



INTERNATIONAL
MANAGEMENT
SYSTEM
INSTITUTE



Bridging the **GAP** Between Management & Strategy

The new role of quality, safety,
environmental and other management
system professionals.

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The Business World Needs Better Management ...From You

The demand for expanded business environmental, social and economic accountability is surging. Investors, business customers, governments, standards bodies and end-customers are asking organizations to be the agents of change to save our world. But traditional entities often don't have management roles defined to fill the gap between top level mandates and operational implementation. Increasingly, that role is being filled by quality, safety, environmental and other "management systems" professionals whose value to satisfy these needs is already being realized.

The Corporate World is Radically Changing

Organizations are now expected to consider the needs and expectations of all stakeholders and are more environmentally responsible, less profit driven, and more socially minded than in the past. The World Economic Forum recently updated its Davos Manifesto to emphasize that organizations must be stewards of the environment, respect human rights throughout the supply chain, and provide sustainable shareholder returns that don't sacrifice the future for the present.

Additionally, in 2019, 181 multinational CEOs of the Business Roundtable updated their Statement on the Purpose of a Corporation to emphasize a shared "fundamental commitment to all of our stakeholders." The fact is that agreed upon "best practices" exist for achieving many of these changes in the form of extensive international standards, promulgated by the ISO organization and its many supporting entities. But ISO is adapting even further to meet this mammoth change.

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What is ISO 3.0?

The first version of ISO 9001 was published in 1987 – 'ISO 1.0'. The 1994 revisions didn't alter the structure significantly and it was still a 'document focused' Standard. ISO 9001:2000 and 2008 were a major departure from ISO 1.0 and the focus shifted to the process approach and risk-based thinking – ISO 2.0. The current version ISO 9001:2015 is based on the new High Level Structure (HLS) format – the current model for many ISO Standards and the blueprint for most of the new publications. The shift has been away from documented procedures and is more focused on 'results' (ISO 9001) and 'outcomes' (ISO 14001, 45001 and others). This new model creates a great opportunity to realize a payback from your investment.

ISO has Created Standards to Encourage Stakeholder Involvement

ISO has taken on a bigger role than merely setting operational and product standards. ISO has added new standards and processes to help fill the gap between where organizations are and where they will need to be in these new, expanded areas of responsibility.

Some of these include:

- ISO 10004
- Customer Satisfaction
- ISO 3100 Risk Management
- ISO 14001 Environmental Management Systems
- ISO 26000 Social Responsibility
- ISO 9004:2009 Managing for Sustained Success

Increased stakeholder responsibility is also complicated by pressures to address urgent global issues such as the climate crisis and adapting to the volatility of maintaining business amid the COVID-19 pandemic. ISO is truly becoming the corporate accountability trend specialist by providing leadership, modeling, and visioning through the processes their standards delineate. Companies that wish to maintain ISO conformance must grow beyond the narrow vision of 'quality management' and consider elevating the role of the traditional quality, environmental, safety or other management system roles. The [International Management Systems Institute \(IMSI\)](#) is the first to develop a new certification that will help quality and safety managers bridge this gap.

New Skills Needed to Understand and Deliver ISO 3.0

What skills and functions are needed to bridge the gap between strategic and tactical accountability? Today's quality management leaders need to be knowledgeable in a variety of skills that align with the broader accountability-based standards.

These skills include an ability to lead in:

- Risk management
- Accountability
- Stakeholder inclusion
- Sustainability
- Statistical analysis
- Supply chain management
- Company maturity/continual improvement
- Profitability/growth
- IT security management
- Automation
- Innovation

Management system experts will need to have the ability to gain support and operational resources for the quality agenda both within the organization and outside the organization to all stakeholders and influencers (i.e. vendors, customers, governments, etc.). This senior level of organizational understanding and skills are necessary for effective implementation of a variety of ISO quality standards, such as ISO 9001 Quality Management, ISO 14001 Environmental Management, ISO 10004 Customer Satisfaction, ISO 56002 Managing Innovation, ISO 22301 Business Continuity, ISO 45001 Occupational Health and Safety, and many more.

