



Sustainability Management Systems (SMS): Sustainable Development in relation to different kinds of management systems

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10th Canadian Pollution Prevention Roundtable

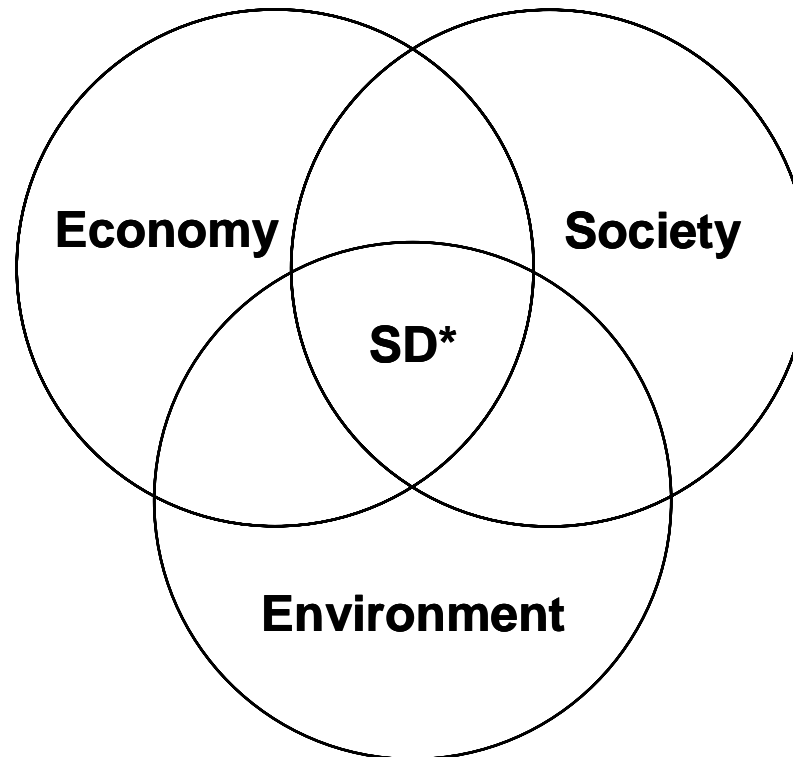
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What is going on?

- Sustainable Development (SD) / Sustainability \Rightarrow Huge debate

The general idea of a sense of stability for environmental, social and economic dimensions.

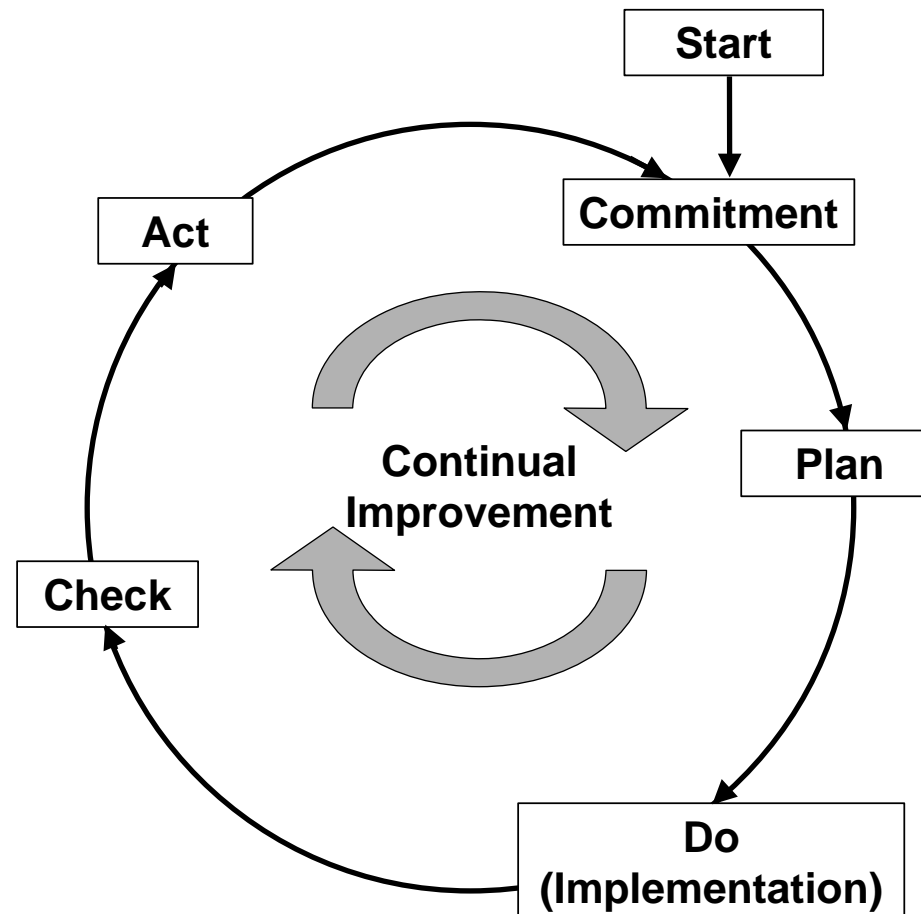


* SD: Sustainable Development

What is going on?

