



# THE SIGMA GUIDELINES- TOOLKIT

SIGMA COMPATIBILITY TOOL



# ***SIGMA Compatibility Tool***

## ***INTRODUCTION***

The purpose of the SIGMA Compatibility Tool is to support the application of the SIGMA Guidelines by identifying its links to existing management systems and frameworks. The aim is to encourage organisations to work from where they are - building on, rather than replacing their use of existing systems. The tool includes an analysis of 13 standards and guidelines that have been identified as being able to provide a sound basis for implementing the SIGMA Management Framework:

- ISO 14001 – Environmental management systems – Specification with guidance for use
- The European Eco-Management and Audit Scheme (EMAS) Regulation
- ISO 14031 – Environmental performance evaluation - Guidelines
- OHSAS 18001 – OHS Management System Specification
- ISO 9000: 2000 – Quality Management
- Investors in People (IIP)
- Social Accountability (SA 8000)
- AS/NZS 4581 - Management System Integration Guidance to Business, Government and Community Organisations
- The Natural Step (TNS)
- The UN Global Compact
- The European Quality Foundation (Business Excellence) Model (EFQM) (sometimes referred to as the Business Excellence Model (BEM)).
- AccountAbility 1000 (AA1000) Framework and the AA1000 Assurance Standard
- The Charter Mark

The tables below illustrate how these standards and guidelines link to the [SIGMA Management Framework 4 Phases](#) (and associated sub-phases) in order to help organisations develop and integrate their existing management systems and frameworks.

## ***HOW TO USE THE SIGMA COMPATIBILITY TOOL***

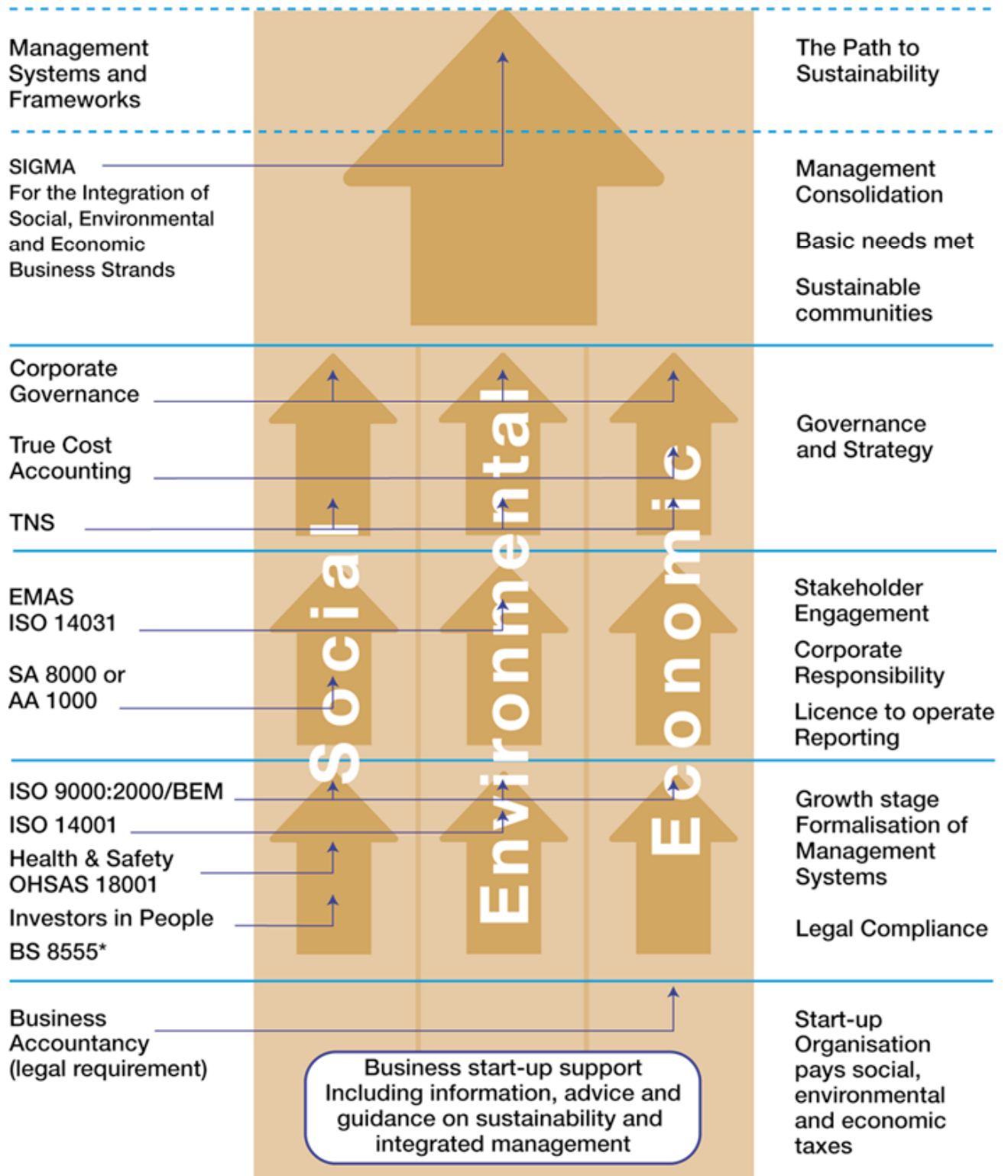
The compatibility tables below illustrate the different phases and sub-phases of the SIGMA Management Framework in the two left-hand columns. The remaining columns contain a clause-by-clause comparison to the existing standards and guidelines, illustrating the ways in which the clauses in these existing documents can contribute to the implementation of the SIGMA Management Framework. A dash (-) indicates that there is no direct comparison.

