

Integrating Quality, Environmental, and OHS Systems: A Case Study

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“Who’s Mary?”

- Mary has worked in traditional multinational corporations and small startups before starting her own boutique consulting company 15 years ago.
- Member of US TAGs for both ISO 9001 and ISO 14001 (since '95).
- She is a RABQSA Lead Auditor for ISO 9001, ISO 14001, and certified Lead in OHSAS 18001, QC 80000, certified auditor for ISO/TS 16949 and AS 9100. (in other words, audits a lot)...
- Authored Integrating Quality, Environmental, and Healthy and Safety Systems © 2001, ABS Publishing w/Mors, Phillips, Phillips.
- BS – Environmental Engineering; MS – Industrial Administration; PhD – School of Hard Knocks
- Multi-disciplinary professional who has implemented over twenty-five interdisciplinary systems, and over 200 management systems.
- Enjoys streamlining processes, saving money through efficiencies, and finding out about different industries/processes.
- Mary loves to travel and read; so reads on planes a lot.

Case Study - Background

- **Company profile** – energy sector
- **Previous efforts** – failed attempt at ISO 9001 system (17 findings at pre-audit)
- **Corporate target** – registered to ISO 9001
- **Division target** – registered to ISO 9001, ISO 14001, and OHSAS 18001 – concurrently



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Case Study - Background

- **Consulting involvement** – called in 5 months prior to anticipated audit
- **Status at start** – parts of all three systems in place; no integrated documents or procedures



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Case Study – Initial Steps

- **Gap Analysis** – Understand where we were before we started putting systems in place
 - **Implementation**
 - **Training**
 - **Awareness**
 - **Documents**
 - **Records**
 - **Processes**



- **Key Dependency:** had to seamlessly mesh with Corporate (non-ISO) systems where possible.



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Case Study – Overall Plan

- From Gap, determine what the overall implementation plan should look like:
 - **Implementation** - needed to work on all three standards concurrently
 - **Training** – provide specialized training to implementation team; overview training to entire org.
 - **Awareness** – implemented communication plan to keep all stakeholders aware/involved in progress
 - **Documents** – wrote several documents as required by standard, by corporate, and to facilitate implementation
 - **Records** - most records were already being kept; added some management meeting records onto the list
 - **Processes** – new processes had to be defined as needed.




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[Partial list]

Integration Implementation Timeline

Week ending	7-Dec	14-Dec	21-Dec	28-Dec	4-Jan	11-Jan	18-Jan	25-Jan	1-Feb
Document Updates									
Top Level Manual	in progress	complete				review			
Mgt review - US-HSE-104			complete			review			
Aspect/Impact US-HSE 202 and 201	in progress	complete				review			
Corr/Prev Action US-AIM-001?		in progress	complete			review			
Review Records, Documentation, Internal Audits, customer property, NC product, Traceability							not started		
...								not started	
Records									
management review records				in progress	in progress				
NCR Closure pre-assmt records						not started			
Aspect/Impact - fill out matrix						not started			
...						not started			
Training									
Aspect/Impact Training						not started			
General Awareness training - integrated system							not started	not started	
Action Items									

Legend:
complete
in progress
review
not started






Case Study – What was done right

- **They hired a great consultant! 😊**
- **Got top management commitment up front**
- **Regular status meetings**
- **Kept a “can do” attitude throughout**

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Case Study – What was done right

- Client commitment was full and ongoing at all levels of the organization
 - All managers ensured their folks were present, cooperative, attended training, etc.
- Specialists worked as a team - eventually
 - Quality
 - HSE Advisors
- Kept schedule in forefront
 - Ensured we didn't have any slippage



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Case Study – Problems Encountered

- **Major Personnel Changes**
- **Compressed Schedule**
- **Lack of multi-standard internal experts**
- **Competing Priorities**



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Case Study – Problems Encountered

- **Major Personnel Changes**

- Quality Manager transferred to Europe
- HSE Advisor found a new job outside company
- New employees had to come up learning curve before becoming productive



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Case Study – Problems Encountered

- **Compressed Schedule**
- **Lack of multi-standard internal experts**

- Initial effort was done internally
Quality focus only
- Consultant called in only when it was obvious that initial schedule was in jeopardy
- They “didn’t know what they didn’t know” re: integrating standards
 - Did some work unnecessarily
 - Had overlooked some key requirements



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Case Study – Problems Encountered

- **Competing priorities**
 - Problem found in virtually every organization
 - Do we focus on the system or meeting customer immediate demands?
 - No easy answers –
 - Deal with it as we can, making trade-offs where we think we can



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Case Study – Implementation

- **Set up regular schedule**
 - And kept
- **Laid out integrated training and communication plan laid out**
 - Link the training and communication to reinforce



Case Study – Implementation

- **Regular progress status meetings held**
 - Keep all accountable for work to be done
- **Identify problem areas ASAP**
 - Not always easy to do



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Case Study – Implementation

- **Develop a document log**
 - What documents are needed
 - Who's writing it
 - What standard(s) it addresses
 - When it's due
- **Develop milestones**
 - Internal audit
 - Management Review
 - CAPA system review



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Case Study – Implementation

- **Provide time to listen**
 - Provides a customized system more easily
 - Helps to creatively address potential problems early
 - Identifies areas we can work on proactively – never let the problem develop in the first place
 - Allows employees to ‘vent’, sharing their frustrations with the process
 - Lack of progress
 - Lack of cooperation



Case Study – Implementation

- **Down to the wire**
 - The weekend before the audit, we made one final push
 - Closing nonconformances from internal audits
 - Final review of documents
 - Final review of training coverage
 - Final review of Management Review notes



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Case Study – Registrar audit

- The DNV registrar audit was 2 assessors, 4 days
- Covered all three standards simultaneously
- Very detailed but fair investigations
- Assessors demeanor (calm, cooperative vs. adversarial, relaxed) went a long way towards keeping the audit client calm
 - Although it was still very stressful!
- HSE Advisor had left week before, so consultant acted as guide for HSE paths, with Q Mgr doing Q path



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Case Study – Results

- Registrar selected had multi-standard capability
- Audit covered all areas, all standards
- End result - 5 minor findings, no majors
 - Distributed among all 3 standards
- **Recommended for registration – all three standards (joyful cheering ensued...)**



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Case Study – next chapter

- System findings were worked to closure
- Additional personnel changes – additional experienced folks left (with corporate knowledge) at both local and corporate levels, so system documentation continues to be focused on to prevent ‘holes’.
- System progress stalled a bit; now getting back on track as new employees come up to speed.

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Summary

- Integrating a multi-standard system in a compressed schedule is doable, provided:
 - Respect for others is in place
 - Sharing of information/teamwork is emphasized
 - There’s someone who knows all standards well, and can provide guidance/leadership
 - Management is on board and supportive
 - Everyone is willing to work on implementation – from top levels all through the organization
 - Controls are in place to ensure nothing ‘falls through the cracks.’



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Questions? Comments?

Thank you for your time and attention!



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Resources

- McDonald Consulting Group, Inc.
www.mcdcg.com 512-280-7175
- Integrating Quality, Environmental, Health and Safety Systems ABS Consulting Group, 2001. McDonald, Mors, Phillips, Phillips
- Eliminating Speed Bumps for Peak Performance, 2004. McDonald and Mors
- McDonald, M., Mors, T., Phillips, A. (2003), "Management system integration: can it be done?", *Quality Progress*, Vol. 36 No.10, pp.67-74.
- Blog: improveyourbusinessnow.com



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