# ISO's "High Level Structure" - The Framework Uniting Management Systems
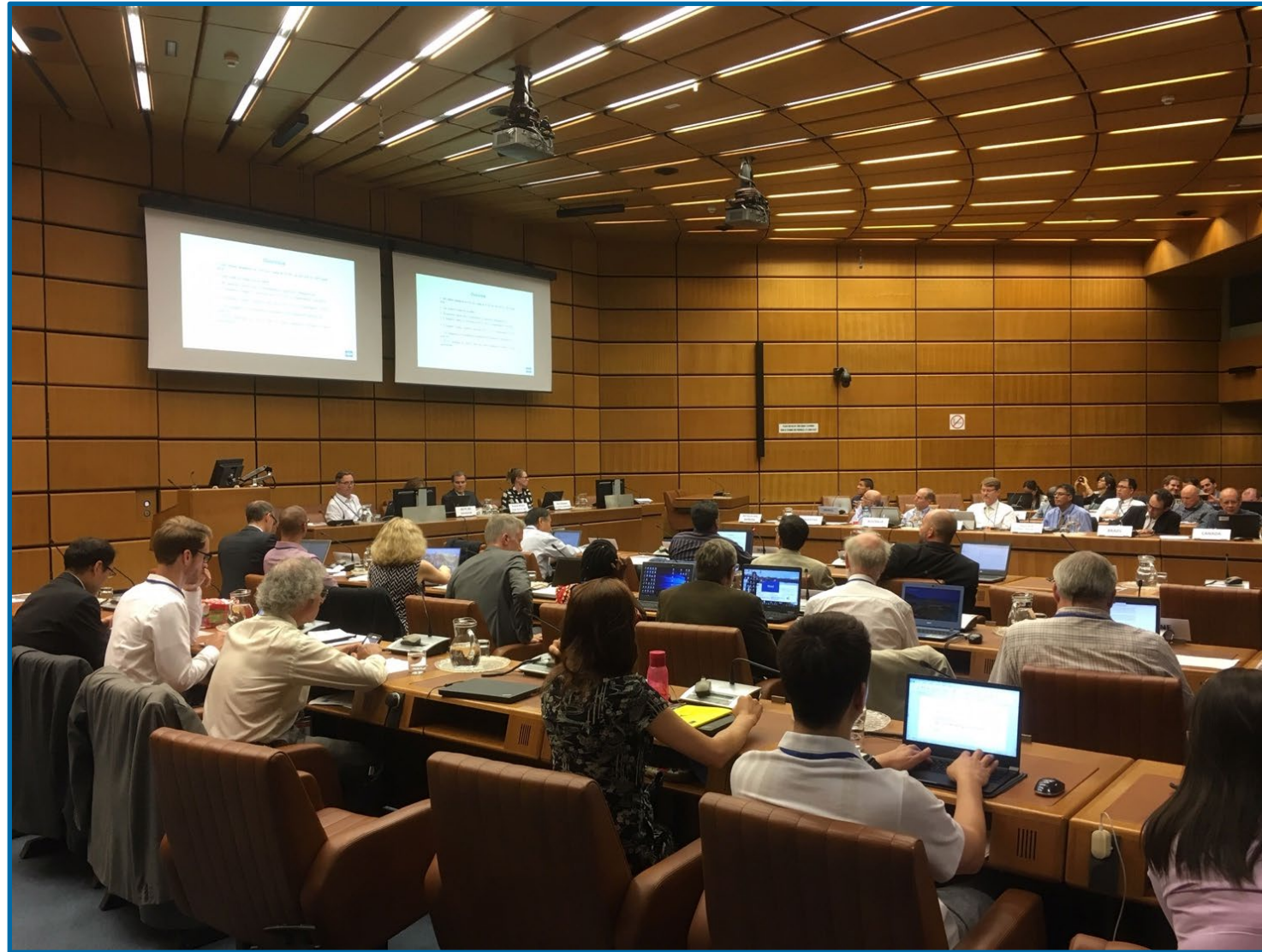
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**Federal Facilities Environmental Stewardship & Compliance Assistance Center**

ISO Technical Committee 301, 2019 Plenary Meeting, Vienna, Austria

# Business management systems provide understandable process to achieve goals
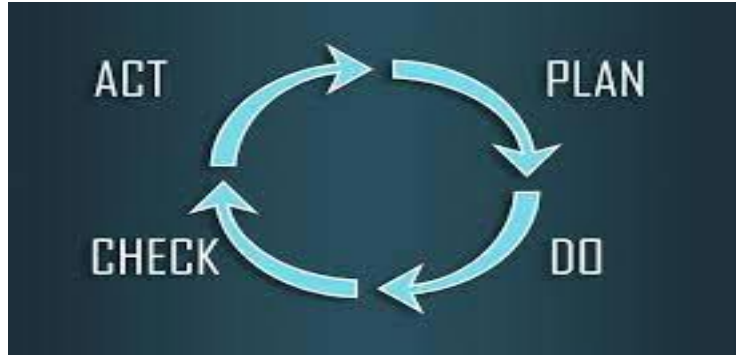
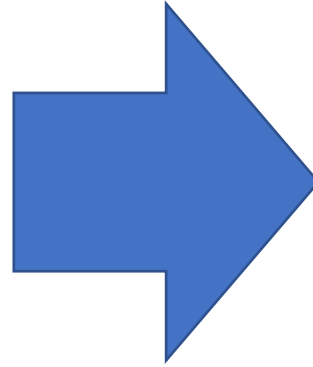# Federal agencies are responsible for managing a host of various resources