### ***SUMMARY***

As can be seen from the diagram below, there are a range of existing standards and guidelines that organisations can use to facilitate the implementation of the SIGMA Guidelines.

This diagram aims to show the progression of an organisation from basic accountancy at the start-up phase of the business to the systematic management of sustainability issues in a mature organisation.

## Towards Integration SIGMA Compatibility with existing approaches



The progress made by organisations is based on help and support from:

- The SIGMA Guidelines  
*The development of fully integrated sustainability management*
- Business Start-Up programmes  
*Small Business Service, and others*
- The Acorn Trust and BS 8555 (an incremental approach to implementing an environmental management system)  
*The development of sound environmental performance for SMEs and supply chains*

In the diagram above, each of the considered management systems have been split to show their current focus towards social, economic and environmental sustainability. As organisational sustainability improves its management becomes more integrated as shown at the top of the diagram. Obviously some organisations will develop faster and in different ways to others and so the diagram portrays a basic model to be applied and aligned to organisational development as appropriate for each organisation.

Tools for sustainability can also play an important part in assisting an organisations progress along the path towards comprehensive sustainability management. They include:

- The SIGMA Toolkit
- Scenarios,
- Backcasting
- Design For Environment / Sustainability
- Ecological Footprinting
- Utilisation of Environmental Space

As can be seen from the following compatibility tables, the Deming (Plan, Do, Check, Act) cycle, with continual improvement at its core, plays a major part in many standards and frameworks that can be linked to sustainability. The SIGMA Management Framework uses this cycle as its basis to ensure compatibility with these standards without incurring excessive duplication of any of their core elements.

The SIGMA Management Framework has also been developed to be flexible enough for all organisations to use, including those with bespoke systems and those at various stages of sustainable development.

SIGMA Management Framework		Health and Safety		Environmental Management			Quality Management	
Phase	Sub-phase	Clause	OHSAS 18001	Clause	ISO 14001	EMAS	Clause	ISO 9001
Leadership and Vision	LV.1 Business case and top management commitment	4.1	General requirements	4.1 / Annex I (I-A.1.)	General requirements	General requirements	4.1	General requirements
							4.5.1	Management commitment
							5.5	Responsibility, authority and communication
							5.5.1	Responsibility and authority
	LV.2 Vision, mission and operating principles	4.2	OH&S policy	4.2 / Annex I (I-A.2.)	Environmental policy	Environmental policy	5.3	Quality policy
							8.5	Improvement
	LV.3 Communication and training	4.4.2	Training, awareness and competence	4.4.2 / Annex I (I-A.4.2.)	Training, awareness and competence	Training, awareness and competence	5.5.3	Internal communication
4.4.3							Consultation and communication	4.4.3 / Annex I (I-A.4.3)

SIGMA Management Framework		Health and Safety		Environmental Management			Quality Management	
Phase	Sub-phase	Clause	OHSAS 18001	Clause	ISO 14001	EMAS	Clause	ISO 9001
				Annex I (B) (3)		External communication and relations	7.2.3	Customer communication
	LV.4 Culture change	-	-	Article 1 (2) (d)	-	The eco-management and audit scheme and its objectives	-	-
Planning	P.1 Initial performance review	4.3.1	Preparing for hazard identification, risk assessment and risk control	4.3.1 / Annex V	Environmental aspects	Environmental aspects	7.2.1	Determination of requirements related to the product
				Article 3 (2) (a)		Participation in EMAS	7.2.2	Review of requirements related to the product
				Annex VII		Environmental review		
	P.2 Legal and regulatory analysis and management	4.3.2	Legal and other requirements	4.3.2 / Annex I (I-A.3.2)	Legal and other requirements	Legal and other requirements	7.2.1	Determination of requirements related to the product
Article 3 (2) (a)					Participation in EMAS			

