

Integrated Management Systems 整合的管理体系

The Position of Quality Austria

Quality Austria-OQS 公司的增值服务





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Every company and every organization has its very own management classification which governs and maps mechanisms and modes of action of relevance within the organisation and, in doing so, encompasses different management systems. 各组织行业都有其特有的分类管理来调整并映射着组织内相关机制和作用方式。由此，其中包含多种不同的管理体系。

In most cases, the build-up of these management systems follows certain thematic approaches. Virtually every organization has installed a performance-oriented management system that illustrates the most important topics of order fulfillment and resource management and, through expenses and result, also serves the purpose of operational control. Many forward-looking companies also have in place quality, environmental or safety management systems. Today, these approaches to management systems are governed by international standards or industry standards. New standards reflecting valuable experience are created on a regular basis and made available as an additional thematic approach to a management system, e.g. Corporate Social Responsibility (CSR), risk management, energy management. 大部分情况下，这些管理体系的建立是依照一定的专题方法。事实上，每个组织都会建立一套以绩效为导向的管理体系来阐述订单履行，资源管理和涉及开支及结果这些重要议题，同时，这套体系也有助于控制运营。许多有远瞻性的企业也已经涉足于质量，环境或者安全管理体系。当前，这些管理体系的方法是由国际或者行业标准来进行管理。一些有价值的经验会定期在新标准中予以体现，并为管理体系提供了额外的专题方法，例如，企业的社会责任(CSR)，风险管理，能源管理等。

From the point of view of Quality Austria, an organization's integrated management system (IMS) serves to integrate the systematic and coordinated implementation of the requirements laid down in various international standards and industry standards in a SINGLE uniform management system. 从Quality Austria的观点来看，组织的综合管理体系(IMS)无论对于各种国际标准，行业标准还是一个统一的管理体系来说，都是有助于系统协调的去实现需求。

If organised adequately, there are, in principle, various benefits in integrating different management systems. In particular, areas identified by the organisation as being of material importance are consistently addressed. 大体上，不同的管理体系在有组织的整合下可获得多种不同的收益。特别是在一些被组织一贯视为重要的领域。

This position paper aspires to provide a summary of the dimensions and approaches of the integration of management systems from a modern point of view and to illustrate beneficial aspects, thereby offering clear starting points for designing integrated management systems.

此意向书是从现代的观点来概括了管理体系一体化涉及范围和方法及相关可获利方面，从而明确建立综合管理体系的出发点。

Dimensions of integration 一体化的范围

Every organization, in consistency with its own objectives, satisfies the requirements of five groups of stakeholders:

每个组织为达成自身目标一致性都需满足五组利益相关方的需求：

1. **Staff** requirements refer to work content, motivation as well as health and safety in the workplace. 员工所涉及到的工作内容，工作积极性以及工作场所中的健康安全的需求。
2. **Clients** ask for performance capability and consequently also quality. After all, organizations promise to perform a certain service. 顾客对于绩效能力及成果——即质量的需求。以及组织承诺的服务。
3. **Owners and investors** want reassurance that their requirements as regards earnings, value enhancement and reasonable risk management will be met. 所有者和投资者需得到确定的保证，例如可得的收益，价值的提升及合理的风险管理。
4. **Suppliers and partners** demand a great deal of an organization when it comes to reliability. 供应商和合作伙伴对于一个组织可靠性的强大需求。
5. **Neighbours and the public** make demands with a view to responsibility towards society as a whole and environmental protection. The legislator and public authorities require compliance with laws and conditions. 民众会对对整个社会的责任和环境保护方面提出要求。立法者及公共当局要求遵循法律及制约。

Understanding these requirements and their interrelations and implementing them in the best possible manner is essential. 通过最好的方式去理解这些需求及他们之间的相互关系并予以落实是关键所在。

Dimensions of Integration 一体化的范围

It makes sense to break down the successful integration of a management system into several dimensions (cf. Illustration 1).

把一个成功的一体化管理体系分解成几方面来看（表1）

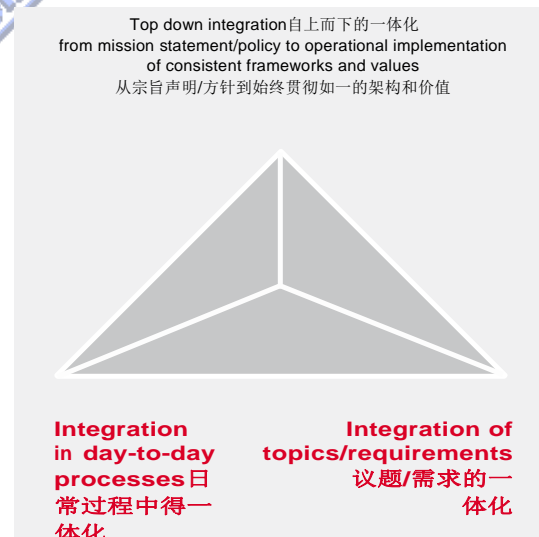


Illustration 1: Dimensions of the integration of management systems.

表1：一体化管理体系的范围

Integrated Management Systems and the Benefits of Certification

综合管理体系及认证的获益

The integration of topics and requirements such as quality, the environment, occupational health and safety, risks, social responsibility and industry-specific requirements is, in most cases, given utmost priority when designing an IMS. 在设计综合管理系统时，在大部分情况下，优先考虑的是综合的要求，例如质量，环境，职业健康及安全，风险，社会责任以及行业特殊要求。

The different requirements resulting from standards and industry standards often also correspond to the demands made by the individual stakeholders. In the past, these requirements were often viewed in an isolated manner and presented in separate systems and structures. 由标准及行业标准引致的不同要求通常会同个别利益相关方的需求相类似。而在过去，这些要求常会出现在一些个别独立的体系和构架中并被孤立的看待。

In an increasingly complex and challenging environment, qualities like speed, flexibility, operational perfection and agility are expected from organisations. This can be best guaranteed by understanding the connections and inter-relationships of processes, integrating the different requirements and keeping the documentation simple and comprehensible as well as easy to amend and improve. 在一个挑战性日益加剧的复杂环境中，组织开始会对诸如速度，弹性，运行流畅及灵活性这些质量问题有所要求。而通过理解过程和综合不同需求之间的关联和相互关系，并使得文件达到简单易懂且易于修订及完善之后，这些都可以得到最好的保障。

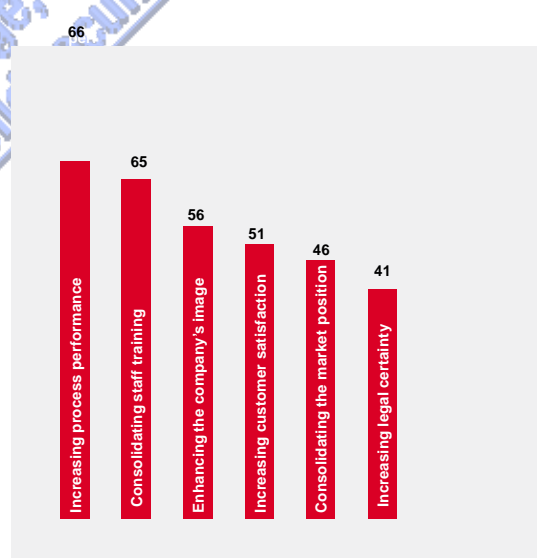
Top down integration is a fundamental requirement which is more than plausible in the light of the clear requirement that an organisation's mission statement and strategy should be reflected in its processes. A management system serves no purpose in itself, but is oriented towards the company's success. It is the system that serves the organisation's interests and not the other way round. Value is added through the best possible integration in the value-creation processes. Moreover, standards require the management to clearly formulate the company's policies and thus provide a precise framework for action. An integrated management system thus supports a consistent leadership framework which allows both executives and employees to clearly understand the different requirements of the individual management areas and to satisfy them in line with the company's values. 自上向下的一体化是最根本的要求，相较于组织在整个过程中明确声明的方针战略，它更具有可行性。管理系统本身是不具目的性的，但对于企业的成功它具有导向作用。价值是通过创造最具可行性的整合来得到提升的。另外，标准要求通过管理来明确制定公司的方针政策且需提供明确的实施框架。然而综合管理系统提供了一套统一的领导框架，它使得主管和员工能够清楚地理解个别管理区域的不同要求从而满足这些要求以符合公司的价值。