But the traditional role of the management systems professional is not obsolete, and companies can take advantage of the existing skill sets of their quality, environmental and safety managers to build a more collaborative role with top management that elevates the standard of quality and embeds it into every part of the organization. A 'Quality/Environmental/Safety or related management system' integrated with other appropriate standards can add more value as it becomes an 'Organizational Management System'. Current quality, safety, and environmental managers could be equipped to fill this need for an evolved systems management role within their organization. The right training can help quality managers get recognized within their organizations as the 'management systems expert' and arm them with practical tools to improve organizational performance and enhance resilience in all industries across a variety of different standards.

Increasing the Value of Today's Management Systems Professionals

These management system professionals have the basic skill sets necessary to lead their organization's new accountability agenda because of their ability to implement repeatable, disciplined, and measurable processes into areas where there can often be little accountability. These same disciplines are accustomed to internal and external review and meeting industry-accepted standards and practices (i.e. ISO standards). In order to meet the new demands of leadership and

stakeholder accountability, existing employees only need the additional skill sets noted above, plus the ability and support to present their solutions to senior level company executives who will need to respect their expertise. Once these new skill sets are mastered, the value of these individuals will increase; both in their own organizations and in their attractiveness to other organizations. In essence, they will be creating a broader career potential for themselves.

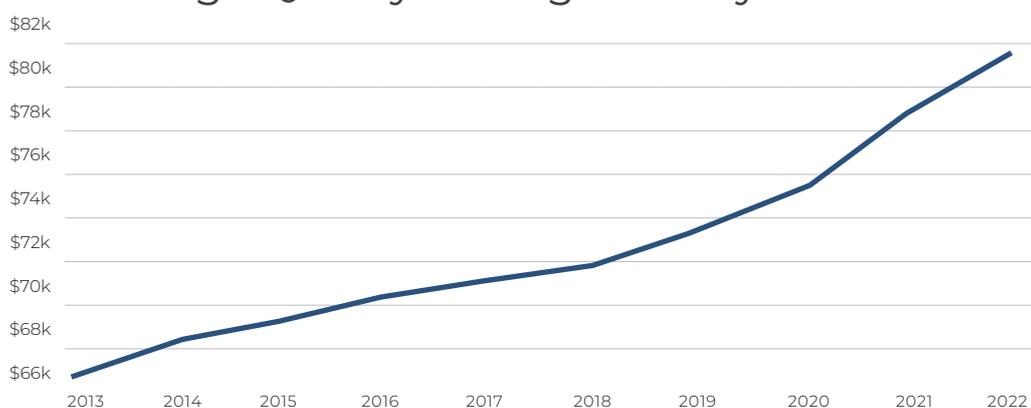


“The new quality management professional will become more valuable to organizations because of the unique benefits they’ll be able to offer in their new roles.”

Job Title	Average Salary
Quality Technician	\$32,818
Quality Control Supervisor	\$40,779
Quality Coordinator	\$59,064
Quality Specialist	\$76,236
Senior Quality Engineer	\$92,683
Quality Assurance Director	\$125,514
Vice President, Quality	\$157,125
Vice President Global Quality	\$301,478

<http://payscale.com>

Average Quality Manager Salary Over Time



An example of the personal professional advancement of a management system professional who acquires higher level responsibility. IMSI's programs are designed to expand these roles and ensuing corporate value even beyond this current pathway.

Corporate Accountability Executive Skills

“If you desire any power or credibility in a company, you need to know how your skill sets (which are outlined in the many new ISO standards) fit into the larger strategic picture of an organization.”

