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Procedia Manufacturing 13 (2017) 1191–1198

**Procedia**  
MANUFACTURING

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Manufacturing Engineering Society International Conference 2017, MESIC 2017, 28-30 June 2017, Vigo (Pontevedra), Spain

## Integrated Management Systems: Trends for Portugal in the 2025 horizon

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### Abstract

This investigation is focused on the Integration of Management Systems and the proposed approach is supported on available literature regarding Management Systems and Integrated Management Systems, as well as, one questionnaire conducted by the authors and sent to 843 Portuguese Organizations with two or more certified Management Systems. The 55 valid answers were considered towards this work.

Attained results show that the future of the Integrated Management Systems encompasses total integration of Management Systems, and the main reasons provided are that Organizations Integrate their Management Systems mainly for internal reasons such as standardization/ simplification/ organization, resources reduction, documented information integration and reduction. Major difficulties for the integration of Management Systems concern the lack of specialized human resources.

This is a pioneer investigation in Portugal since there are no similar studies in the country regarding trends pertaining to Integrated Management Systems.

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Peer-review under responsibility of the scientific committee of the Manufacturing Engineering Society International Conference 2017.

*Keywords:* Integration; Standardized Management Systems; Integrated Management Systems; Management Systems Standards.

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## 1. Introduction

All over the world Organizations are implementing different standardized Management Systems (MSs). According to the ISO (International Organization for Standardization) [1] the worldwide number of Organizations that are implementing and certifying their Organizations with the MSs has been growing in order to meet the requirements of their different interested parties as well as to improve their efficiency [2]. Value creation in Organizations depends on the ability to continuously improve and innovate products and processes [2].

Organizations can face some challenges when operating parallel MSs. Integrated Management Systems (IMSs) can provide a systematic approach to standardizing systems, such as, Quality, Environment, Occupational Health and Safety, Social Accountability and others [3].

MSs are a global phenomenon and its integration is justified by the benefits, such as, improvement of MSs performance and competitiveness, reduced duplication in tasks, documentation, elimination of overlapping roles and structures, reduction in audit time and costs, and improved transparency [3].

In 2012 ISO developed a new structure called Annex SL, for Management System Standards (MSSs). This structure suggests a new approach designed with the intent to harmonize MSSs in order to easily integrate multiple MSs [4].

The motivation for the present investigation meets the need for Organizations to continuously improve their products and services. Once we trace trends it is possible to anticipate and prepare for the future and consequently become able to increase efficiency. Organizations need to follow trends and adapt.

The main objective of this investigation is to characterize the evolution of integration pertaining to individualized MSs of Quality, Environmental, Occupational Health and Safety and others in Portugal and explore trends in the 2015-2025 period;

## 2. Literature review

Standardization started to come up in the early 19th century, but it was in the 20th century that international standards were formalized. In 1926, the International Federation of the National Standardizing Associations (ISA) was established as the global standards body, but was suspended in 1942 during World War II. After the war, ISA was approached by the recently formed United Nations Standards Coordinating Committee (UNSCC) with a proposal to form a new global standards body. In October 1946, ISA and UNSCC delegates from 25 countries met in London and agreed to join forces to create the new ISO [5]. Since then the domain of standardized MSs has expanded significantly over the last years.

Nowadays there exist many International and Portuguese MSSs for individual MSs, which apply to different types of Organization. In fact, there exists a "puzzle" of MSSs inside Organizations, as well as, the related individual MSs, as shown in Fig. 1, at least one for each interested part, and new ones will appear [6].

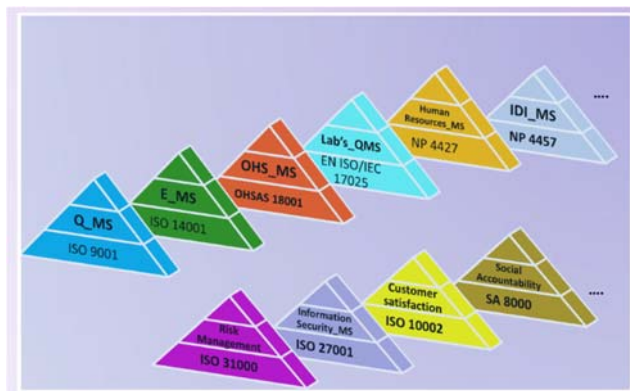


Fig. 1 Many MSSs and related individual MSs inside the Organizations that shall be integrated in an efficient IMS. [6]

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