SIGMA Management Framework		Health and Safety		Environmental Management			Quality Management	
Phase	Sub-phase	Clause	OHSAS 18001	Clause	ISO 14001	EMAS	Clause	ISO 9001
				Annex I (B) (1)		Legal compliance		
	P.3 Actions, impacts and outcomes	4.3.1	Preparing for hazard identification, risk assessment and risk control	4.3.1 / Annex I (I-A.3.1.) and Annex VI	Environmental aspects	Environmental aspects	7.2.1	Determination of requirements related to the product
							7.2.2	Review of requirements related to the product
	P.4 Strategic planning	4.3.3	Objectives	4.3.3 / Annex I (I-A.3.3)	Objectives and targets	Objectives and targets	5.4.1	Quality objectives
P.5 Tactical planning	-	-	Article 1 (2) (a)	-	The eco-management and audit scheme and its objectives	-	-	
Delivery	D.1 Change management	4.4.1	Structure and responsibility	4.4.1 / Annex I (I-A.4.1.)	Structure and responsibility	Structure and responsibility	5	Management responsibility
							5.1	Management commitment

SIGMA Management Framework		Health and Safety		Environmental Management			Quality Management	
Phase	Sub-phase	Clause	OHSAS 18001	Clause	ISO 14001	EMAS	Clause	ISO 9001
							5.5.1	Responsibility and authority
							5.5.2	Management representative
							6	Resource management
							6.1	Provision of resources
							6.2	Human resources
							6.2.1	General
							6.3	Infrastructure
							6.4	Work environment
	D.2 Management programmes	4.3.4	OH&S management programme(s)	4.3.4 / Annex I (I-A.3.4.)	Environmental management programme(s)	Environmental management programme(s)	5.4.2	Quality management system planning

SIGMA Management Framework		Health and Safety		Environmental Management			Quality Management		
Phase	Sub-phase	Clause	OHSAS 18001	Clause	ISO 14001	EMAS	Clause	ISO 9001	
							7	Product realisation	
							7.1	Planning of product realisation	
		4.4	Implementation and operation	4.4	Implementation and operation		8.5.1	Continual improvement	
	D.3 Internal controls and external influence	4.4.4	Documentation	4.4.4 / Annex I (I-A.4.4.)	Environmental management system documentation	Environmental management system documentation	4.2	Documentation requirements	
		4.4.5	Document and data control	4.4.5 / Annex I (I-A.4.5.)	Document control	Document control	4.2.2	Quality manual	
		4.4.6	Operational control	4.4.6 / Annex I (I-A.4.6.)	Operational control	Operational control	4.2.3	Control of documents	
		4.4.7	Emergency preparedness and response		4.4.7 / Annex I (I-A.4.7.)	Emergency preparedness and response	Emergency preparedness and response	7	Product realisation
								8.3	Control of nonconforming product

SIGMA Management Framework		Health and Safety		Environmental Management			Quality Management	
Phase	Sub-phase	Clause	OHSAS 18001	Clause	ISO 14001	EMAS	Clause	ISO 9001
Monitor, review and report	MRR.1 Monitoring, measurement, auditing and feedback	4.5.1	Performance measurement and monitoring	4.5.1 / Annex I (I-A.5.1.)	Measurement and monitoring	Measurement and monitoring	4.2.4	Control of quality records
				Article 1 (2) (b)		The eco-management and audit scheme and its objectives	7.6	Control of monitoring and measuring devices
		4.5.2	Accidents, incidents, non-conformances and corrective and preventative actions	4.5.2 / Annex I (I-A.5.2.)	Non-conformance and corrective and preventative action	Non-conformance and corrective and preventative action	8.1	General
		4.5.3	Records and record management	4.5.3 / Annex I (I-A.5.3.)	Records	Records	8.2	Monitoring and measurement
		4.5.4	Audit	4.5.4 / Annex I (I-A.5.4.)	Environmental management system audit	Environmental management system audit	8.2.1	Customer satisfaction
							8.2.2	Internal audit

