PERSPECTIVE
INDUSTRIAL ASSURANCE GROUP LTD.
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PIAG PRACTICAL ASSURANCE SERIES

QHSE Management System Implementation Guide

A practical architecture for integrated quality, health, safety and environmental management.

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Perspective Industrial Assurance Group Ltd.

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01 / WHAT AN INTEGRATED QHSE SYSTEM MUST ACHIEVE

What an Integrated QHSE System Must Achieve

A QHSE management system connects quality, occupational health and safety, and environmental responsibilities to business processes, leadership decisions and evidence of control.

Outcome	Management-system response	Typical evidence
Consistent quality	Define processes, criteria, responsibilities and control of nonconforming outputs.	Process maps, inspection records, complaints, CAPA
Safe and healthy work	Identify hazards, consult workers and control OH&S; risk.	HIRA/JSA, PTW, competence, incident learning
Environmental protection	Identify aspects, obligations and operational controls.	Aspect register, monitoring, waste and spill records
Continual improvement	Evaluate performance and address causes of weakness.	KPIs, audits, management review, corrective action

INTEGRATION PRINCIPLE

Use one governance and improvement architecture where possible, while retaining the technical controls required by quality, OH&S; and environmental risk.

02 / SYSTEM ARCHITECTURE AND ISO ALIGNMENT

System Architecture and ISO Alignment

The common management-system structure supports integration of ISO 9001, ISO 14001 and ISO 45001 requirements.

System layer	Key questions	Outputs
Context and scope	What activities, sites, interested parties and obligations are included?	Scope, context analysis, stakeholder needs
Leadership	Who is accountable? How are policy and objectives governed?	Policy, roles, resources, consultation
Planning	Which risks, opportunities, aspects and legal duties matter?	Registers, objectives and action plans
Support	What competence, communication, documents and resources are needed?	Training, communication and controlled information
Operation	How are processes and critical activities controlled?	SOPs, PTW, supplier controls, emergency plans
Evaluation	How is conformity and performance assessed?	Monitoring, audit, compliance evaluation, review
Improvement	How are incidents and nonconformities converted into learning?	Root cause, CAPA and continual improvement

03 / IMPLEMENTATION ROADMAP

Implementation Roadmap

Build the system around actual processes and evidence. Avoid copying manuals that do not match the organization.

Phase	Core activities	Completion evidence
1. Diagnose	Gap assessment, process discovery, risk and obligation review	Approved gap report and implementation plan
2. Design	Scope, governance, process architecture and controlled information	Approved policy, processes, registers and procedures
3. Implement	Training, communication, operational controls and record generation	Competent owners and operating evidence
4. Evaluate	Monitoring, compliance evaluation, internal audit and CAPA	Findings, trends and corrective action
5. Review	Management review, resourcing and readiness decision	Decisions, priorities and improvement plan

04 / CORE PROCESS CHECKLIST

Core Process Checklist

Use this checklist to confirm that essential QHSE processes are defined, owned and operating.

Ref	Requirement / verification question	Evidence / comment	Status
01	Scope, context and interested-party needs are current.		[ ] Y [ ] N [ ] N/A
02	Legal and other requirements are identified and evaluated.		[ ] Y [ ] N [ ] N/A
03	Quality risks, OH&S; hazards and environmental aspects are assessed.		[ ] Y [ ] N [ ] N/A
04	Objectives have indicators, owners, resources and review dates.		[ ] Y [ ] N [ ] N/A
05	Competence and awareness requirements are defined by role.		[ ] Y [ ] N [ ] N/A
06	Operational procedures and critical controls reflect actual work.		[ ] Y [ ] N [ ] N/A
07	Contractors and suppliers are selected and monitored by risk.		[ ] Y [ ] N [ ] N/A
08	Emergency scenarios are planned, tested and reviewed.		[ ] Y [ ] N [ ] N/A
09	Incidents, nonconformities and complaints drive causal action.		[ ] Y [ ] N [ ] N/A
10	Internal audit and management review evaluate effectiveness.		[ ] Y [ ] N [ ] N/A

05 / PERFORMANCE DASHBOARD

Performance Dashboard

Balance leading indicators, outcome indicators and control effectiveness. Avoid rewarding activity counts that do not demonstrate better control.

Perspective	Example measures	Interpretation
Quality	First-pass yield, complaints, rework, supplier defects	Shows process conformity and customer impact
Health and safety	Critical controls verified, exposure monitoring, incidents, action closure	Combines prevention activity with harm outcomes
Environment	Spills, waste, resource use, permit compliance, aspect controls	Shows impact, efficiency and obligation status
System health	Audit findings, repeat issues, overdue CAPA, management actions	Shows whether governance and learning are effective

Top five QHSE objectives	
Leading indicators and targets	
Lagging indicators and thresholds	
Review frequency and accountable forum	

06 / MANAGEMENT SELF-ASSESSMENT

Management Self-Assessment

Score each question honestly and retain evidence. Use weak scores to prioritize a formal gap assessment or implementation plan.

Ref	Requirement / verification question	Evidence / comment	Status
01	Leadership can explain the most significant QHSE risks and controls.		[ ] Y [ ] N [ ] N/A
02	Process owners understand their QHSE responsibilities.		[ ] Y [ ] N [ ] N/A
03	Workers participate in hazard identification and improvement.		[ ] Y [ ] N [ ] N/A
04	Risk assessments are current and used during planning.		[ ] Y [ ] N [ ] N/A
05	Operational controls are verified, not merely documented.		[ ] Y [ ] N [ ] N/A
06	Legal and client obligations have owners and evidence.		[ ] Y [ ] N [ ] N/A
07	Incident investigations address systemic causes.		[ ] Y [ ] N [ ] N/A
08	Corrective actions are verified for effectiveness.		[ ] Y [ ] N [ ] N/A
09	Contractor performance is monitored after award.		[ ] Y [ ] N [ ] N/A
10	Management review decisions are resourced and tracked.		[ ] Y [ ] N [ ] N/A

PIAG SUPPORT

PIAG can provide gap assessment, integrated system design, ISO 9001/14001/45001 implementation support, internal audit, training and digital enablement through Sentinel. Independent certification remains the role of an accredited certification body.