

## STRATEGIES FOR THE INTEGRATION OF MANAGEMENT STANDARD AND SYSTEMS

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### EXTENDED ABSTRACT

This paper focuses on the analysis of the implementation process of an integrated management system and on which have been the basic requirements for its success in an Italian refinery of average dimensions, the API refinery. Since the main set of rules for the environment (*ISO 14001 and EMAS*), safety (*OHSAS 18001*) and quality (*VISION 2000*) have the same statement and provide for analogous rules, it is possible to apply a system having some common fundamental procedures (*Environmental Quality System EQS*) and some specific procedures (*Environmental Management System EMS*) (*Safety Management System SGS*). Up to now, the main variables for an industrial reality-environment, safety and quality- have been separately managed and this rose problems in terms of great amount of documents for the management of the specific procedures of every variable, by determining, therefore, a difficult retrieval and use of them. If, on the one hand, this "integrated" approach has brought benefits in terms of the organization of the activities, on the other hand it has determined a great effort from the whole personnel. A great work is necessary in order to organize the documentation, making it easy to retrieve, to understand and to use. The enterprises operating in sectors with an high degree of ecological intensity and being insensitive to the environmental aspects of their own activity are in a high risk position, since they have not taken a crucial area of business management into consideration. On the other hand, the enterprises that adopt a suitable environmental strategy for the context in which they operate, will get a greater competitive and economic success.

**Key words:** Quality management systems, Environmental management systems, Safety management systems, Integration.