SIGMA Management Framework		Health and Safety		Environmental Management			Quality Management	
Phase	Sub-phase	Clause	OHSAS 18001	Clause	ISO 14001	EMAS	Clause	ISO 9001
				Article 3 (2) (b)		Participation in EMAS	8.2.3	Monitoring and measurement of processes
							8.2.4	Monitoring and measurement of product
							8.3	Control of non-conforming product
							8.4	Analysis of data
							8.5.2	Corrective action
							8.5.3	Preventive action
	MRR.2 Tactical and strategic review	4.6	Management review	4.6 / Annex I (I-A.6)	Management review	Management review	5.6	Management review

SIGMA Management Framework		Health and Safety		Environmental Management			Quality Management		
Phase	Sub-phase	Clause	OHSAS 18001	Clause	ISO 14001	EMAS	Clause	ISO 9001	
	MRR.3 Reporting progress	4.4.3	Consultation and communication	4.4.3 / Article 1 (2) (c)	Communication	The eco-management and audit scheme and its objectives	5.5.3	Internal communication	
				Article 3 (2) (c) and (e) / Article 3 (3) (a) and (b)		Participation in EMAS	7.2.3	Customer communication	
				Annex III		Environmental statement			
	MRR.4 Assurance of reporting				Article 3 (2) (d)	-	Participation in EMAS		
					Annex V		Accreditation, supervision and function of the environmental verifiers		
	Stakeholder engagement				Annex I (B) (3)	-	External communication and relations	5.2	Customer focus

SIGMA Management Framework		Health and Safety		Environmental Management			Quality Management	
Phase	Sub-phase	Clause	OHSAS 18001	Clause	ISO 14001	EMAS	Clause	ISO 9001
				Annex I (B) (4)		Employee involvement		

SIGMA Management Framework		Investors in People		Accountability			Business Excellence	
Phase	Sub-phase	Clause	liP	Clause	AA1000	SA8000	Clause	EFQM
Leadership and Vision	LV.1 Business case and top management commitment	1	Organisation is committed to supporting the development of people	P1 / 9.3	Establish commitment and governance procedure	Company representatives (senior management responsibilities)	Criterion 1b	Leadership (involvement in management system)
	LV.2 Vision, mission and operating principles	4	The organisation is committed to ensuring equality of opportunity in the development of its people	P1 / II	Establish commitment and governance procedure	Normative elements and their interpretation	Criterion 1a	Leadership develops mission, vision and values
				P3 / IV	Define / review values	Social accountability requirements	Criterion 2a	Policy and strategy based on present and future needs and expectations of stakeholders
				9.1		Policy	Criterion 3e	People are rewarded, recognised and cared for

SIGMA Management Framework		Investors in People		Accountability			Business Excellence	
Phase	Sub-phase	Clause	liP	Clause	AA1000	SA8000	Clause	EFQM
	LV.3 Communication and training	3	People believe their contribution to the organisation is recognised	P11 / IV	Communicate reports and obtain feedback	Social accountability requirements	Criterion 2e	Policy and strategy (are communicated and implemented)
		7	People understand how they contribute to achieving the organisations aims and objectives	9.4		Company representatives (Non-management representative and communication with senior management)	Criterion 3b	People's knowledge and competences are identified, developed and sustained
		11	People understand the impact of the development of people or the performance of the organisation, teams and individuals	9.5		Planning and implementation	Criterion 3d	People and the organisation have a dialogue
				9.12		Outside communication		

SIGMA Management Framework		Investors in People		Accountability			Business Excellence	
Phase	Sub-phase	Clause	IIP	Clause	AA1000	SA8000	Clause	EFQM
	LV.4 Culture change	-	-	-	-	-	Criterion 1d	Leadership (motivate, support and recognise the organisation's people)
							Criterion 3b	People's knowledge and competences are identified, developed and sustained
							Criterion 3c	People are involved and empowered
							Criterion 3e	People are rewarded, recognised and cared for

SIGMA Management Framework		Investors in People		Accountability			Business Excellence	
Phase	Sub-phase	Clause	liP	Clause	AA1000	SA8000	Clause	EFQM
Planning	P.1 Initial performance review	-	-	P4 / 9.6	Identify issues	Control of suppliers, subcontractors and sub-suppliers	Criterion 2d	Policy and strategy are deployed through a framework of key processes
							Criterion 7a	People results – Perception measures
							Criterion 7b	People results – Performance indicators
	P.2 Legal and regulatory analysis and management	-	-	P3 / II	Define / review values	Normative elements and their interpretation	-	-
9.10-9.11					Addressing concerns and taking corrective action			