- Management System

Is the framework of processes and procedures used to ensure that an organization can fulfill all tasks required to achieve its objectives.

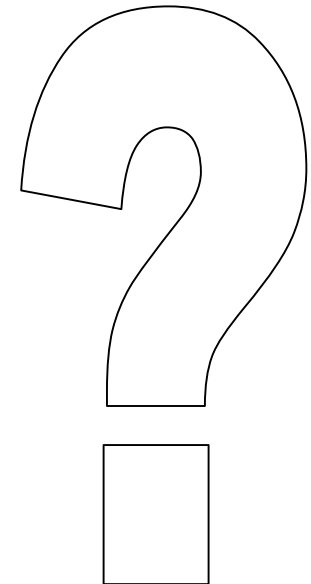
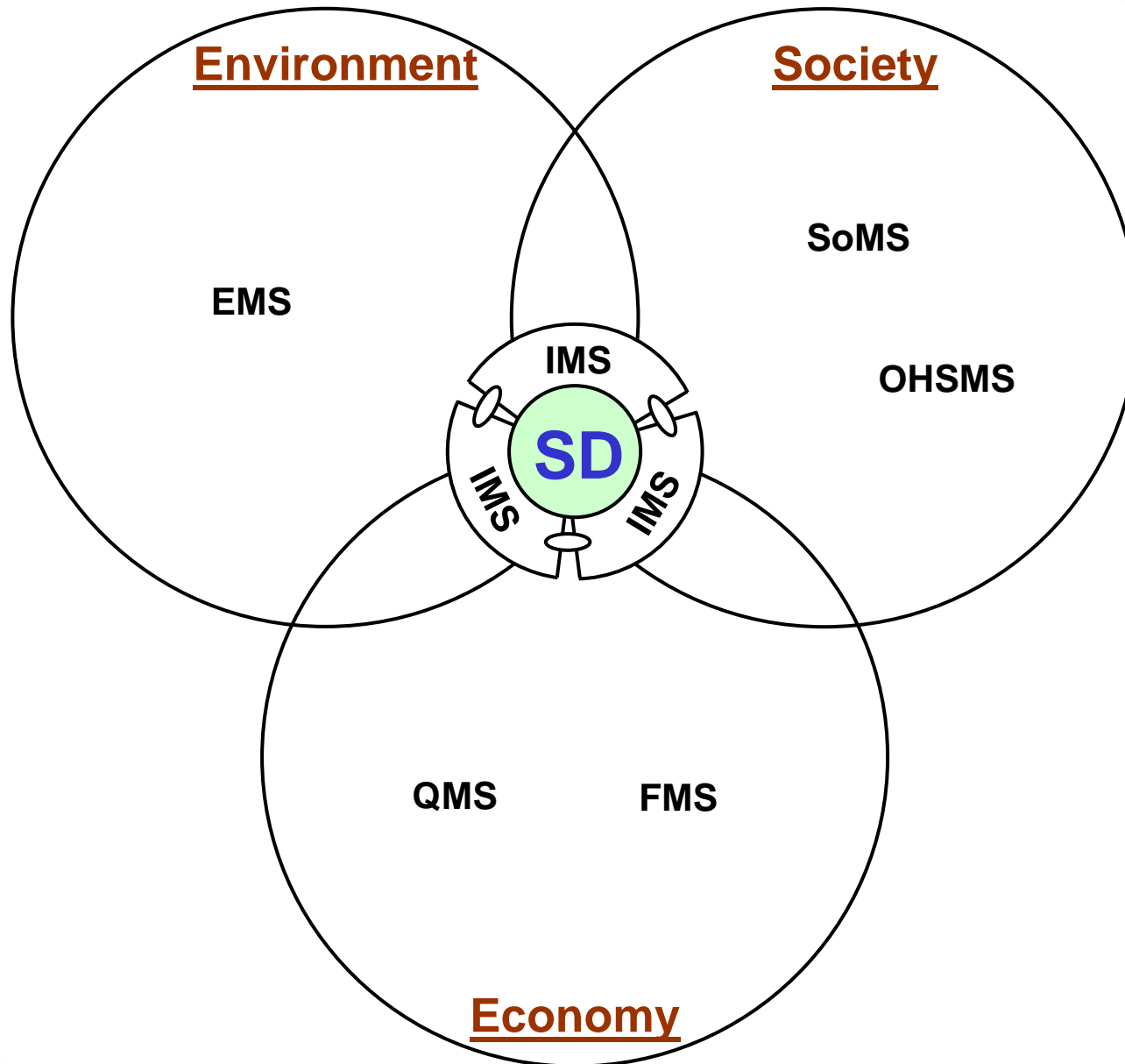


What is going on?



