SOME ASPECTS REGARDING IDENTIFICATION OF INTEGRATED MANAGEMENT SYSTEM PROCESSES

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Abstract: This paper emphasizes the importance of identifying the necessary processes of the Integrated Management System within an organization .The method that is used to identify management processes, basic processes and support processes is a method known as SIPOC method. Elaboration and documentation of the integrated management system assumes synergic valorisation of the three systems of requirements described in the applicable reference documents.

Keyeords: management processes, basic processes, support processes

1. INTRODUCTION

For proper implementation in a company of the Integrated Management System it is necessary to identify the Quality Management System processes, the necessary processes to Environmental System and processes necessary to the Management System of Health and Occupational security. Elaboration and documentation of integrated management system involves synergic valorisation of the three systems of requirements described in the applicable reference documents namely: SR EN ISO 9001: 2008; SR EN ISO 14001: 2004 and OHSAS 18001: 2008. Quality can not achieve excellence unless each of the processes which lead to the product or service has a strong integration of anterior or posterior processes [1].

2. IDENTIFICATION OF INTEGRATED MANAGEMENT SYSTEM PROCESSES

SR EN ISO 9001: 2008 stresses the requirement of cap.4.1 that is the importance of identifying and implementing a company's processes but also coordinating these processes so that they are achievable. Given this standard, a company can identify the following general processes necessary Integrated Management System: leading processes, basic processes and support processes.

This paper focuses on how to identify all key processes in society, processes necessary for the implementation of IMS. As noted, the implementation of IMS is made by combining the three systems, and through this combination is expected that integration to facilitate synergies in using support processes which may be common. For a company to implement Integrated Management System it must identify processes such as document development and control; internal audit; management analysis; corrective and preventive actions and staff training requirements etc.

For a company to implement the Integrated Management System it is required the management company to:

- Identify the processes needed for the quality management system and ensure their application within the organization; to determine the succession and interaction of these

processes.

- Determine criteria and methods needed to ensure that both the operation and process control are effective and here must be established performance indicators for each process.

- To ensure the availability of resources and information necessary to operate and monitoring of these processes, this being achieved by using *Process Management Analysis* sheet.

- Monitor, measure and analyze these processes using specific performance indicators established for each process. Performance indicators are specified in each sheet process.

- To implement actions necessary to achieve planned results and continuous process improvement. This is where are used the sheets of *Corrective Actions Process* and sheets of *Preventive Actions Process.*

The Corrective Actions process sheet shall be determined and documented to eliminate the causes of nonconformities in order to prevent their recurrence. Corrective actions must be appropriate to the effects of the nonconformities encountered.

Preventive Actions Process sheet shall be determined and documented and aims to eliminate the causes of potential nonconformities in order to prevent their occurrence. Preventive actions must be appropriate to the effects of potential problems. The company must ensure that the necessary controls are identified, and implemented to ensure compliance with the requirements in situations where some processes are subcontracted to a third party.

Before choosing how to identify processes it is indicated to ask a few questions like:''What are the business processes?'', '' What are the most important processes of the organization?'', '' How are developed the most important processes of the organization?'' , ''How well are developed the most important processes of the organization?'' '' What methods are used for continuous process improvement?''.

With the answers to these questions we can determine and define the processes of a company using different methods: Method SIPOC (Supplier-INPUTS-Process - Outputs - Customers) and HP method (Hart Process).

In fig. 1 it is shown SIPOC method for identifying the processes needed to implement Integrated Management System.

The figure highlights all three processes mentioned above, without which implementation of Integrated Management System could not be achieved.

Next shall be made an overview of these processes.

Organization management processes include processes related to long-term planning, setting policy, development objectives, ensuring lines of communication, access to resources and management reviews. Resource assurance processes include all those resource management processes that are needed for the management of the organization to achieve their objectives and their measurement.