SIGMA Management Framework		Investors in People		Accountability			Business Excellence	
Phase	Sub-phase	Clause	liP	Clause	AA1000	SA8000	Clause	EFQM
	P.3 Actions, impacts and outcomes	-	-	-	-	-	Criterion 9a	Key performance results – Key performance outcomes
	P.4 Strategic planning	6	The development of people is in line with the organisation's aims and objectives	P6	Identify indicators	-	Criterion 2e	Policy and strategy are communicated and implemented
							Criterion 4a	External partnerships are managed
	P.5 Tactical planning	5	The organisation has a plan with clear aims and objectives, which are understood by everyone.	-	-	-	Criterion 2e	Policy and strategy are communicated and implemented
							Criterion 3a	People resources are planned, managed and improved

SIGMA Management Framework		Investors in People		Accountability			Business Excellence	
Phase	Sub-phase	Clause	liP	Clause	AA1000	SA8000	Clause	EFQM
							Criterion 4a	External partnerships are managed
							Criterion 5b	Customer results – Performance indicators
							Criterion 7b	People results – Performance indicators
							Criterion 8b	Society results – Performance indicators
							Criterion 9b	Key performance results – Key performance indicators
Delivery	D.1 Change management	2	People are encouraged to improve their own and other people's	9.5	-	Planning and implementation	Criterion 3a	People resources are planned, managed and improved

SIGMA Management Framework		Investors in People		Accountability			Business Excellence	
Phase	Sub-phase	Clause	liP	Clause	AA1000	SA8000	Clause	EFQM
			performance					improved
		8	Managers are effective in supporting the development of people					
	D.2 Management programmes	9	People learn and develop effectively	P5	Determine process scope	-	Criterion 2d	Policy and strategy are deployed through a framework of key processes
							Criterion 2e	Policy and strategy are communicated and implemented

SIGMA Management Framework		Investors in People		Accountability			Business Excellence	
Phase	Sub-phase	Clause	liP	Clause	AA1000	SA8000	Clause	EFQM
							Criterion 4b	Finances are managed
							Criterion 4c	Buildings, equipment and materials are managed
							Criterion 4d	Technology is managed
							Criterion 4e	Information and knowledge are managed
							Criterion 5a	Processes are systematically designed and managed
							Criterion 5d	Products and services are produced, delivered and serviced

SIGMA Management Framework		Investors in People		Accountability			Business Excellence	
Phase	Sub-phase	Clause	liP	Clause	AA1000	SA8000	Clause	EFQM
	D.3 Internal controls and external influence	-	-	9.6	-	Control of suppliers, subcontractors and sub-suppliers	Criterion 2d	Policy and strategy are communicated and implemented
Monitor, review and report	MRR.1 Monitoring, measurement, auditing and feedback	3	People believe their contribution to the organisation is recognised	P7 / 9.5	Collect information	Planning and implementation	Criterion 2b	Policy and strategy are based on information from performance measurement, research, learning and creativity related activities
		10	The development of people improves the performance of the organisation	P9 / 9.7	Prepare reports	Control of suppliers, subcontractors and sub-suppliers (records)		
		11	People understand the impact of the development of people or the performance of the	P10 / 9.8 / 9.9 / 9.10-9.11 / 9.14	Audit reports	Control of suppliers, subcontractors and sub-suppliers (evidence of compliance)		

SIGMA Management Framework		Investors in People		Accountability			Business Excellence	
Phase	Sub-phase	Clause	IIP	Clause	AA1000	SA8000	Clause	EFQM
			the organisation, teams and individuals			Control of suppliers, subcontractors and sub-suppliers (home workers)		
						Addressing concerns and taking corrective action		
						Records		
	MRR.2 Tactical and strategic review	12	The organisation gets better at developing its people	P8 / 9.2	Analyse information, set targets, and develop improvement	Management review	Criterion 2c	Policy and strategy (are developed, reviewed and updated)

SIGMA Management Framework		Investors in People		Accountability			Business Excellence	
Phase	Sub-phase	Clause	liP	Clause	AA1000	SA8000	Clause	EFQM
					plan		Criterion 5b	Processes are improved, as needed, using innovation in order to fully satisfy and generate increasing value for customers and other stakeholders
							Criterion 6a	Customer results – Perception measures
							Criterion 6b	Customer results – Performance indicators
							Criterion 7a	People results – Perception measures

SIGMA Management Framework		Investors in People		Accountability			Business Excellence	
Phase	Sub-phase	Clause	liP	Clause	AA1000	SA8000	Clause	EFQM
							Criterion 7b	People results – Performance indicators
							Criterion 8a	Society results – Perception measures
							Criterion 8b	Society results – performance indicators
							Criterion 9a	Key performance results – Key performance outcomes
							Criterion 9b	Key performance results – Key performance indicators