- Many kinds of Management Systems ...
 - Quality Management Systems (QMS)
 - Environmental Management Systems (EMS)
 - Occupational Health and Safety Management Systems (OHSMS)
 - Financial Management Systems (FMS)
 - * etc
 - * etc
 - * etc
 - Sustainability Management Systems (SMS)????

How do Management Systems relate to SD?



Some in-depth (qualitative) interviews



- To academics, professionals, consultants, government employees, etc.

For example

- About usefulness of current management systems, in general, for Sustainable Development

- “They are useful if the people know how to use them, and they can be misused.”
- “They are not very useful because SD is such a non defined term that you really don’t know what to put in a system like that.”
- “They foster long-term thinking.”

- “They are fairly useful. The limitations it is that they do not really get a couple of issues.”
- “They can be used to promote SD but that is not widely used.”
- “They are one step on the way towards more Sustainability Management Systems.”

- About what management systems need to somehow help companies towards Sustainable Development

- “They need to have a definition of what it is they are working towards.”
- “There should not be many different management systems (e.g., environmental, financial, safety, sustainability). A business should operate with a single, consistent *business* management system.”
- “There is not performance standard, so you do not necessarily need to improve. They need performance guarantee, eco-efficiency.”

- “The next step is to not only focus on the production processes, but look at the life cycle of the company’s products and activities. They need to focus more on the strategic level.”
- “There is needed to add kind of design elements, and add a sort of stakeholder engagement process.”
- “They need to focus on multiple bottom lines, they are designed to measure very narrow objectives, whereas a SMS has to be much broader.”

- About the idea of Sustainability Management Systems (SMS)

- “It is sort of an integrated approach, a holistic approach from the companies’ perspective. The Policy must be developed by the employees and different stakeholders together with management.”

- “It should be involved the group that not only includes the various operations within the business, but it should also include key stakeholders, key customers, key suppliers, key partners.”

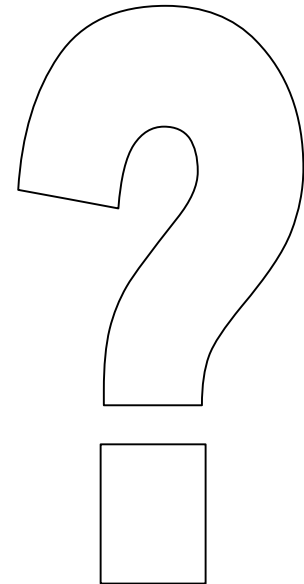
- “The Management System approach is probably the not the best approach towards sustainable systems.”
- “It is a way to reach the goals on sustainability, it is a kind of a linkage with the sustainability vision that many organizations have been fairly recent developing.”
- “Instead sustainability, Environmental efficiency should be the approach.”

- About performance-based programs helping on SD performance (US Malcolm Baldrige, the US National Environmental Performance Track, Canadian Progressive Excellence Program, or the European Foundation for Quality Management)

- “The performance is like a soccer game, the one that more score has, the one who wins. The conformance is the rules of the game; performance is how you play the game.”
- “The problem is the more systems you try to integrate the more complex you make the whole package.”
- “Baldrige provides a very good structure for planning because they have a strong strategic planning component.”