The integration in day-to-day processes supports the two other integration topics and takes account of the fact that a lack of consistency in implementation is more likely than consistent practice. Here, the importance of the leadership tasks of implementation and enforcement becomes apparent. By rooting the management system in day-to-day processes, the economic benefit becomes alive and effective. 在日常过程中，一体化提供了两点值得考虑的事实，其一，即缺乏贯彻上的一致性比缺乏实践上的一致性更为突出。这里，贯彻和执行领导的任务变得很明显。通过巩固日常的管理系统，使经济收益变得活灵活现。Clarity in one's daily work, the use of synergies and the bundling of scarce resources are thus at the fore when it comes to the integration of management systems. 当管理体系一体化已经能够细化到每个人的日常工作中时，那它的珍贵价值就得以体现了。

Quality Austria stands for the certification of integrated management systems and thus keeps highlighting the benefits of certification of integrated management systems. The periodical audits of the IMS from different points of view and with the objective of achieving continuous improvement promote knowledge transfer within the organisation as well as a continuous learning process. After all, audits are a learning platform. Quality assurance, legal certainty, improvement of environmental performance, enhancement of motivation and staff competences, consolidation of an authentic image both within the organisation and towards the outside, as well as a reduction in accident figures are major beneficial aspects of an integrated management system. This is the result of a survey carried out by Quality Austria among its certified clients. 奥世公司非常认同综合管理体系的认证并保有着此项认证所带来的显著受益。本着以实现持续改进为目标，尝试从不同的视角对综合管理体系进行定期审核是对组织内部知识传播的促进也是一个不断学习的过程。审核终究还是一个学习的平台。质量保证，法律明确性，环境的改善，工作积极性的提高和员工的能力，这些都真实的构架出一个企业的形象。而这一事实已在我们众多的客户中得到证实。The qualityaustria survey on the interplay of the impact of integrated management systems and the implementation of EU environmental policy identified the legislator as the central driver when it comes to environmental issues. Legal aspects mattered much more than funding programmes and environmental protection had been put on top of the agenda. This trend was more distinct in the case of IMS-certified businesses than with ISO 9001-certified businesses. The survey, carried out in 2009, involved 135 ISO 9001-certified and 115 IMS-certified organisations in Austria. The respondents were managing directors and quality managers. 根据奥世公司对于综合管理体系彼此影响的相互作用及欧盟环境政策落实的调查显示，当涉及到环境问题时，立法官将成为主要的裁决方。

Benefits of certification at ISO 9001-certified organizations ISO9001 认证企业的收益

So far, the ISO 9001 certification has made a strong to very strong contribution to: 目前，ISO9001 认证所带来的收益日渐强大。

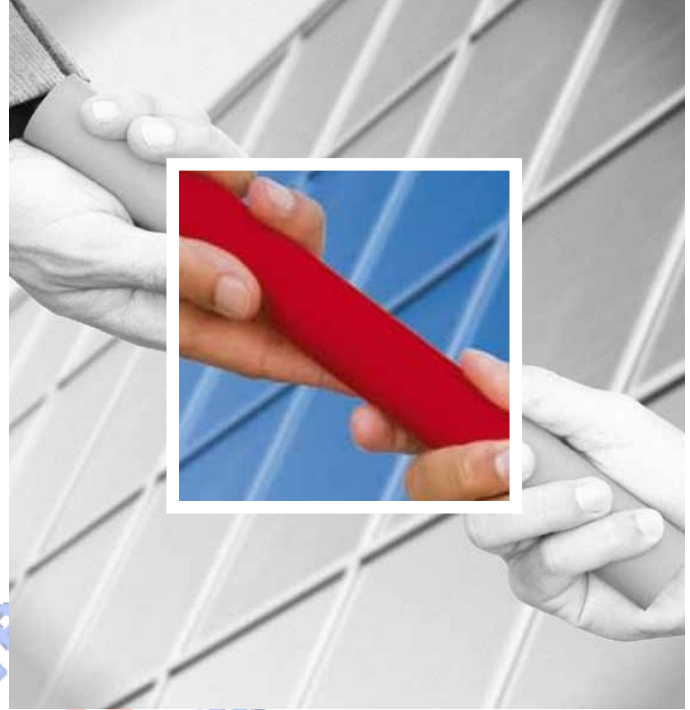


All figures in percent.

Illustration 2: Benefits of certification ISO 9001 表2: ISO9001 认证的收益

In terms of process, client and staff orientation, this result is identical with the core requirements under ISO 9001:2008. Companies with ISO 9001 certification are able to consolidate their market position and to improve their image. At 41%, increasing legal certainty ranks number 6 in the list of advantages achieved. This shows that legal certainty plays a smaller role than with IMS-certified organisations. 就过程，顾客和员工定位而言，这个结果与ISO9001: 2008的核心要求是一致的。通过ISO9001认证的企业能够巩固他们的市场地位并完善企业形象。41%，法律明确性占据了六大优势中的第六条。相交之下，建立综合管理体系更为重要。

The Development towards Integrated Management Systems 综合管理体系的发展



Benefits of certification at IMS-certified Businesses IMS认证对于企业的益处

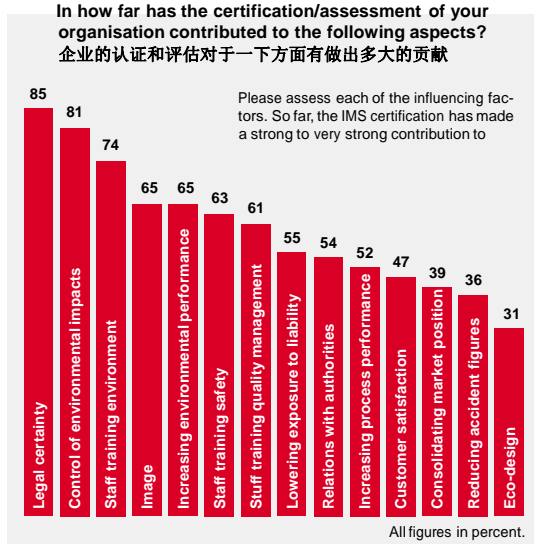


Illustration 3: Benefits of IMS-certification IMS 认证的获益

Two major core requirements of environmental management systems, namely legal compliance and the assessment, evaluation and improvement of environmental impacts, are reflected in the statements that the certification has made a strong to very strong contribution to higher legal certainty and the control of environmental impacts. The call for improvement of the environmental performance is further underlined by the fact that increasing environmental performance ranks number 5. What is striking is the strong to very strong impact of the certification on the training of staff in the fields of environment and safety. The focus in this connection is on environmental management and risk management as well as on training to become an internal auditor. It is obvious that it matters to companies that their staff are aware of environmental and safety issues and also have the corresponding abilities. This safety awareness in turn has a positive effect on the reduction of accident figures. 环境管理体系两个主要核心的要求：一、法律法规的遵守和评估，二、评价以及环境影响的改善，这两点都已在认证声明中予以体现，它致力于提出更高的法规要求和控制环境影响。从第五条来看，对于增加环保的呼吁已经尤为突出。更明显的是，该认证对于现场员工在有关环境安全方面的培训有着强之又强的影响力。其中的关注点就在于环境管理和风险管理以及内审员的培训。很显然，员工对于环境安全问题的感知和能力是企业息息相关的，这种安全意识也对减少意外事故起着积极作用。

IMS-certified companies are also more likely to actively communicate their achievements: 通过IMS认证的企业也很积极的想要交流他们的成果。

n in annual reports 通过年度报告

n in environmental declarations 通过环境声明

n in sustainability reports. 通过持续不断的报告

In times where clients and consumers become more and more critical, this helps to take credible and trust-building measures. 在客户与消费者变的越来越重要的当下，这有助于建立可信性。

It looks like the strong to very strong influence on the company's image can be derived from the sum total of the advantages of certification. Certification sustainably supports the formation of an organisation's positive image. Moreover, IMS-certified businesses also see the consolidation of their market position as an additional benefit.