SIGMA Management Framework		Investors in People		Accountability			Business Excellence	
Phase	Sub-phase	Clause	liP	Clause	AA1000	SA8000	Clause	EFQM
	MRR.3 Reporting progress	-	-	P9 / 9.12	Prepare reports	Outside communication	Criterion 2e	Policy and strategy (are communicated and implemented)
							Criterion 9a	Key performance results – Key performance outcomes
	MRR.4 Assurance of reporting	-	-	AA1000 Assurance Standard / 9.13	Access for verification	-	-	
Stakeholder engagement		5	The organisation has a plan with clear aims and objectives, which are understood by	P2 / 9.10-9.11	Identify Stakeholders	Addressing concerns and taking corrective action	Criterion 1c	Leadership (involvement with customers, partners and representatives of society)

SIGMA Management Framework		Investors in People		Accountability			Business Excellence	
Phase	Sub-phase	Clause	liP	Clause	AA1000	SA8000	Clause	EFQM
			everyone.				Criterion 2a	Policy and strategy (based on present and future needs and expectations of stakeholders)
							Criterion 3d	People and the organisation have a dialogue
							Criterion 5c	Products and services are designed and developed based on customer needs and expectations
							Criterion 5e	Customer relationships are managed and enhanced

SIGMA Management Framework		Performance evaluation		Sustainability Frameworks			Integrated Systems	
<i>Phase</i>	<i>Sub-phase</i>	<i>Clause</i>	<i>ISO 14031</i>	<i>Clause</i>	<i>The Natural Step</i>	<i>UN Global Compact</i>	<i>Clause</i>	<i>AS/NZS 4581</i>
Leadership and Vision	LV.1 Business case and top management commitment	3.1.3	Use of EPE	-	-	-	-	-

SIGMA Management Framework		Performance evaluation		Sustainability Frameworks			Integrated Systems	
Phase	Sub-phase	Clause	ISO 14031	Clause	The Natural Step	UN Global Compact	Clause	AS/NZS 4581
	LV.2 Vision, mission and operating principles	3.1.1	EPE process model	System Conditions 1-4	<p>In the sustainable society, nature is not subject to systematically increasing...</p> <ul style="list-style-type: none"> <li>-concentrations of substances extracted from the Earth's crust;</li> <li>-concentrations of substances produced by society</li> <li>-degradation by physical means;</li> </ul> <p>...and that in society...</p> <ul style="list-style-type: none"> <li>- human needs are met worldwide</li> </ul>		Component 1	Policy elements

SIGMA Management Framework		Performance evaluation		Sustainability Frameworks			Integrated Systems	
Phase	Sub-phase	Clause	ISO 14031	Clause	The Natural Step	UN Global Compact	Clause	AS/NZS 4581
				-	TNS Visioning and back-casting tools			
				Principle 1 <i>Business is asked to:</i>		Support and respect the protection of international human rights within their sphere of influence; and		
				Principle 2		Make sure their own corporations are not complicit in human rights abuses.		
				Principle 3 <i>Business is asked to uphold:</i>		Freedom of association and the effective recognition of the right to collective bargaining;		

SIGMA Management Framework		Performance evaluation		Sustainability Frameworks			Integrated Systems	
Phase	Sub-phase	Clause	ISO 14031	Clause	The Natural Step	UN Global Compact	Clause	AS/NZS 4581
				Principle 4		The elimination of all forms of forced and compulsory labour;		
				Principle 5		The effective abolition of child labour; and		
				Principle 6		The elimination of discrimination in respect of employment and occupation.		
				Principle 7 <i>Business is asked to:</i>		Support a precautionary approach to environmental challenges;		

SIGMA Management Framework		Performance evaluation		Sustainability Frameworks			Integrated Systems	
Phase	Sub-phase	Clause	ISO 14031	Clause	The Natural Step	UN Global Compact	Clause	AS/NZS 4581
				Principle 8		Undertake initiatives to promote greater environmental responsibility; and		
				Principle 9		Encourage the development and diffusion of environmentally friendly technologies.		
	LV.3 Communication and training	3.3.5	Reporting and communicating	-	-	-	Component 6	Communication and information system
		3.3.5.2	Internal reporting and communicating					
		3.3.5.3	External reporting and communicating					

