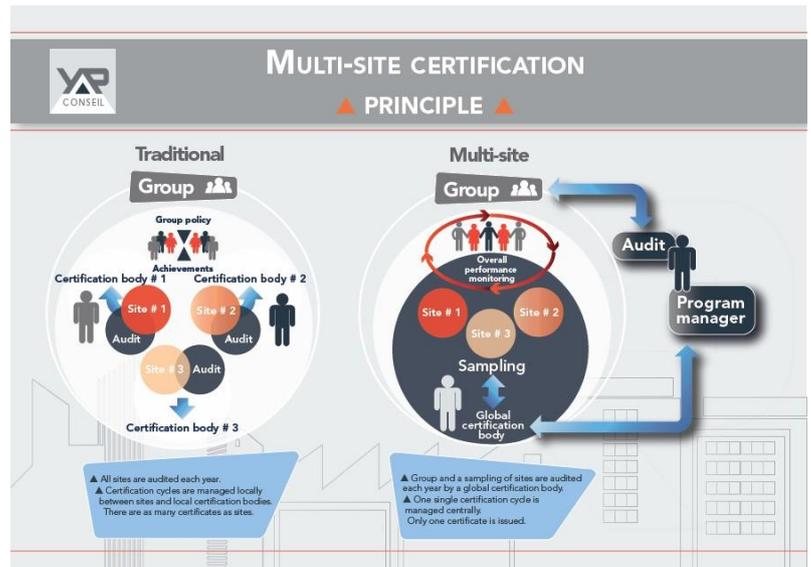
Results

Significant gains can be achieved by strengthening and adapting a management system to global demand.

Sampling is a key lever for reducing the workload and the cost of maintenance and for extending certificates.

In addition to these quantifiable gains, the organization's governance and the transparency of overall performance are enhanced.

My experience

Whether it is a specific intervention for a specific step (such as the integration of acquisitions, the transfer of certificates, or integration between standards), or long-term support for a full program starting from the exploratory phase, my priorities remain unchanged: independence from all parties and tangible results at each stage of the process.

Examples of missions

• Mapping of existing management systems and of the associated certification programs: what is in scope and what is out of scope

• Definition of the improvement plan and target-setting based on business priorities (extension of the system, globalization and/or integration between standards)

• Definition of stages, roles and responsibilities

• Integration of new acquisitions in the management system and certification programs, development of the corresponding toolbox

• Preparation of sites, geographic entities and business lines for certification by a third party under the ISO 9001, OHSAS 18001 and ISO 14001 standards.