认证所带来的好处对企业的影响非常之大，它维持着企业的积极形象，另外，市场地位得以巩固也是这些获证企业从中获得的附加利益。

The development of today's integrated management systems can be roughly divided into the following characteristic development periods: With the onset of the industrial boom after World War 2, awareness that "quality testing" alone would not be enough to support professional product manufacturing arose. The motto of those times was "You cannot test quality into a product. It has to be built in during the manufacturing process". This marked the beginning of quality assurance and quality assurance systems. This principle was supported by numerous representatives of interests and the first rules and standards on quality assurance systems came into being. 如今的综合管理系统发展可大致分为以下几个典型的阶段：随着二次世界大战后工业的兴起，单单只进行质量检测将不足以满足专业产品生产的这种意识开始出现。那个时代的格言就是“你不能从产品内部测试质量而必须是在整个生产过程中”。这标志了质量保证以及质量保证制度的诞生。许多的受益方代表们都支持这个原则，并且，首个质量保证制度的规则 and 标准由此形成。

In 1987, the ISO 9000ff standard was published. The basic requirements laid down in the different quality assurance rules and regulations were integrated in this standard. ISO 9001 gained wide acceptance within a short period of time. Based on this standard, a second-party certification system with international validity was established and, with a view to revising and enhancing this certification system, an internationally harmonised accreditation system was created. These were the basics that contributed to the global spreading of ISO 9001 certification. According to the ISO Survey, more than one million organisations had obtained an ISO 9001 certification until 2009. The global growth rate in new certifications was 8 percent.

1987年，ISO 9000ff 标准出版。在不同的质量保证规则和准则中的有些基本的要求都被整合在此标准中。在很短的时间内，ISO 9001就得到了广泛承认。基于该标准，具有国际效力的第二方认证机制予以建立，随之还创立了一个国际性的统一认可机制来对它进行修正和提升。这些都是促成ISO9001认证迈向全球化的基础。根据ISO调查，截止至2009年，已有超过100万个组织获得了ISO 9001证书。证书在全球的增长率达到了8%。

In 1992, the EU published the EMAS ("Environmental Management Audit Scheme") Regulation on environmental management and, in 1994, the global environmental management standard ISO 14001 followed. Both environmental management systems have their roots in the 1992 World Summits on Sustainable Development in Rio de Janeiro.

1992年，欧盟出版了环境管理规则——EMAS(环境管理审核方案)，1994年，全球环境管理标准ISO14001也相继出台。两种环境管理机制的诞生都起源于1992年在里约热内卢举行的有关可持续发展的世界首脑会议。

Quality Management as an Integration Platform 质量管理 为综合平台

According to an ISO survey, more than 220,000 organisations all over the world were ISO 14001-certified in 2009. In 2000, the system-process model was integrated in a new version of ISO 9001, the most widespread standard on management systems, as a basic requirement. Priority was given to orientation towards customers, processes and staff. The process-oriented approach still forms a strong base for designing and certifying management systems of organisations. Coordinated processes with control criteria for essential aspects and their internalisation in day-to-day routines are the basis for all management areas. The basic understanding enshrined therein is also the basis for additional system standards, e.g. for environmental management and safety management. 根据一个ISO调查，2009年世界各地已有超过220,000个组织进行了ISO14001认证。2000年，该系统过程模式已经整合成一个新版本的ISO9001来作为基本要求。客户，过程和员工将获得优先权。过程方法对组织的管理体系的设计和核证依旧是强大的基础。在某些重要方面将过程和控制标准做些协调，每天在日常例程中产生的内部化是管理的基础。其中所蕴含的基本理解也是另外一些体系标准的基础，例如，环境管理安全管理。

The efforts taken by many groups of stakeholders to create separate rules and standards beyond the existing management system standards to better cater for the specific requirements of individual industries is noteworthy as well. By way of example, some of these standards are listed below. For a full list, see the qualityaustria overview of services: 值得关注的是，许多利益相关者的群体在现有管理体系标准之上还单独制定一些规则和标准来更好的迎合个别行业的特殊需求，其中一些标准已例举如下。下表为奥地利总部qualityaustria 服务概要：

1. **Welding businesses 焊接**: ISO 3834 providing details in addition to ISO 9001
2. **Automotive 汽车**: VDA 6.x, ISO/TS 16949
3. **Airspace 航天**: AS/EN/JISQ 9100
4. **Telecommunications 电信**: TL 9000
5. **Food safety 食品安全**: ISO 22000, IFS, BRC and many more
6. **Medicinal devices 医疗设施**: ISO 13485
7. **Learning services 学习服务**: ISO 29990
8. **Railway suppliers 铁路供应商**: International Railway Industry Standard (IRIS)
9. **Energy management 能源管理**: EN 16001, ISO 50001
10. **Safety 安全**: OHSAS 18001, SCC, SCP
11. **Corporate Social Responsibility (CSR) 企业社会责任**: GRI, ISO 26000, SA 8000, ONR 192500
12. **Risk management 风险管理**: ISO 31000, ONR 49000

This trend may be seen as the diversification of the management system models. Industries and various stakeholder groups provide details and specifications to the general standards. As every movement triggers a countermovement, it is not surprising that the diversification of management systems is now followed by a trend towards integration. To sum it up: 这种趋势被视为管理体系模式的多样化。企业和许多利益相关方团体对通用的一些标准都能提供详细信息和说明。由于每项举措都会触发一个反向动作，那就不奇怪为什么管理体系的多样化现已向着一体化趋势发展。概括起来就是：

“More diversification calls for more integration!” 越多的多元化就需要越多的一体化

In practice, quality management lends itself to being a good integration platform for standardised management areas. As the process-oriented approach is comprehensively embedded, the entire organisation is already mapped in a quality management system. The PDCA (Plan-Do-Check-Act) cycle plays a major role in this connection. In practice, this cycle serves as a model for the continuous improvement process. 实际上，质量管理已为标准化提供了很好的整合平台。由于过程方法是全面嵌入式的，整个组织也已被绘制于质量管理体系里。PDCA循环在其中起了重要作用。事实上，这个循环也是一种持续改进过程。

As the management system standards ISO 14001:2004 and OHSAS 18001:2007 follow the same approach, their requirements can be well integrated into an existing classification of a quality management system. 作为管理体系标准ISO 14001:2004和OHSAS 18001:2007也采取了相同的方法，他们的要求被整合在质量管理体系中的一个现有分类。

There are interrelations between the different core and support processes, e.g. between product specification, production and marketing or sales, but also between distribution and procurement. Other interrelations might arise from the additional perspectives of environmental protection and occupational health and safety.