SIGMA Management Framework		Performance evaluation		Sustainability Frameworks			Integrated Systems	
Phase	Sub-phase	Clause	ISO 14031	Clause	The Natural Step	UN Global Compact	Clause	AS/NZS 4581
	LV.4 Culture change	-	-	-	-	-	-	-
Planning	P.1 Initial performance review	3.3.1	General review	-	-	-	2.8	Initial situation
		3.3.2	Collecting data					
		3.3.3	Analysing and converting data					
		3.3.4	Assessing information					
		3.3.5	Reporting and communicating					
	P.2 Legal and regulatory analysis and management	-	-	-	-	-	-	-
	P.3 Actions, impacts and outcomes	-	-	-	TNS Funnel Tool	-	8.5	Assessment

SIGMA Management Framework		Performance evaluation		Sustainability Frameworks			Integrated Systems	
Phase	Sub-phase	Clause	ISO 14031	Clause	The Natural Step	UN Global Compact	Clause	AS/NZS 4581
	P.4 Strategic planning	3.2.1	General guidance	-	TNS Visioning and back-casting tools	-	-	-
	P.5 Tactical planning	3.1.2	Indicators for EPE	-	-	-	-	-
		3.2	Planning environmental performance indicators / condition indicators					
		3.2.1	General guidance					
		3.2.2	Selecting indicators for EPE					
Delivery	D.1 Change management	3.4	Reviewing and improving EPE	-	-	-	-	-

SIGMA Management Framework		Performance evaluation		Sustainability Frameworks			Integrated Systems	
Phase	Sub-phase	Clause	ISO 14031	Clause	The Natural Step	UN Global Compact	Clause	AS/NZS 4581
	D.2 Management programmes	-	-	-	-	-	-	-
	D.3 Internal controls and external influence	-	-	-	-	-	Component 7	Process and activity management
Monitor, review and report	MRR.1 Monitoring, measurement, auditing and feedback	3.3.1	General overview	-	-	-	Component 8	Measurement and monitoring
		3.3.2	Collecting data					
		3.3.3	Analysing and converting data					
		3.3.4	Assessing information					
		3.4	Reviewing and improving environmental performance					

SIGMA Management Framework		Performance evaluation		Sustainability Frameworks			Integrated Systems	
Phase	Sub-phase	Clause	ISO 14031	Clause	The Natural Step	UN Global Compact	Clause	AS/NZS 4581
	MRR.2 Tactical and strategic review	3.3.4	Assessing information	System Conditions 1-4	See Vision, mission and operating principles above	-	Component 9	Management review and improvement plan
		3.4	Reviewing and improving EPE					
	MRR.3 Reporting progress	3.3.5	Reporting and communicating	-	-	-	Component 6	Communication and information system
		3.3.5.2	Internal reporting and communicating					
		3.3.5.3	External reporting and communicating					
	MRR.4 Assurance of reporting	-	-	-	-	-	-	-
	Stakeholder engagement	-	-	-	-	-	-	-

SIGMA Management Framework		Charter Mark		Best Value			
Phase	Sub-phase	Clause	Charter Mark	Clause	Best Value	Clause	
Leadership and Vision	LV.1 Business case and top management commitment	Criterion 6 (see sub-criterion 6.1)	Contribute to improving opportunities and quality of life in the communities you serve				
	LV.2 Vision, mission and operating principles	Criterion 3 (see sub-criterion 3.3)	Be fair and accessible to everyone and promote choice				
		Criterion 6 (see sub-criterion 6.1)	Contribute to improving opportunities and quality of life in the communities you serve				
	LV.3 Communication and training	Criterion 2 (see sub-criterion 2.1, 2.2 and 2.3)	Actively engage with your customers, partners and staff				

SIGMA Management Framework		Charter Mark		Best Value			
Phase	Sub-phase	Clause	Charter Mark	Clause	Best Value	Clause	
		Criterion 3 (see sub-criterion 3.1)	Be fair and accessible to everyone and promote choice				
		Criterion 4 (see sub-criterion 4.3)	Continuously develop and improve				
	LV.4 Culture change	Criterion 1 (see sub-criterion 1.2)	Set standards and perform well				
		Criterion 4 (see sub-criterion 4.1)	Continuously develop and improve				
Planning	P.1 Initial performance review	Criterion 1 (see sub-criterion 1.3)	Set standards and perform well				
		Criterion 3 (see sub-criterion 3.2)	Be fair and accessible to everyone and promote choice				

