

# THE STRUCTURE OF THE MANAGEMENT SYSTEM

Purpose of a Management System is:

- to assure that desired objectives are met
- to prevent problems from (re-)occurring
- to adapt and improve in line with changing external and internal requirements

For those reasons the structure of the management system has to be such as to stimulate implementation of activities and to assure that these activities are being carried out and that results are being obtained. The structure has to include assignment where appropriate of functions and activities to people.

This structure basically has to be present in all vital elements of the management system.

It basically includes the elements of the “Platform Model”: (1) Leadership, (2) the making of a Plan, (3) Training and communication and (4) Implementation. The structure also parallels the 16-step process as the structure has the same objectives: to get results.

This then leads to the following structure:

1. element need assessment and management statement
2. co-ordination of element activities
3. formulation of standing plan
  1. review of legislation etc. for minimum requirements
  2. specific activities
  3. employee participation in development/improvement
  4. employee training
  5. employee participation in implementation
  6. communication needs
  7. standing plan assessment
4. review and improvement

In the following text, each of these structure elements will be further explained.

## **1. ELEMENT NEED ASSESSMENT AND MANAGEMENT STATEMENT**

As each element is assumed to address a vital part of the management system, changes for success must be maximised. The leadership by management is one of the basic aspects for success as we have seen in the Platform Model. This leadership must come from an assessment of need for the element activities concerned. It is only after the need has been established that it can – and must – be communicated by the senior

The management statement is intended to establish needs for the element activities, to communicate this needs to the organisation, to indicate objectives and results expected and to also indicate the allocation of resources to carry out the activities.

## **2. COORDINATION**

As with most or all things that need to be done, assignment of co-ordination responsibilities are vital to the success. If the co-ordination is not clearly assigned including proper mandate to act, changes for success will be minimal.

Co-ordination shall be assigned to a person with proper authority to enable implementation/execution of all activities described in the element (specific activities as well as those that are part of the “quality process”. This person also shall have:

- Sufficient knowledge of the specific activities described in the element
- Sufficient knowledge of the activities contained in the “quality process”

The co-ordinator shall have sufficient resources in terms of money, time and assistance to carry out his/her task.

## **3. STANDING PLAN**

The standing plan is the description of activities to be carried out to assure that results and objectives will be obtained. As the name indicates, the plan is there not just for a limited period of time (which we will then call a “single-use plan”; a plan with a single purpose and a limited time-scale) but rather will be there “for ever”, even though it may be adapted over time. If the name “program” is better understood by the people in the organisation, then use that name instead of “standing plan”.

The standing plan normally contains a number of sub-headings indicating the main activities making up the element. The example Management System contained in the manual clarifies the issue.

### **3.1. review of legislation etc for minimum requirements**

The minimum contents of the standing plan will be determined by requirements put on the organisation by third parties. Such third parties will include:

- Authorities (legislation)
- Certification bodies (standards)
- Industry associations
- Industry practice
- Head quarters
- Others – such as pressure groups

These minimum requirements need to be established when setting up the standing plan and this needs to be reviewed on an ongoing basis (or at least frequent enough) to assure that the external requirements (especially when they have a legislative character) will be met on an on-going basis.

The responsibility for these reviews shall be assigned (sometimes this can be done by an external party, possibly the industry association to which the organisation belongs) and a system shall be put into force to assure that the requirements are communicated to the

proper persons that have been assigned the responsibility to make sure that the related activities are carried out.

### **3.2. specific activities**

The minimum requirements as established through review of legislation, codes and standards etc. form the basis for the description of the specific activities in each element. Further detail can come from own requirements, from projects or from any other source. The guiding principle here is that the description shall be sufficient to provide guidance to implementation. Further detail may then be included in other manuals or procedures that may be referenced in the description of the specific activities.

The description and further detailing of activities shall include any tools that may be used during implementation such as forms for task risk assessment, incident analysis etc.

### **3.3. employee participation- development and improvement**

Participation of employees' at all (relevant) levels is often desired and in some case also required (by legislation).

The legislative requirements left aside, benefits from involving employees include:

- Making use of their knowledge and experience in the specific activities to be carried out
- Obtaining their buy-in to reduce any possible resistance to change that may occur during implementation.

Employee involvement would then be desired at the development stage where activities are being formulated as well as during any change/improvement processes that may come out of the actual implementation (see 3.7 and 4.).

### **3.4. employee training**

Training of employees (at relevant levels) is important to assure proper development and improvement of activity description and is vital for proper implementation of the element activities.

Training shall include, as appropriate:

- The development/improvement of the element activities, as part of the management system as well as in relation to further detailed description in the form of procedures and standards
- Implementation of work that needs to be carried out in line with specific activities described
- Management of the activities as described in the elements by those persons who have a responsibility over an area in which the activities need to be done. In

principle, this training (called “management briefing” in the 16-step process) will focus on the critical few issues which are part of the element activities. It allows those responsible to ask the proper questions and – by doing such – stimulate the activities to be done.

- Execution of work as part of the “quality principles” loop. This includes such activities as provision of training, doing reviews and assessments, data collection and the preparation of improvement plan following assessments.

### **3.5. employee participation – execution**

This participation includes the actual involvement of relevant personnel in the implementation/execution of the specific activities. This would normally also include assignment of tasks, responsibilities etc. to those persons.

### **3.6. communication needs**

This includes communication concerning element activities to internal as well as external parties. Such parties may include internal management and supervisory levels or managers/supervisors, committees, operating departments etc. External parties will include authorities, insurance companies/brokers, pressure groups, neighbours, media, families of own employees, etc.

Communication needs include “must” items such as reporting of certain accidents to authorities as well as information that the organisation wants to distribute to obtain and/or maintain a good relationship with neighbouring community etc.

The communication needs need to be established to include:

- Stakeholders or interest groups
- Information needed for these groups
- Collecting and analysing of data relevant to communication

### **3.7. standing plan assessment**

This is the periodic assessment of the activities specified in the element in order to establish and assure that activities are being carried out as intended. The assumption here is that results can only be obtained if work is done as planned and that improvements can only be there based on verified work carried out. The assessment can be done by several levels in the organisation, such as by a staff co-ordinator or a team of managers (or combination of managers and employees), however the first assessment need to be done by people in the unit where the work is to be carried out. These assessments can be on an on-going basis as part of a planning process. But periodic review is needed for those issues – like new employees getting on board – which cannot be part of a regular planning process.

#### **4. REVIEW AND IMPROVEMENT**

This is the periodic review to assess whether the overall Management System is:

- meeting desired objectives, and
- is still in line with internal and external requirements

The review is normally done at a senior management level and is based the results of the standing plan assessments and includes recent reviews of legislation and industry requirements. Deviations from requirements will normally lead to adding activities the Management System or to extend activities that are already part of the system.