在不同核心和支持过程中存在着一些相互关系，他们不仅存在于产品规格、生产和营销或销售中，还有分销和采购中。环境保护及职业健康安全额外观点也可能产生新的相互关系。

Practical approaches to integration are presented in the next section. 下面提供一些切实可行的一体化方法。

“Systemic Management” means setting system goals and aligning the relevant processes and required resources accordingly. Basically, it is always about satisfying requirements, be they customer requirements or legal requirements regarding the product or, as in the case of standards on environmental aspects or occupational health and safety, legal requirements referring to the organisation itself. Organisations that get certification have to commit themselves to the following in their “corporate policy”: “系统的管理”意味着设定体系目标、相应地调整相关过程和所需的资源。基本上，它经常和满足要求有关，相关产品的顾客要求，法律要求，或者标准中有关环境因素或职业健康安全，涉及组织自身的法律要求。通过认证的组织必须承诺遵守如下的“企业方针”：

- Quality policy: satisfying requirements and continuously improving the quality management system's efficiency (ISO 9001:2008, 5.3 quality policy) 质量方针：满足要求并不断提升质量管理体系的有效性 (ISO 9001:2008, 5.3 质量方针)
- Environmental policy: continuously improving and preventing environmental burdens as well as complying with the applicable legal obligations and other requirements (ISO 14001:2004, 4.2 environmental policy) 环境方针：不断改进和预防环境负担，并且遵守应尽的法律义务和其他要求。(ISO 9001:2004, 4.2 环境方针)
- Occupational health and safety policy: preventing injuries and sickness, continuously improving occupational health and safety management and services and complying with the applicable legal obligations and other requirements (OHSAS 18001:2007, 4.2 occupational health and safety policy) 职业健康安全方针：预防伤痛和疾病，不断改进健康安全管理和 服务，并且遵守应尽的法律义务和其他要求 (OHSAS 18001:2007, 4.2 职业健康安全政策)

Further examples include risk and security policy. 更进一步列举风险和 安全方针。

These commitments may be seen as the lowest common denominator for a company's integrated policy.

这些承诺可能被视为一家企业整合政策来的最低标准。

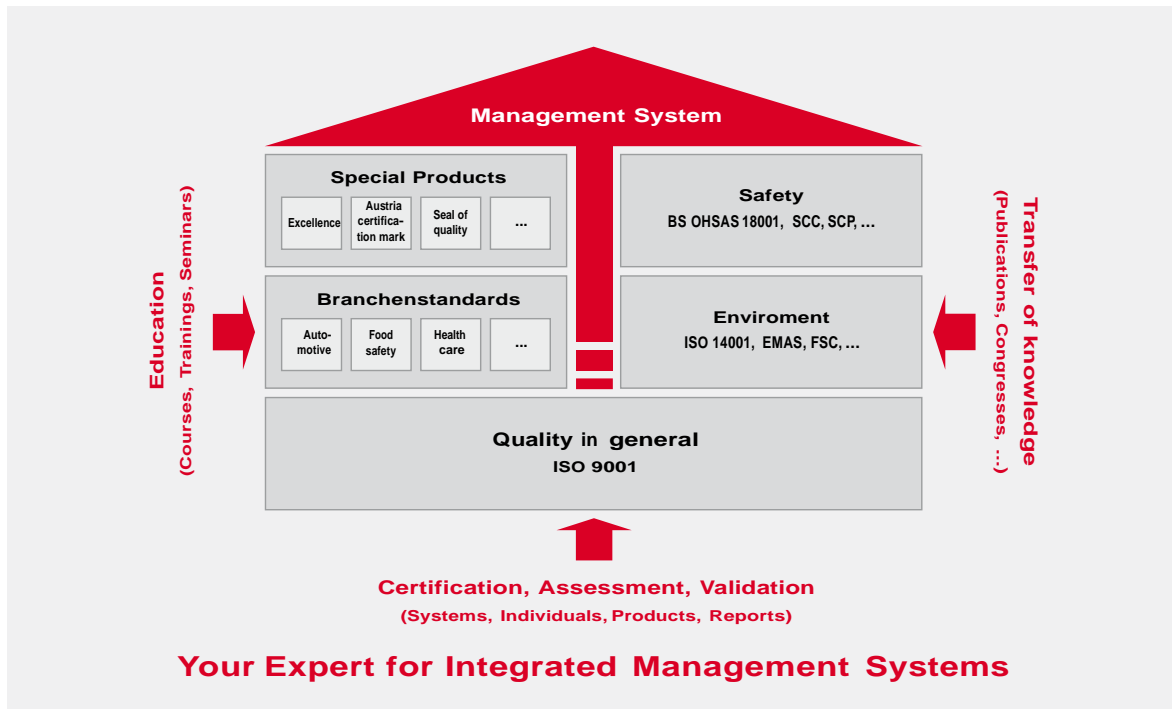


Illustration 4.: Quality management as an integraton platform

Model of process-oriented quality management according to ISO 9001:2008

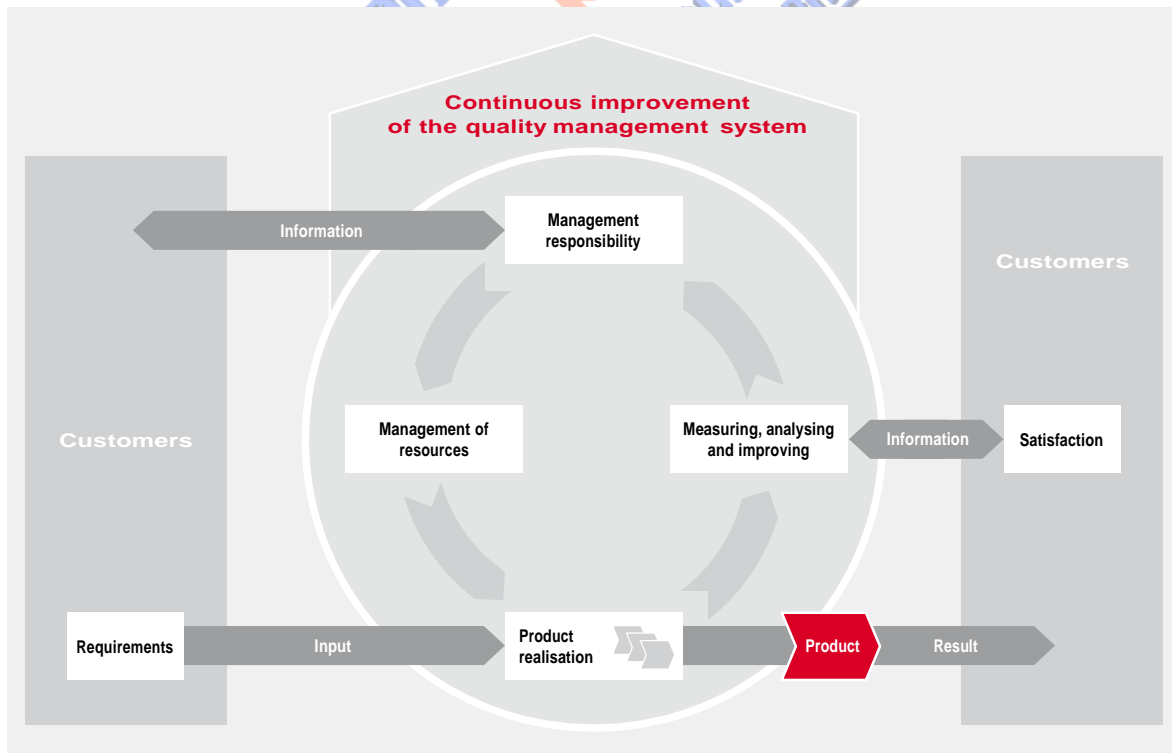


Illustration 5: Continuous improvement of quality management: Customer orientation is at the fore, all processes are aligned with this customer focus. The PDCA cycle encourages continuous improvement.

