An Integrated Management Systems (IMS) Approach
Connect, align, deliver
Catherine Creenaune Principal Manager Systems & Assurance

April 2017
Imagine a place where…

- Members of your team have different views about the team’s core function
- Your key processes are inconsistently achieved
- Key stakeholders are not always involved
- You can’t access the processes that should make your life easier
- You’re not confident that everyone is working to the right standards
Why, What and How?

• Why an Integrated Management System?
  – Challenges and risks
  – Opportunities and benefits

• What is a management/integrated management system?

• How? Progressing to integration
  – Governance
  – What drives us
  – Staged and prioritised approach
  – Maturity
  – Guidance and support
1. Why have an Integrated Management System?
Our challenge …

• We are a multi-disciplined organisation with a big agenda and tight deadlines
• We need processes that support us to achieve our objectives
• If we develop processes just within our own teams, we risk creating silos, duplication and conflict.
Risks if we don’t …

Inconsistency and a lack of collaboration are referenced as partial causes for 10 of the 31 TfNSW (draft) strategic risks. Examples include:

- Non-alignment to requirements
- Inconsistent approach/lack of policy
- Unidentified/unmanaged interdependencies
- Lack of consultation
- Poor internal communications
- Lack of integrated planning
- Lack of leadership about collaboration
- TfNSW behaving like a project delivery organisation not a service integrator
- Siloed approaches
- Duplicated processes
Our opportunity …

- *Commit* to adopting quality principles
- *Connect* to our key stakeholders
- *Collaborate* to develop or revise processes that have touch points beyond our own teams
Benefits of integration

• Key processes become complementary, not conflicting
• Processes become visible and accessible
• Improve a culture of collaboration, innovation and performance
• Easier to do our jobs and make a difference to people’s lives
• Enable a set of joined up processes that align
2. What is a Management/Integrated Management System?
What is a Management System?

Definition

A framework of policies, standards, processes and procedures used by an organisation to ensure that it can fulfill all the tasks required to achieve its objectives.

Examples:

- Asset Management System
- Risk Management System
- Safety Management System
- Quality Management System
- Environment Management System
What is an integrated management system?

An Integrated Management System (IMS) integrates an organisation’s systems into one complete framework, enabling an organisation to work as a single unit with unified objectives.

Our systems often start out separately ...

Then integrate where we find some common ground ...

And progressively align ...

An Integrated Management Systems (IMS) Approach
ISO 9001:2015 Quality Management Systems

Integrated Management System Requirements Standard

Other management systems - Standards & documented processes
3. How...? Progressing to integration
What drives us?

Premier’s and State Priorities

TfNSW Operating Model

Our Purpose
To make NSW a better place by shaping and managing a connected transport system
A staged and prioritised approach

Tranche 1

- Safety
- Asset Management
- Environment
- Risk
Maturity

Critical attributes:

• Core function identified
• Key processes identified and developed
• Stakeholders engaged
• Processes alignment
• Business process visibility

Maturity levels:

1. Reactive
2. Locally managed
3. Organisationally aligned
4. Steady State
5. Business excellence
An Integrated Management Systems (IMS) Approach

**Internal View**
- Business excellence
  - Empowered to transform
  - High level of trust
  - Employer of choice
- Steady State
  - Robust, sustained systems
  - Know what is going on
  - Smooth sailing
  - Building a positive culture
- Organisationally Aligned
  - Work together to achieve goals
  - Clear accountability
  - Transparent integrated processes
- Locally Managed
  - Manager lead
  - Don’t know what others are doing
  - Work in isolation
- Reactive
  - Unclear expectations
  - Process ownership is poor
  - Firefighting is normal

**Customer View**
- Business excellence
  - Connection between me & TfNSW
  - Public transport is my first choice
  - Game-changing innovation
- Steady State
  - Consistent experiences across modes
  - Needs are consistently met
  - Reliable service
- Organisationally Aligned
  - Responsive customer service
  - Reliable most of the time
  - Notable gradual improvements
- Locally Managed
  - Mixed experience
  - Inefficiency
  - Fragmented service delivery
- Reactive
  - Services are unreliable and unresponsive
  - Feel like I don’t have a voice
  - Information is not user friendly

**TfNSW Integrated Management System Maturity**

**PROJECT TARGET**

**BUSINESS PROCESS MATURITY**

**INTEGRATED MANAGEMENT SYSTEM REQUIREMENTS**

1. System Overview
2. Leadership and Commitment
3. Objectives, Planning and Implementation
4. Responsibility and Accountability
5. Risk Management
6. Business Resilience
7. Competency and Capability
8. Event Reporting and Management
9. Fitness for Work
10. Communication and Engagement
11. Procurement and Contract Management
12. Information and Knowledge Management
13. Operations
14. Measurement and Monitoring
15. Review and Improvement
### Integrated Management System Maturity Perception Matrix

<table>
<thead>
<tr>
<th>IMS ATTRIBUTE</th>
<th>MATURITY</th>
<th>1</th>
<th>2</th>
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<th>4</th>
<th>5</th>
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<tbody>
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<td>Functional areas are proactive in positioning the organisation to meet evolving requirements</td>
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Question 1 - Core function identified

• To what maturity level do you think your team’s core function is identified and understood by the team?