	ISO 9001	ISO 14001	ISO 13485	ISO 22301	ISO 27001	ISO 45001	AS 9100
Customer Satisfaction	✓		✓	✓			✓
Managing Sustainability		✓		✓	✓	✓	
Asset Management	✓	✓	✓	✓	✓	✓	✓
Risk Management	✓	✓	✓	✓	✓	✓	✓
Innovation Management	✓	✓	✓		✓		✓
Business Continuity	✓			✓			

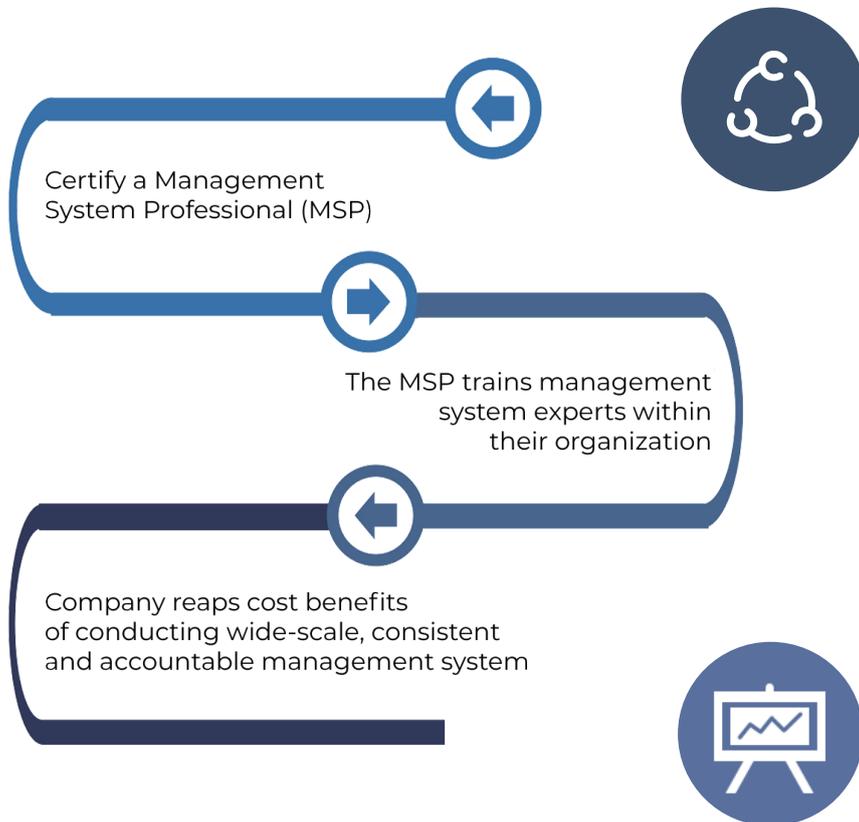
The skillsets for delivering advanced corporate accountability demands are already found in various existing ISO standards. By moving through the requirements of these standards in the form of certification, a management system professional can gain credibility and expertise in delivering these increasingly important functions.

Additional “bottom-line” benefits for the organization

The new management system professional will become more valuable to organizations because of the unique benefits they'll be able to offer in their new roles. Companies who invest in enhancing their system manager's training can reap the following benefits:

- Improved ROI (make ISO pay dividends)
- Improved communication (and employee buy-in) of company objectives and quality expectations
- Cost savings in professional development by training employees with the most essential, practical information to save you time and money on quality management improvement
- Training savings on having an employee obtain skills in a variety of core quality areas that can be applied to many different ISO management system standards, such as 9001, 14001, 13485, 22000, 50001, 22301, 27000, etc.
- The ability to implement Next Generation Auditing skills
- An employee who possesses new quality leadership skills and can help top management train others in their company on these skills to save money on future trainings

Training Investment Compounded by Training Future Trainers



MSPs Roles and Responsibilities

What is an MSP's role and responsibility within the organization?

- Obtain top management trust and attention.
- Influence managers to value the new quality leadership role.
- Lead direct quality, safety, environmental, IT, and supply chain management efforts.
- Advocate for policies, procedures, and practices to improve stakeholder relations and increase organizational resilience.
- Maintain open lines of communication between top management and the rest of the organization.