Ten Approaches to Integration— 一体化的十种途径

In case customer requirements and/or legal requirements change, the company's goals need to be adjusted accordingly. The newly developed strategies and the programs, projects and/or measures derived from such strategies have an impact both on the process goals and the realisation processes and thus also on process performance. The priorities within the system might change, resulting in strong interrelations between the goals set, the provision of resources and the supervision and measuring of the realisation processes. 万一顾客和/或法律要求有变更的时候, 公司的目标也要相应调整。新调整的运营策略和相应的程序、项目和方法将对过程目标和过程实现带来冲击, 并因此而影响过程业绩。在系统内的重要次序可能会变化, 导致目标的设定, 资源的提供和过程实现的监督及测量也随之变化。

Implementing measures do not only refer to quality aspects but also to environmental aspects such as energy and material efficiency, water consumption, waste, land consumption and emissions and occupational health and safety aspects. The situation is similar when it comes to new and changed procedures and/or the use of new hazardous substances in the field of occupational health and safety. As a consequence, new internal and external staff training may become necessary. 实施的方法不仅仅限于质量范畴, 还包括环境范畴如能效、材效、节水、废物、土地消耗、排放和职业健康安全等。这情况跟新程序产生、程序更改和/或职业健康安全里的新有害物质的使用等情况类似。因此, 新的内外部员工培训将变得必要。

Based on many years of experience working with integrated management systems, the following ten useful approaches to integration have been established: 基于多年从事于综合管理体系的经验, 建立了以下十种一体化途径。

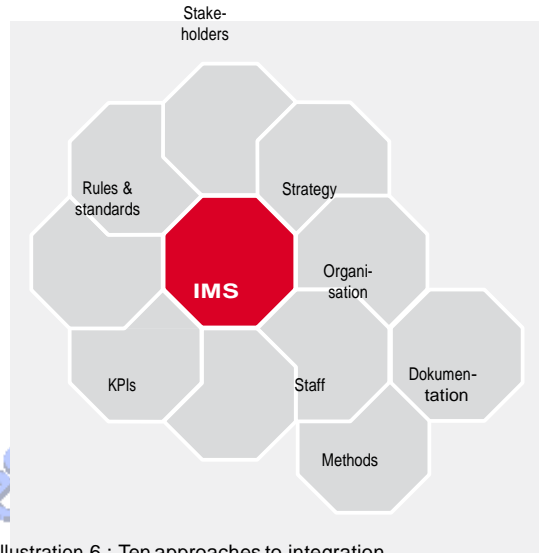


Illustration 6.: Ten approaches to integration

1 Approach through stakeholders ensures balance and reconciliation of interests 通过利益相关方来确保利益的平衡和协调

In this context, ISO 9004 provides for a remarkable approach to integration. It is based on the stakeholder-management-approach with the five stakeholders of employees, clients, owners, suppliers and society and, similar to the EFQM excellence model, formulates a long-term leadership approach for corporate quality. 在这里, iso9004提供了一个很有效的方法去整合。它是基于利于相关方-管理-方法和五个利益相关方: 员工、客户、持有人、供方以及社会。这方法跟EFQM卓悦模型类似, 为企业质量制定一个长效的领导方法

With a long-term orientation, it is important to take into account the requirements and expectations of all stakeholders and to find an adequate balance. This is the only way to create satisfaction among the stakeholders and thus also to guarantee the company's continued existence with sustainable success. 在长期目标下, 考虑所有利益相关方的需要和预期并找到充分的平衡是很重要的。这是让所有利益相关方满意的唯一方法, 从而保证企业的可持续发展。

2 Approach through strategy consolidates the operating business 通过战略来巩固运行

A company's strategy ensures that its vision is achieved by combining purpose, conduct and procedures over a time horizon of several years. By setting goals and deriving sub-goals the strategy makes sure that the implementation of the vision is worked on under the chosen business model. "Top down" integration starts with obtaining the prerequisites (resources, competences) and continues into the shaping of processes, including active control (KPIs, feedback, control cycles). 一个企业的战略确保了它的愿景通过目标, 执行和规程的结合, 在数年的时间内得以实现。通过设定目标和派生子目标, 该战略保证了愿景的执行是在所选定的运营模式下完成的。自上而下的一体化由取得先决条件(资源, 能力)开始, 并持续到过程的成型, 包括主动控制(KPIs, 反馈, 控制周期)

In all various types of strategy work, top down integration is always about consistent, target-oriented action of the organisation in all important fields. Ideally, the harmonisation and consistency of the targets down to the process and process indicator levels is supported by the management system. This requirement is traceable from a pragmatic point of view on the one hand and clearly called for by several requirement models on the other.

在各种不同的战略形态中, 自上而下的一体化在所有重要领域是不变的, 并定位了企业的目标。理想上来说, 目标的协调性和一致性直至过程和过程指示水平都由管理体系来支持。这个要求一方面可以从实用主义观点加以追溯, 另一方面, 以通过多种需求模式明确提出。

ISO9001 lays down the need for a quality policy that corresponds to the purpose of the organisation; ISO/TS 16949 for the automotive sector calls for consistency of the quality goals with the business plan; ISO 29990 requires the providers of learning services to prepare a business plan. The process model maps the internal value-creation chain of a business and thus the "core business" of the respective organisation and forms the basis for the integration of standard-specific requirements. This facilitates optimal integration of the management system into day-to-day work processes.

ISO9001 要求企业的质量方针需于质量目标相呼应；针对汽车行业的 ISO/TS 16949 标准要求质量目标需与运营计划相一致；ISO 29990 要求学习服务的提供方必需准备好经营方案。过程模型在各个组织内部勾织了一条核心业务价值创造链并形成一体化标准具体要求的基础。这促进了管理体系一体化在日常的工作过程中逐渐趋于最佳形态。

3 Approach through organisation creates effective structures 通过组织创建有效架构

Basically, every organisation strives for effective and efficient workflows and has in place an organisational structure (organisational chart, job description with qualification and competence profiles, position descriptions) and a process structure (process model).基本上，每个组织都致力于有高效的工作流程，完善的组织架构（包括组织机构图，工作资质说明，能力配置，岗位说明）及过程结构（过程模型）。

These documents need to be reviewed and, if necessary, supplemented by requirements from the requirement models to be integrated. The same applies to legal provisions. Laws and standards provide for numerous functions and their responsibilities, e.g. for so-called representatives ("Beauftragte"), and additionally they also lay down a whole series of requirements. Often, minimum qualifications of the persons in charge are provided for as well. For a systematic overview see the qualityaustria CD "100 representatives at a mouse-click".这些文件需要评估，有必要时，辅以综合需求模式的要求及法律条款。法规和标准规定了许多功能和责任，例如，对于所谓的代表（“委员”），另外也有着一系列要求，以及通常还包括了对负责人最低资质的要求。有关系统的概述参见qualityaustria的CD“点击100位代表”。