Measurement processes, analysis and improvement, which include those processes needed to measure and collect data for an analysis and improve the organization's effectiveness. They include processes for measuring, monitoring, audit, corrective and preventive actions and integrates the management processes, resource management and product realization processes.
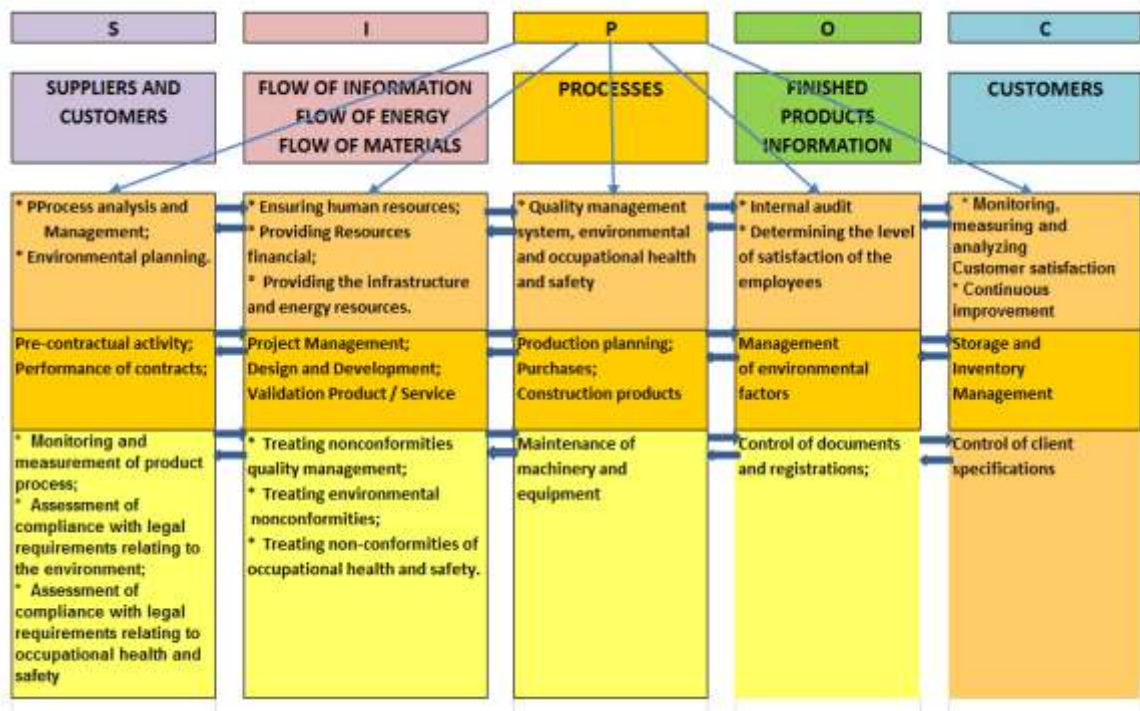
Fig.1. Shown SIPOC method for identifying the processes needed
to implement Integrated Management System

Processes of realization or basic processes include all processes that provide outputs of products / organization services . The basic processes describe what is done or what needs to be done so that the organization achieves critical success factors [2]. Special processes include processes whose results can not be verified by subsequent monitoring or measurement and whose deficiencies become apparent only after the product is in operation or after the service has been provided.

System administration processes called supporting processes include processes that control how the processes, sub-processes, documents and records in the organization are put into practice .

Between all these processes there must exist a close connection and good communication so that operation of the entire Integrated Management System to be held in the best conditions.

When identified in the company, in an office or a section, a new process, it must have a responsible. It is preferable that this person be a member of the implementation team.

A broad description of the company is in the process Process Sheet or sub-process sheet. Process Sheet and sub-process sheet are documents established, documented and maintained that describe the operations involved in running the company.In these sheets there is the answer to the question ''what should be done?''. A copy of all Process Sheets and subprocess sheets is kept by the responsible with Quality Management in a binder for this purpose. The sequence of activities of a process / sub-process is presented in diagrams type documents, where is stated the organizational level where each process activity takes place.

Some activities of the process detailed in the Working Instructions to which reference is made in procedure. The purpose of these charts is to provide guidance in various processes.

Also, these diagrams may or may not include detailed specific instructions on process / subprocess activities.

3. CONCLUSIONS

For a company to implement Integrated Management System it is necessary that the company management identifies the processes that are necessary for the quality management system, to ensure their application within the organization and to determine the succession and interaction of these processes. To identify leading processes, basic processes and support processes the SIPOC method has been used .

All these processes, which are essential components of the organization, represent some structural actions of an organization, leading ultimately to achieve a specific aim.

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