Real-World Examples of an MSP at Work

MSPs can apply processes from these new standards in a variety of different ways:

- Oversee the collection of customer satisfaction data
- Analyze customer satisfaction data and proposing ideas for improvement
- Monitor stakeholder engagement and commitment to the achievement of the organization's objectives
- Improve work environment to enhance worker psychosocial health and safety
- Provide guidance for internal auditing programs
- Evaluate and implement risk management practices
- Create a work environment that fosters innovation and builds communication bridges

Companies that invest in [Management System Professional certification](#) gain the knowledge and flexibility to conduct internal training for other quality professionals in their organizations. Once they achieve an MSP certification, they have the skills and expertise to train their own employees to become Management System Specialists (MSS). Employees must return to IMSI for official testing and designations, but an MSP certification allows companies the opportunity to save money on training and reap the benefits of running a resilient organization.

STAKEHOLDERS

OWNERS

MANAGERS

WORKERS

SATISFACTION

BUSINESS

MEDIUM



MSP Certification Benefits

The Management Systems Professional certification will...

- Provide quality employees with ISO standards-based skills and perspectives that will help them guide their organizations into new, more future-aligned approaches such as wider stakeholder bases, more sustainable operations, more risk and probability-based decision making and an expanded use of ISO Standards.
- Equip quality employees with the tools to help internally market the value and positive impact of this more advanced and integrated systems approach to managing.
- Give quality employees an expanded career potential in terms of organizational influence, compensation, and occupational demand.
- Offer a curriculum consisting of Standards that are internationally recognized and used. This makes the learning you'll get universal and portable.
- Help employees implement projects to enhance their existing quality management systems.

MSP Standard	Need the MSP Certification Fills
ISO 10004 - Customer Satisfaction - Monitor and Measure	Stakeholder Inclusion, Statistical Analysis
ISO 9004 - Managing for Sustained Success	Sustainability, Stakeholder Inclusion, Continuous Improvement/ Company Maturity, Profitability/Growth
ISO 45003 – Psychosocial Health and Safety	Create a work environment to nurture employees
ISO 31000:2018 - Risk Management	Risk Management, Accountability, Statistical Analysis, Information Security
ISO 56002:2019 - Innovation Management Systems	Continuous Improvement/Company Maturity, Automation
ISO 22301:2019 - Business Continuity	Continuous Improvement/Company Maturity, Profitability/ Growth

Conclusion: How the MSP program transforms these individuals and their skillsets

[The Management System Professional certification](#) is comprised of specially-chosen courses to address the skill gap that traditional quality, environmental and safety managers need to acquire in order to meet the new demands of corporate responsibility trends and ISO 3.0 requirements. IMSI is offering two different certification levels (three courses each). Participants can become a Management System Specialist (MSS) after three courses: ISO 10004 - Customer Satisfaction - Monitor and Measure, ISO 9004 - Managing for Sustained Success, and ISO 45003 – Psychosocial Health and Safety. They can then achieve a full Management System Professional (MSP) certification with three additional courses: ISO 31000:2018 - Risk Management, ISO 56002:2019 - Innovation Management Systems, and ISO 22301:2019 - Business Continuity.

Taking part in training courses plus a comprehensive project for each standard at your own organization will start to build a bridge to the C-Suite for you.

For further information or to comment on the program, please review the International Management System Institute website or contact jim@imsipro.org or by phone/text at 519-859-4574 in Canada.

Step 1

Become a Certified Management System Specialist - 3 courses

ISO 1004 -
Customer Satisfaction -
Monitor and Measure



ISO 9004 -
Managing for Sustained
Success



ISO 3100:2018 -
Risk Management

Step 2

Become a Certified Management System Professional by adding 3 more

ISO 45003 -
Psychosocial Health and
Safety at Work



ISO 56001:2019 -
Innovation



ISO 22301:2019 -
Business

Achieve a Management System Specialist Certification

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