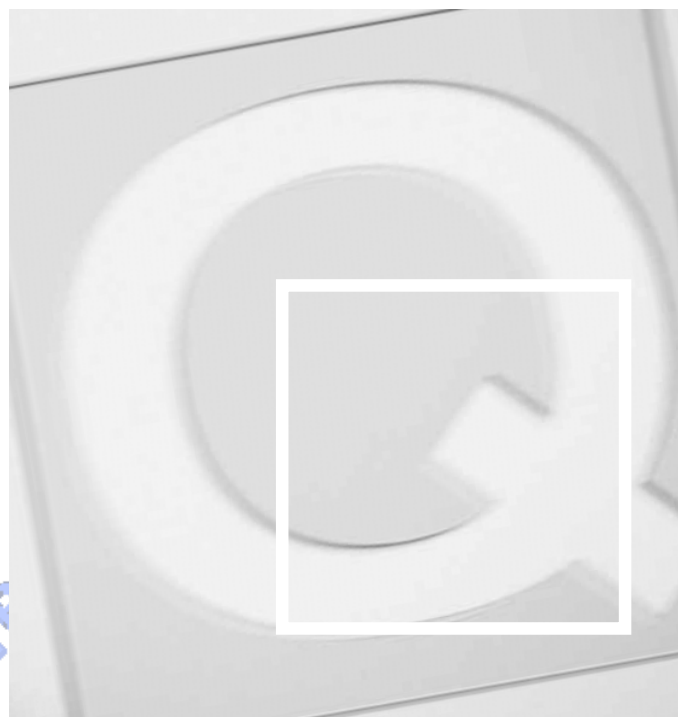
Strategy work keeps giving impetus to improvement projects and programs, which may be combined with projects for the implementation of requirement models. Every organisation with clear strategic planning therefore offers favourable conditions for the deep integration of a management system.为实现需求模型，战略工作会与项目相结合来不断推动项目和方案的改进。每个有着明确战略规划的组织会为管理体系的深入一体化提供有利条件。

4 Approach through employees fills a management system with life 通过员工为管理体系注入生命

Intensively involving employees when designing the management system is beneficial to "integration in the day-to-day processes and routines". It takes people to fill the thought-out structures of a management system with life. Simple systems with a clear structure that offer actual assistance in dealing with day-to-day tasks meet with acceptance and pragmatically support effective leadership. It is the responsibility of executives to be a good example, to motivate, to encourage, but also to enforce compliance with the rules and processes agreed upon.在制定管理体系时若能让员工深入贯彻其中，这将有利于在日常的过程和例程中实现一体化。而这样一个有着缜密构架的管理体系也需要有人来为其注入生命力。有着明确架构同时对于日常工作能起到实时帮助的单一体系会被采纳且能够切实有效的发挥领导作用。

The involvement of the staff, increasing their awareness of the advantages of the IMS, further development and the avoidance of discouragement are major factors of success. To this end, the staff's awareness of quality, the environment and occupational health and safety is raised. However, their awareness needs to be increased again and again and their competences need to be continuously developed.

员工参与，加强对IMS优势的认知，进一步发展及避免灰心丧志都是成功的关键因素。为此，员工的质量意识，环境和职业健康安全意识都在提升。然而，他们这种意识需要不断的提高，能力也必需持续发展。



5 Approach through process management provides a basic framework for designing processes 通过过程管理为过程策划提供基本框架

The ISO 9001 standard has been explicitly pursuing the process-oriented approach since 2000. According to this approach, the processes of an organisation have to be developed, structured and then consistently implemented. An important element in this connection is the "process model" of the respective organisation. The processes serve both as a basis for assessing efficiency and as a starting point for improvement and further development. Once the processes of an organisation have been developed and mapped within the process model along the value-creation chain as well as regarding management and assistance, they form an outstanding basis for the integration of additional topics relating to the environment, safety, health, risk and/or further industry- or topic-specific requirements (CSR, ISO 50001, EN 16001, FSC CoC, PEFC CoC, etc.). In-depth knowledge of the processes is, for instance, a central prerequisite for determining environmental impacts and assessing their consequences.从2000年以来，ISO9001标准已经开始明确的追寻面向过程的方法。根据这个方法，组织的过程必须是成熟的，有组织的，从而始终贯彻如一的。在这点上的一个重要因素就是组织各自的“过程模式”。过程既作为评估有效性的基础，同时又是改进和进一步发展的起点。组织的过程一旦成熟且被映像到过程模式中，同时涵盖了价值创造，管理和辅助等方面时，就会对研习其他相关的环境，安全，健康，风险及更深层行业或者特殊要求(CSR, ISO 50001, EN 16001, FSC CoC, PEFC CoC)等体系奠定坚实的基础。对过程的深入理解就是，举个例子，即决定环境影响和评估其结果的主要先决条件。

6 Approach through key performance indicators makes effects measurable 通过关键绩效指标使成果得以测量

In the course of top-down integration, goals are derived down to the process step level and relevant KPIs are defined. These indicators are then enshrined in the management system and thus put into a clearer overall context.

在自上而下的一体化过程中，目标常常由工序水平和相关KPIs得出。这些指标都蕴含于管理体系中，从而再放入到一个更清晰的整体框架内。

The basic indicators of an organisation show performance-related results for a certain period, such as incoming orders, performance volume, sales, contribution margins, personnel and material expenses. This operational indicator model combines processes and organisational responsibility and is supplemented by additional indicators provided for by management models such as customer and employee satisfaction, availability of facilities, error rates, energy use, resource efficiency, waste volume, environmental emissions, risk potentials, accident numbers, number of staff on sick leave and occupational diseases. 一个组织的基本指标可以展现某一个阶段绩效成果。例如, 新订单量, 成交量, 销售, 供货率, 人员及物资开支。这样的运营指标模式结合了过程和组织责任, 并由管理模式提供的附加指标加以补充。例如, 顾客和员工满意度, 设备的实用性, 差错率, 能源使用, 资源有效性, 废物量, 环境排放物, 潜在风向, 事故量, 病假及患职业疾病员工数。

In an integrated management system, it is important to put these indicators into an appropriate context and process them together and, in the future, to use them jointly for decision-making. This raises the question of necessity of useful early and late indicators. 在一个综合管理体系中, 怎样将这些指标置于适当的范围并整合起来作为将来决策的依据, 这是很重要的。由此产生了是否有使用早期与晚期指标的必要性

7 Approach through legal certainty creates a court-proof organization 通过法律确定来创建一个有司法证明的组织

As early as in 1995 H.W. Adams suggested using the ISO 9001 standard as a management system basis in order to achieve a court-proof organisation. In addition, ISO 14001 and OHSAS 18001 ask for precise procedures to ensure conformity with the law. These procedures are independent from the respective legal matters and thus constitute a classic integration approach. A possible way of guaranteeing conformity with the law, taking into special account SMEs, is described comprehensively in the book "Rechtliche Verpflichtungen aktiv managen" (How to actively manage legal obligations). 早在1995年, H.W. Adams 就已经提出用ISO9001标准来作为管理体系的基础来成就一个具有司法证明的组织。此外, ISO14001和OHSAS18001都要求需具备严谨的规程以确保符合法律法规。这些规程都独立于不同的法律事项从而形成了一种经典的一体化方法。考虑到一些中小企业的特殊情况, 为确保符合法律法规的一种可行的方式已全部描述在"Rechtliche Verpflichtungen aktiv managen" (如何积极管理法律义务) 这本是书里。

8 Approach through rules and standards creates an overview and synergies 通过标准规则创建概述和共同效应

Regarding the integration approaches used in rules and standards, a differentiation is made between theme-specific integration and cross-thematic (see also the list on page 5). Basically, the correlations between the individual rules and standards containing requirements are determined in order to detect synergies and to avoid duplications. In an integrated management system, overlapping requirements are worked on and documented only once in an integrated management system. The regulations resulting from this process then cover overlapping requirements from several requirement models at the same time. The outstanding detailed requirements become visible and are also mapped. As a result, in spite of the requirements set forth in several rules and standards being met, the overall system documentation is lean. 关于在规则和标准中所采用的一体化方法, 对于特定的体系和跨体系的一体化是有区别的(见第五页)。为检测出协同效应及避免重复, 单个的规则和标准中所含的需求之间的关系是确定的。在一个综合管理体系中, 重复的需求只会处理一次, 文件中也只规定一次。由这个过程所得出的规则从而同时覆盖了几个需求模型中的这个需求。一些具体突出的需求变得显而易见并纳入编制。结果就是, 这些规则和标准中的要求得到了满足, 整个体系文件是精炼的。

This approach creates a high level of acceptance, primarily among users. Additionally, the administrative effort is minimised.