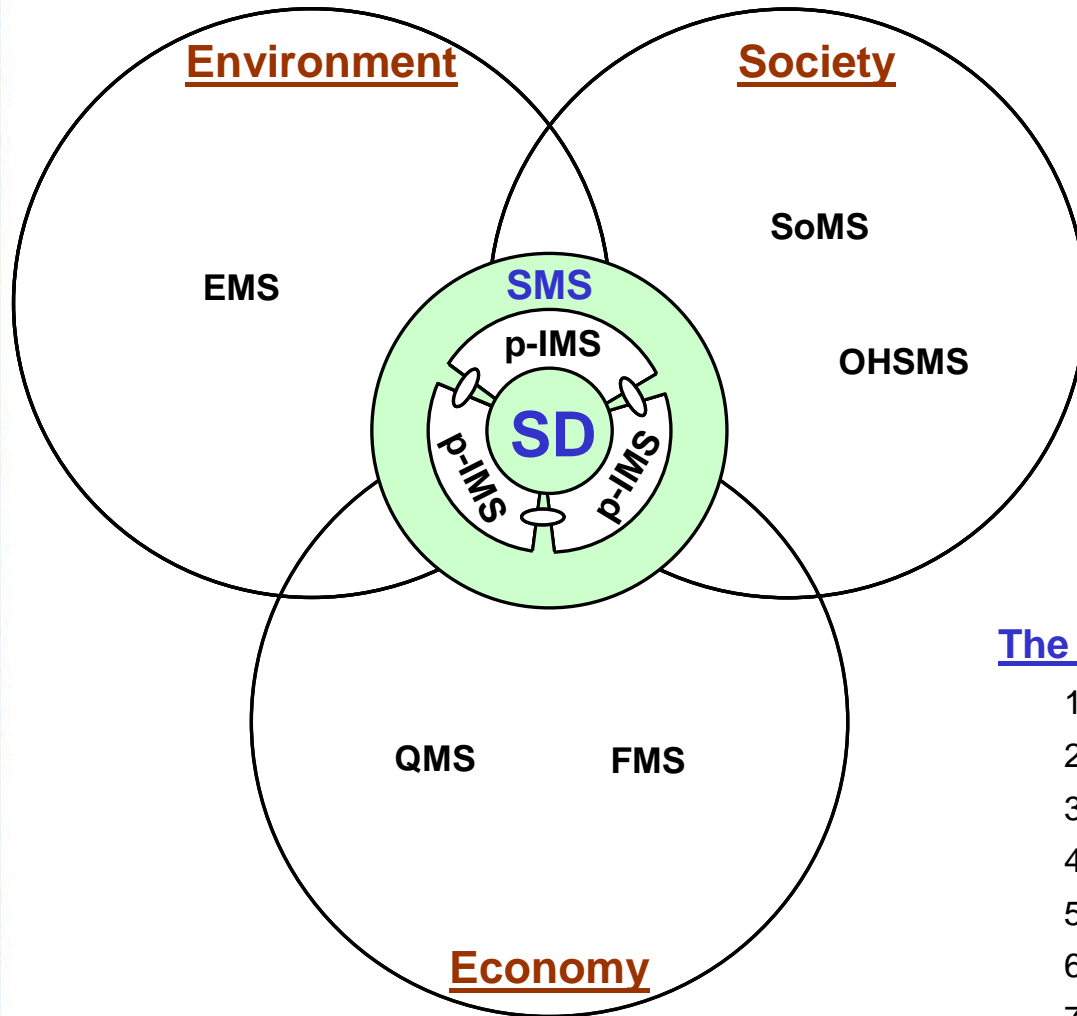
A SMS Framework =

- The Context (approach)**
- + The Process (adapted PDCA process)**
- + The Sustainability Performance Criteria
(guide complement for performance)**

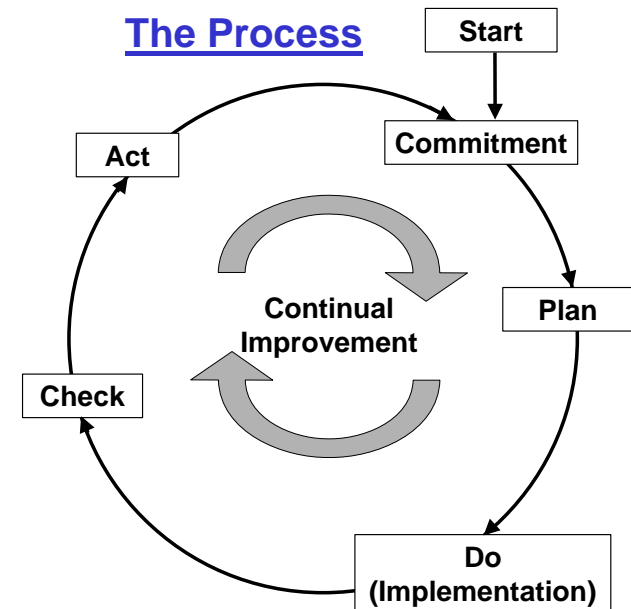


A SMS Framework? =

The Context



The Process



The Sustainability Performance Criteria

1. Sustainability Leadership
2. Planning for Sustainability Improvement
3. Employees Involvement
4. Process Management
5. Product/Service Management
6. Information and Analysis Management
7. Customers and Suppliers Involvement
8. Other Stakeholders Involvement
9. Sustainability Results

Thank you very much!

Suggestions, questions?

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