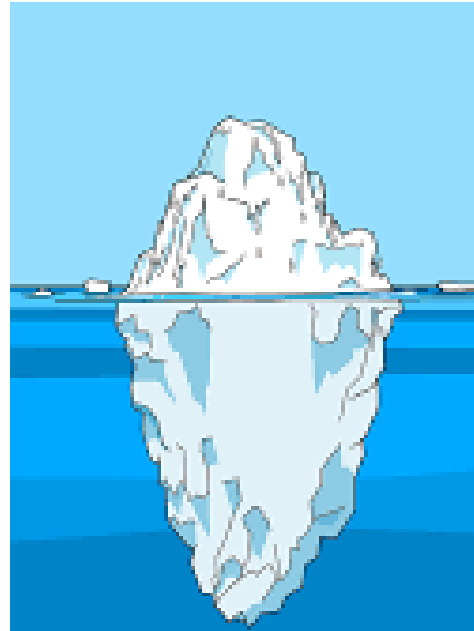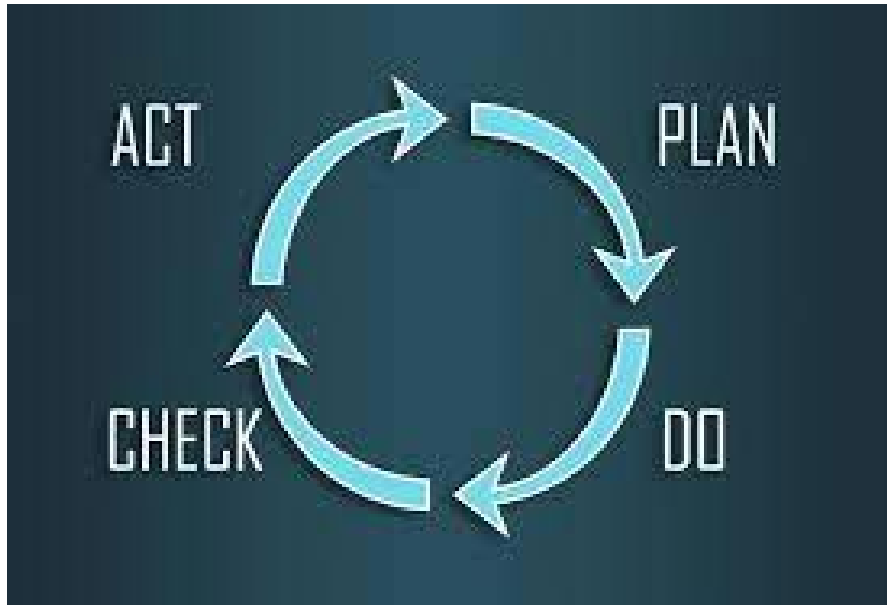# Managing multiple resources is complicated

- Interdependencies
- Different stakeholders
- Various expectations
- Lack of cohesion

# Organizations can make lots of isolated management processes

# Different topics require focus but commonalities can exist across multiple management systems

# ISO has lots of management system standards

- 50+ management system standards

- *Optimize resources*

- *Reduce costs*

- *Streamline processes and procedures*

- *Increase efficiency*

- *Avoid duplication*

- *Minimize external audit disruption*



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# The ISO High Level Structure

- ISO Technical Management Board created the High Level Structure

- Annex SL in Directive 1 – shared concepts, terms, and structure for all ISO management system standards

- Goal was general framework with limited ability to have topic specific modifications

- Published in 2012 – rolled out to existing ISO standards as they were revised

# High Level Structure Sections

1. Scope
2. Normative References
3. Terms and Definitions
4. Context of the Organization
5. Leadership

6. Planning
7. Support
8. Operation
9. Performance Evaluation
10. Improvement

# HLS Details

4. Context of the Organization
   - Make sure the organization has an understanding of the topics or problems that can affect, either positively or negatively, the organization and its ability to achieve the intended results of its management system.

5. Leadership
   - Identify the actions in which top management is directly involved to demonstrate its leadership and commitment to the management system.
   - Emphasis on the need to ensure the management system requirements are not perceived as being separate from other operations.

# HLS Details

6. Planning
   - Planning needed for the management system by detaining what needs to be considered and what needs to be addressed for the management system to achieve continual improvement.
   - Anticipate potential scenarios and consequences that would result in undesirable effects before they occur.
   - Look for favorable effects that can offer advantages.