这个方法在使用者中的接受度很高。此外, 管理力度也可以降到最低。

9 Approach through documentation reduces effort and boosts acceptance 通过文件方式来提高效率提高接受度

What all requirement models have in common is that clear system documentation is a must. Usually, this means preparing a manual, including applicable documents such as descriptions of processes or procedures and work and auditing instructions. It is advisable to use graphs, flow charts, tables and descriptions for the purpose of system documentation to ensure an appropriate mapping of all rules and standards. 所有需求模型的共同点就是体系文件的编制必须清晰。通常就是指质量手册, 包括适用的文件, 例如, 过程描述或者规程, 工作和评审指导书。一般在文件中可采用图表, 流程图, 表格及文字说明以确保所有的规则 and 标准都被涵盖在内。

From an integration point of view, the target is to create a single integrated, self-contained set of rules for mapping several requirement models. Integration on the documentation level also triggers a process of discussion and reflection on the contents of the processes, procedures and workflow. Duplications and possible contradictions are identified and avoided. Reciprocal effects become more visible and can be managed in a targeted manner. Acceptance among users is also significantly higher than with parallel management systems. The documentation thus creates a pragmatic and useful image of the daily work and encourages other integration approaches. 从一体化的角度来看, 目的就是创建一个具有数种要求模型的, 单一的, 自成体系的一套规则。文件的一体化也引发了对于过程的讨论和对过程内容, 规程和 workflows 的体现。要识别和避免重复劳动和可能出现的矛盾。相互间的作用变得更明显并可以有针对性的进行管理。

10 Approach through established methods makes successful implementation easier 通过建立方法让成功的实施变得更简便

In practice, the Plan Do Check Act cycle is used as a methodical basis for dynamic continuous improvement. As explained before, all major system standards (ISO 9001, ISO 14001, OHSAS 18001, etc.) are based on this cycle. This methodological tool box for quality management has brought into existence a whole series of additional methods which have been tested and proven extensively, such as the seven traditional quality management tools (Q7), the seven new management tools (M7), 5S, FMEA, etc. These methods reduce complexity and support the visualisation of challenging situations and the decision-making process, taking into account all relevant aspects. What is important in this connection is to make sure that the entire professional competence available is used when working on a specific task.

实际上, PDCA的循环方式是进行不断持续改进的系统的基础。像之前所提到的, 所有主要的体系标准(如ISO9001, ISO14001, OHSAS18001等)都是基于此循环。这个质量管理的系统方法已带出了一系列附加的方法并已取得广泛的测定和证明。比如, 七个传统质量管理工具(Q7), 七个新管理工具(M7), 5S, FMEA等等。这些方法都降低了繁琐, 并为挑战状况的可见性和所有相关方面的决策过程提供帮助。重要的是它确保了在处理特殊任务时所需的专业能力。

Developments and Trends 发展和趋势

Integrated management systems reduce complexity. In the near future, the importance of risk management is going to increase considerably. The further harmonisation of standards is underway on an international level. 综合管理体系降低了复杂性。

在不久的将来，风险管理的重要性会大幅度增长。标准的协调性正向一个国际水平靠拢。

IMS help cope with complexity

Today, companies are faced with an environment marked by increasing instability. Economic globalisation, substantial increases in performance while prices are dropping in many technological areas, fragmented markets, but also changes in society require organisations to be flexible and very quick in seizing opportunities as they open up on the one hand and consistent when it comes to value and robustness on the other. 现今，企业正处在一个不稳定性渐增的环境中，经济全球化，物资上涨等情况正在上演的同时，有许多技术领域，一些零散市场上的价格在下滑。而且，社会中产生的变化，要求了企业必需需要灵活而迅速的抓住机会，因而当涉及到价值问题，他们必需保持一致性和稳健性。

In a dynamic and complex environment "internal simplification" is a must. "Complex thinking and simple internal communication" is becoming a big challenge for executives. If adequately implemented, integrated management systems support the simplification process required for internal communication, and thus the ability to adjust flexibly and to develop quickly. The integration of management systems as a tool to reduce complexity is therefore gaining importance. 在一个动态、复杂的环境中，“内部简单化”是必要的。对于管理者来说，“复杂的想法和简单内部的沟通”正成为一大挑战。在充分落实的情况下，综合管理体系有助于内部沟通的简化，进而提高灵活性调整的能力以达到飞速发展。因此，就有能力校准灵活性使其发展快速。作为降低复杂性的一个工具，综合管理体系由此变得越来越重要。

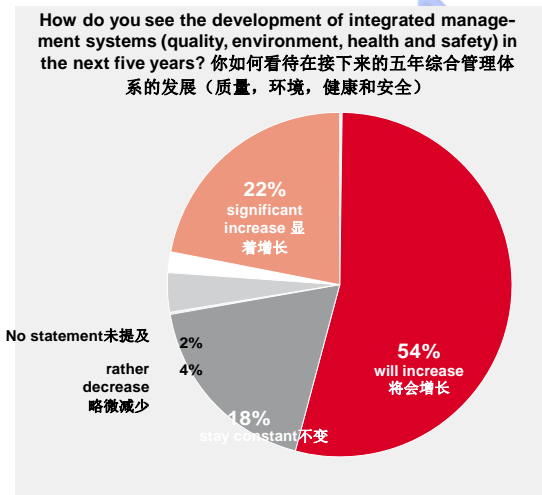


Illustration 7.: More than 76% of the respondents expect an increase in importance or a significant increase in importance of IMS within the next five years. 调查对象中，有超过76%的人期望在接下来的5年内，综合管理体系的重要性能得到提升或者显著的提升。

In a survey carried out by Quality Austria in 2009, 250 decision-makers from ISO 9001-certified and IMS-certified organisations answered the question "How do you see the development of integrated management systems (quality, environment, health and safety) in the next five years?" and came to the following result: more than 76% of the respondents expect an increase in importance or a significant increase in importance within the next five years. 2009年，Quality Austria进行了一项调查，250位来自ISO9001和IMS认证企业的决策者回答了关于“你如何看待在接下来的五年综合管理体系的发展（质量，环境，健康和安全的）”的这样一个问题，得出的结果是：有超过76%的人期望在接下来的5年内，综合管理体系的重要性能得到提升或者显著的提升。

The main reasons given for this growing importance were the following: 以下为重要性增长的几个主要原因：

- Synergies are being used 采用了增效效应
- Requirements in general are on the rise, e.g. in the field of law 大众的要求呈上升趋势，比如说：在法律的范围之内
- Customer demands are increasing. 顾客的需求在增长

In another survey on quality management, carried out by the Fraunhofer Institute for Production Technology in approx. 500 German production businesses, respondents were asked about the importance of management systems in addition to quality management. According to this survey, the introduction of additional management systems is significantly on the rise. 24% of the responding companies were planning to introduce an environmental management system within the next one to three years. This corresponds to a growth rate of 94% compared to the previously listed number of companies participating in the survey. According to this survey, high growth rates are also expected in the fields of risk management systems (128%) and occupational health and safety (70%). 另一个关于质量管理调查，由生产技术研究所的Fraunhofer来执行。500家德国生产企业，受访者被问及除质量管理以外，管理体系的其他重要性。根据这个调查，其他额外的管理体系的引入正处于明显上升趋势。其中有24%的企业正在计划于接下来的1到3年内引入环境管理体系，与先前那些参与调查企业相对比，这符合94%的增长率。在调查中，被寄望出现高增长率的还有现场风险管理体系（128%），职业健康安全（70%）。