  1. Reactive
  2. Locally managed
  3. Organisationally aligned
  4. Steady state
  5. Business excellence
To what maturity level do you think your team’s core function is identified and understood by the team?

- Reactive: 3%
- Locally managed: 26%
- Organisationally aligned: 47%
- Steady state: 23%
- Business excellence: 2%
Question 2 - Key process identified and developed

• To what maturity level do you think your team’s key processes have been identified and developed?

  1. Reactive
  2. Locally managed
  3. Organisationally aligned
  4. Steady state
  5. Business excellence
To what maturity level do you think your team’s key processes have been identified and developed?

- Reactive: 6%
- Locally managed: 51%
- Organisationally aligned: 32%
- Steady state: 10%
- Business excellence: 2%
Question 3 - Stakeholders engaged

- To what maturity level do you think your team’s stakeholders have been engaged with the business?

1. Reactive
2. Locally managed
3. Organisationally aligned
4. Steady state
5. Business excellence
To what maturity level do you think your team’s stakeholders have been engaged with the business?

- Reactive: 0%
- Locally managed: 23%
- Organisationally aligned: 49%
- Steady state: 25%
- Business excellence: 3%
Question 4 - Business process visibility

• To what maturity level do you think your team’s business processes are accessible and visible to the business?

1. Reactive
2. Locally managed
3. Organisationally aligned
4. Steady state
5. Business excellence
To what maturity level do you think your team’s business processes are accessible and visible to the business?
Question 5 - Process alignment

• To what maturity level do you think your team’s key processes are aligned to organisational requirements?

1. Reactive
2. Locally managed
3. Organisationally aligned
4. Steady state
5. Business excellence
To what maturity level do you think your team’s key processes are aligned to organisational requirements?

- Reactive: 10%
- Locally managed: 27%
- Organisationally aligned: 35%
- Steady state: 22%
- Business excellence: 6%
An Integrated Management Systems (IMS) Approach

Internal View
Business excellence
- Empowered to transform
- High level of trust
- Employer of choice

Steady State
- Robust, sustained systems
- Know what is going on
- Smooth sailing
- Building a positive culture

Organisationally Aligned
- Work together to achieve goals
- Clear accountability
- Transparent integrated processes

Locally Managed
- Manager lead
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Reactive
- Unclear expectations
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Customer View
Business excellence
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Steady State
- Consistent experiences across modes
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- Reliable service

Organisationally Aligned
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Locally Managed
- Mixed experience
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Reactive
- Services are unreliable and unresponsive
- Feel like I don’t have a voice
- Information is not user friendly

TfNSW Integrated Management System Maturity

INTEGRATED MANAGEMENT SYSTEM REQUIREMENTS

1. SYSTEM OVERVIEW
2. LEADERSHIP AND COMMITMENT
3. OBJECTIVES AND PLANNING AND IMPLEMENTATION
4. RESPONSIBILITY AND ACCOUNTABILITY
5. RISK MANAGEMENT
6. BUSINESS RESILIENCE
7. COMPETENCY AND CAPABILITY
8. EVENT REPORTING AND MANAGEMENT
9. FITNESS FOR WORK
10. COMMUNICATION AND ENGAGEMENT
11. PROCUREMENT AND CONTRACT MANAGEMENT
12. INFORMATION AND KNOWLEDGE MANAGEMENT
13. OPERATIONS
14. MEASUREMENT AND MONITORING
15. REVIEW AND IMPROVEMENT
Question 6 - My Team

- What was the average score you gave the management system you have been rating?

1. Reactive
2. Locally managed
3. Organisationally aligned
4. Steady state
5. Business excellence
What was the average score you gave the **management system** you have been rating?

- Reactive: 2%
- Locally managed: 45%
- Organisationally aligned: 38%
- Steady state: 15%
- Business excellence: 0%
What drives us?

TfNSW Operating Model

TfNSW Outcomes Framework

“Plan, Build, Manage”

“moving people and goods”

Connecting NSW

Our strategic direction
Corporate Plan 2016–2021

Asset Management Policy

Demand/Need
Plan
Acquire
Operate / Maintain
Dispose

Stakeholder Management
Risk Based Management
Value Realisation
Asset management → Conversation

An Integrated Management Systems (IMS) Approach

- Demand/Need
- Plan
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- Operate / Maintain
- Dispose

Stakeholder Management
Risk Based Management
Value Realisation

CONFIDENCE
ASSURANCE

respects
alignment
leadership
understanding

solutions
collaboration
innovation

Customer focus
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Guidance and support

References
• TfNSW Quality Policy
• TfNSW IMS Requirements Standard

Tools
• Maturity perception pyramid and matrix
• Self-assessment tools for each element of the IMS Requirements Standard
• Steps to Alignment and Integration guidance
• Communications and Engagement Plan (including stakeholder analysis tool)
• Reporting template