7. Support
   - Determine and provide the resources need to establish, implement, maintina, and improve the management system.

# HLS Details

8. Operation
   - Deploy the management system plans at the operational and organizational level.

9. Performance Evaluation
   - Monitoring, measurement, analysis, and evaluation of the management system and its processes to determine the extent to which the planned activities are realized and planned results are achieved.
   - Information is intended to be used at different levels of the organization to support decision making related o the activities and drive continual improvement.

10. Improvement
    - Continual improvement vs continuous improvement.

# Customization within the ISO process



- The HLS is text.
- Customization is strongly discouraged.
- Additions ok so long as they don't contradict or undermine harmonized intent.
- Deletions require ISO approval.

# 25 ISO standards use the HLS

- ISO 9001:2015, Quality management
- ISO 14001:2015, Environmental management
- ISO/IEC 27001:2013, Information technology - Security techniques - Information security management
- ISO 45001:2018, Occupational health and safety management
- ISO 46001:2019, Water efficiency management
- ISO 50001:2018, Energy management

- ISO 21101:2014, Adventure tourism - Safety management
- ISO 22000:2018, Food safety management
- ISO 34101-1:2019, Sustainable and traceable cocoa beans: Requirements for sustainability management

# 50001 Ready Navigator uses HLS structure
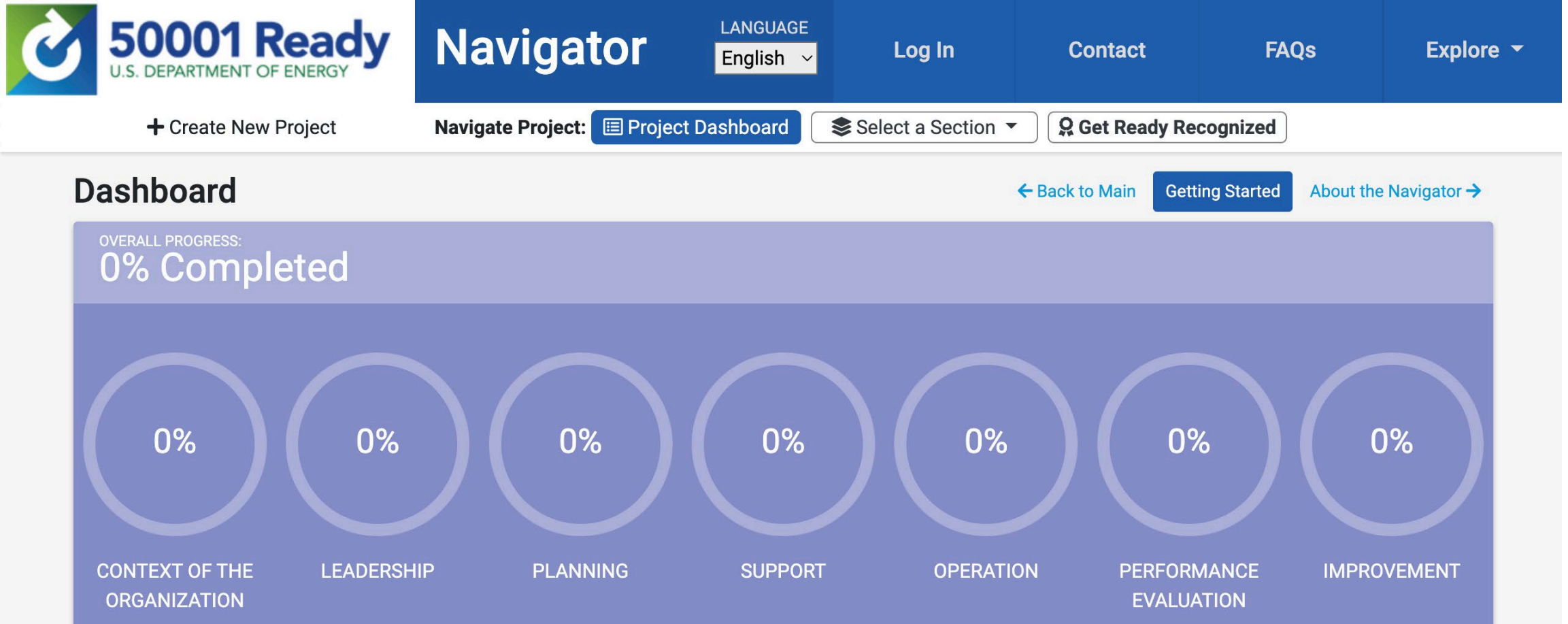
# The HLS in federal agencies and facilities

- If you use ISO management system standards they should be starting to follow the HLS.
  - The implementation of the management system will not change a whole lot
- The HLS can be adapted for non ISO based management systems
  - Provide a common framework agency/facility wide
  - Build on common elements
  - Use common tools and processes
  - Allow for topic/agency/facility specific details
- The 50001 Ready Navigator provides a starting place to build a HLS based management system that can be expanded to other topics.