The importance of integrated management systems was reflected in this survey as well: 79% of respondents answered the question "Do you use management systems within the framework of an integrated management system, i.e. in combination with a quality management system" in the affirmative. 综合管理体系的重要性也在这个调查中予以体现：79%的受访者肯定的回答了关于“你会采用在一个综合管理体系框架内的管理体系吗？，例如：与质量管理体系相结合”的问题。

Increasing importance of risk management in integrated management systems 风险管理在综合管理体系中的重要性在增大

In recent years, supported also by the publication of ISO 31000, risk management found its way into Austrian companies. According to a survey among around 150 Austrian businesses, risk management is regarded as important or very important by more than 90% of the respondents. The majority of these companies also expect it to become even more important in the future. 近年来，随着ISO31000的出版，风险管理也已经打开了奥地利企业的市场。根据调查，在约150家奥地利企业中，将风险管理视为重要或非常重要的占受访者的90%以上。在这之中大多数企业希望在将来它还会变得更加重要。

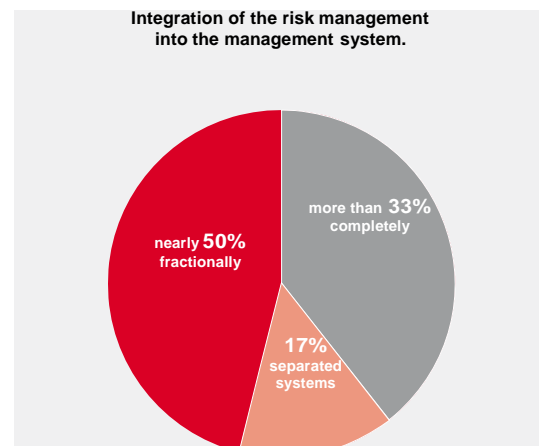


Illustration 8.: Integration of the risk management into the management system. 管理体系中风险管理的整合

Quality Austria's Participation in Standardisation Bodies

Quality Austria在标准化组织中的参与

Regarding the implementation of risk management systems, slightly more than one third of companies stated that their risk management system was fully integrated in their management system. Almost 50% of the businesses said they had a partly integrated system with some joint documents. 17% of the companies still use separate systems for quality management and risk management. 关于风险管理体系的落实，略超过三分之一的企业声称他们的风险管理体系已完全整合进管理体系中。约50%的企业表示有部分体系整合了风险管理并有合并的文件。17%的企业还是将风险管理和质量管理分别进行。

Harmonisation of standardization 标准的融合

The integrated view of management systems is also advanced by the developments of the International Organisation for Standardisation (ISO) that are currently underway. In line with a "Joint Vision" of the ISO members, the harmonisation of texts and standards structures has already progressed considerably. This brings to the fore holistic concepts such as the "context of an organisation" or "leadership". It is also expected that risk management as an integration topic will be paid greater attention to in requirement standards, in particular also in the enhancement of ISO 9001. 管理体系的综合远景也随着国际标准化组织的发展而进步。同样通过那些当前的进行中的ISO发展增长。以相同于ISO成员的“结合的视角”来看，文字的融合，标准的构架已经取得相当大的进步。这对诸如“组织的环境或领导作用”的整体性概念起到了积极作用。当然作为一个一体化的课题，风险管理也期待在标准要求中将会得到更多的关注，特别是在对ISO9001的提升方面。

Increasing corporate quality with IMS 综合管理体系企业的质量提升

From the point of view of Quality Austria, integrated management systems are considered material prerequisites for increasing the overall perceivable quality of a company. Their certification furthers consistency in implementation as well as the integration in the three dimensions mentioned earlier. In the long run, this also boosts competitiveness, robustness and the value of an organisation.

从Quality Austria的观点来看，综合管理体系被视为一个企业整体质量提升的物质条件。作物资先决条件来增加一个公司的整体可感知的质量。他们的认证有助于执行的统一性和先前提到的三个方面的一体化。从长远来看，这也增强了竞争力，稳健性和企业价值。

The qualityaustria vision on integrated management systems goes as follows: In future, organisations will meet all requirements and aspects in such a manner that only a single comprehensive and integrated management system is used for implementation. This IMS can be seen from the different perspectives of performance-oriented business, quality, environmental protection, occupational health and safety, societal responsibility or risk management and thus contributes to an overall increase in corporate quality and consequently also the company's success. Qualityaustria公司认为综合管理体系的远景将会是：在将来，组织会采用一个全面的综合的管理体系来运作从而满足所有各方需求。这个综合管理体系能够涵盖到业务，质量，环境保护，职业健康安全，社会责任或风险管理各个不同方面并从而对企业质量的整体提升和最终走向成功做出贡献。

Services provided by Quality Austria such as audits, appraisals and education and further training measures already satisfy the requirement of guaranteeing and increasing the corporate quality of our customers through competence in integrated management systems. Quality Austria actively participates in international working groups and ISO bodies, carries out surveys, analyses surveys of third parties and develops the competence of trainers and auditors on a regular basis in order to identify future developments at an early stage and to implement them in a practice-oriented manner. qualityaustria auditors have a high level of professional and methodological expertise regarding several management models.

Quality Austria提供的相关服务，如，审核，考核，教育，深入培训措施都达到了保证的要求并通过综合管理体系的能力来提升我们客户的企业质量。Quality Austria积极融入国际工作小组和ISO组织，进行调查，第三方分析调查并且定期开展对受训者和审核员的能力开发以便尽早明确将来的发展并以实践为导向去落实。Qualityaustria的审核员们对于不同的管理模式都有着高度的专业水准和专门的方法论。

Quality Austria has been actively involved in shaping the development of standards for years. 多年来，Quality Austria 对于标准发展的成形一直都有参与。

Overview of representation in international bodies and standardisation activities 国际组织和标准化领域概览

Organisation	Subgroup
IQNet	General Assembly
IQNet	Sector Committee Peer Evaluation & Membership
IQNet	SC Policy & Constitution
IQNet	SC Marketing and Development, SC Harmonization
IQNet	Food Safety Team
EOQ	Board of Directors, General Assembly
EOQ	PRU Steering Committee, PRU
EOQ	Technical Working Group
EFQM	Partner Meeting
IAF	Work Group Assessor Competences
IAF	Working Group 17024
IPC	Board of Directors; General Assembly
VDA-QMC	VDA 6 Committee Working Group
VDA-QMC	VDA Veto Commission
IATF	IATF (VDA-QMC) Veto Commission
IAQG/AAI	Aviation Division (certification)
Development of Standards International	
ISO	TC34/SC17 (MS Food Safety)
ISO	TC176 (Quality Management)
ISO	TC176/SC2 (Quality Systems)
ISO	TC176/SC3 (Quality Tools)
ISO	TC176/SC3/WG26 (ISO19011)
ISO	TC207 (Environmental Management)
ISO	TC207/SC1 (EM Systems)
ISO	TC207/SC3 (Environmental Audits)
ISO	TC223/WG4 (Business Continuity 22301)
ISO	PTC 262 (Risk Management)
ISO	TMB/JTCG/TF1 (MSS Harmonisation)
ISO	CASCO (Conformity Assessment)
ISO	CASCO/WG21 (ISO17021)
ISO	CASCO/WG30 (ISO17024)
ISO	CASCO/TC207/SC2 JWG
Development of Standards Austria	
ASI	K129 (Quality Management Systems)
ASI	AG 129 10 (Innovation Management)
ASI	AG 129 11 (Process Management)
ASI	K205 (Food Inspection)
ASI	K226 (Environment)
ASI	AG 226 07 (Climate Change)
ASI	K246 (Emergency Management)
ASI	K251 (CSR)
ASI	AG 251 05 (dev. ONR 192500)
ASI	K252 (Risk & BCM)
ASI	AG 252 07 (Risk Management)
ASI	K253 (Conformity Assessment)
ASI	SA 1005 (Environmental Strategy)
ASI	General Assembly



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