SIGMA Management Framework		Charter Mark		Best Value			
Phase	Sub-phase	Clause	Charter Mark	Clause	Best Value	Clause	
		Criterion 5 (see sub-criterion 5.1)	Use your resources effectively and imaginatively				
		Criterion 6 (see sub-criterion 6.1 and 6.2)	Contribute to improving opportunities and quality of life in the communities you serve				
	P.2 Legal and regulatory analysis and management	Criterion 4 (see sub-criterion 4.3)	Continuously develop and improve				
	P.3 Actions, impacts and outcomes	Criterion 6 (see sub-criterion 6.1)	Contribute to improving opportunities and quality of life in the communities you serve				

SIGMA Management Framework		Charter Mark		Best Value			
Phase	Sub-phase	Clause	Charter Mark	Clause	Best Value	Clause	
	P.4 Strategic planning	Criterion 4 (see sub-criterion 4.1)	Continuously develop and improve				
		Criterion 5 (see sub-criterion 5.1 and 5.2)	Use your resources effectively and imaginatively				
		Criterion 6 (see sub-criterion 6.1)	Contribute to improving opportunities and quality of life in the communities you serve				
	P.5 Tactical planning	Criterion 1 (see sub-criterion 1.1)	Set standards and perform well				
		Criterion 5 (see sub-criterion 5.1 and 5.2)	Use your resources effectively and imaginatively				

SIGMA Management Framework		Charter Mark		Best Value			
Phase	Sub-phase	Clause	Charter Mark	Clause	Best Value	Clause	
Delivery	D.1 Change management	-	-				
	D.2 Management programmes	Criterion 2 (see sub-criterion 2.1 and 2.4)	Actively engage with your customers, partners and staff				
	D.3 Internal controls and external influence	-	-				
Monitor, review and report	MRR.1 Monitoring, measurement, auditing and feedback	Criterion 1 (see sub-criterion 1.2)	Set standards and perform well				
		Criterion 4 (see sub-criterion 4.2 and 4.3)	Continuously develop and improve				

SIGMA Management Framework		Charter Mark		Best Value			
Phase	Sub-phase	Clause	Charter Mark	Clause	Best Value	Clause	
	MRR.2 Tactical and strategic review	Criterion 3 (see sub-criterion 3.2)	Be fair and accessible to everyone and promote choice				
		Criterion 4 (see sub-criterion 4.2 and 4.3)	Continuously develop and improve				
		Criterion 5 (see sub-criterion 5.1)	Use your resources effectively and imaginatively				
		Criterion 6 (sub-criterion 6.2)	Contribute to improving opportunities and quality of life in the communities you serve				

SIGMA Management Framework		Charter Mark		Best Value			
Phase	Sub-phase	Clause	Charter Mark	Clause	Best Value	Clause	
	MRR.3 Reporting progress	Criterion 2 (see sub-criterion 2.2)	Actively engage with your customers, partners and staff				
		Criterion 4 (see sub-criterion 4.3)	Continuously develop and improve				
	MRR.4 Assurance of reporting	-	-				
Stakeholder engagement		Criterion 1 (See sub-criterion 1.1 and 1.3)	Set standards and perform well				
		Criterion 2 (see sub-criterion 2.2 and 2.3)	Actively engage with your customers, partners and staff				

SIGMA Management Framework		Charter Mark		Best Value			
Phase	Sub-phase	Clause	Charter Mark	Clause	Best Value	Clause	
		Criterion 3 (see sub-criterion 3.1 and 3.2)	Be fair and accessible to everyone and promote choice				
		Criterion 6 (see sub-criterion 6.1)	Contribute to improving opportunities and quality of life in the communities you serve				

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## About the SIGMA Project

The SIGMA Project - *Sustainability Integrated Guidelines for Management* was launched in 1999 with the support of the UK Department of Trade and Industry (DTI) and is led by:

- British Standards Institution - the leading standards organisation
- Forum for the Future - a leading sustainability charity and think-tank
- AccountAbility - the international professional body for accountability.

The SIGMA project has developed the SIGMA Guidelines and a series of tools to provide clear, practical advice to organisations to enable them to make a meaningful contribution to sustainable development.

The SIGMA Guidelines consist of:

- a set of **Guiding Principles** that help organisations to understand sustainability and their contribution to it.
- a **Management Framework** that integrates sustainability issues into core processes and mainstream decision-making. It is structured into phases and sub-phases.

The SIGMA **Toolkit**, consists of targeted tools and approaches to help with specific management challenges, and case studies explaining how organisations have used the SIGMA Guidelines and Toolkit to tackle real issues.

More information including the full SIGMA Guidelines and the accompanying SIGMA Toolkit are available at: [www.projectsigma.com](http://www.projectsigma.com).

