CASE STUDY 2

Integrated Management Case Study

The benefits of attaining PAS 99, ISO 9001, ISO 14001, OHSAS 18001 and BS 25999

In June 2009 our client, the UK registered Facilities Management company offering services to Middle Eastern clients with premises and businesses based in the UK, gained certification to ISO 9001, ISO 14001, OHSAS 18001 and BS 25999 using the Sapira Integrated Management System, Sapira:IMS. The system uses as its framework, PAS 99:2006 the Publicly Available Specification for the specification of common management system requirements for integration.

This case study highlights some of the business drivers, benefits derived and, in particular, the cost benefits arising by taking an integrated approach along with the critical project successes.

Sapira's client is responsible for the management of several hundred properties in the UK ranging from houses to estates, garages, kitchens and racing stables as well as high value vehicles and aircraft.

Business Processes Defined.

As with all management systems it is important to define, as simply as possible, at the start of the project, the processes within an organization. Fig 1 below was used as part of the one page management system summary and played a critical role in developing the common elements of the integrated management system.
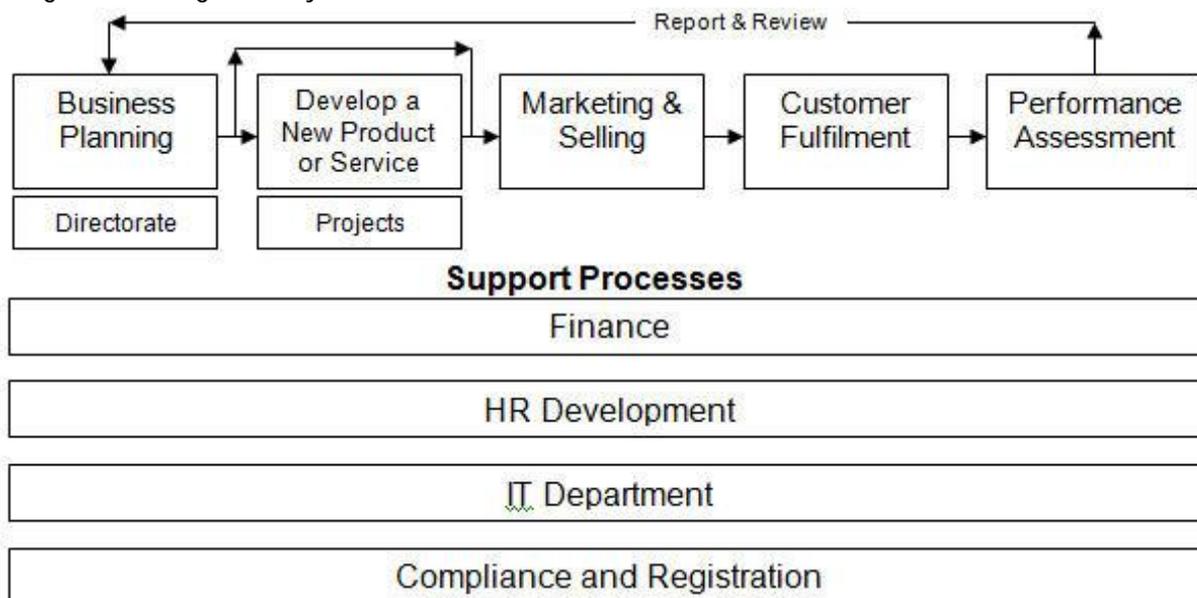

Fig 1

CASE STUDY 2

Project Resourcing and Associations

As a member of the CARM family, Sapira was able to draw upon extensive consultant resource and has skill sets in many areas as a result. These skill cover the full business risk spectrum and defined in the HBCM$^®$ diagram shown, Fig 2. HBCM$^®$ stands for Holistic Business Continuity Management and is a licensed product developed by Mark East and Lee Weavers which provides a template approach to Business Continuity Management.

Fig 2

Sapira are also members of the BSI Associate Consultant Programme which brings added comfort and confidence to our clients.

Specialising in Integrated Management Systems the Sapira team have been providing help and guidance on management system integration since the late 90's.

Business Drivers

As one would imagine, providing a complete facilities management service to a Royal Family means that quality, continuity and a high level of resilience become critical business incentives. Physical Security and Information Security follow quickly behind, so the desire to demonstrate the highest standards in all of these were one of the key business drivers to seeking certification to the standards described by a UK Accreditation Services (UKAS) accredited organisation, BSI. Because of the very short time scale, 9 months for Stage 2 assessment, control of costs during the implementation process were a key element and any ongoing benefits derived from an integrated approach to future audits were recorded as part of the success criteria for the project.

Increasing interest in Integrated Management

"Rarely do companies seek certification for several standards in one go, but this gave us an ideal opportunity to take an integrated management system approach" says Mark East, Managing Partner of Sapira LLP, UK. "We were very lucky to have Phil Heath our "Standards Guru" on the team who has worked with me on the development of the Sapira:IMS approach for many years and is a former BSI Senior Manager". "Sapira's approach was to establish the common elements of the management system and embed that within the organization first" says Phil. "Then by assigning specialists

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CASE STUDY 2

consultants with the relevant skill sets to bolt on the specific elements required for each of the standards, the management system quickly started to take shape".

Integrated Management Elements

Building an integrated management system is very much like building an arch. Starting with a template the various elements of the system are added following the Sapira implementation process, Fig3. The SAPIRA process for management system implementation can be seen as the right hand pillar of the arch. The "Key Stone" of the whole process however is the way in which the integrated management system is implanted within the organization and effectively holds all of the other management systems together. This is the "secret ingredient" which we bring to the implementation process.

Organizations electing to merge existing management systems will see immediate benefits in reduced paperwork, less duplication and, by streamlining management systems, much less of the silo mentality that can exist between individual departments or business units.
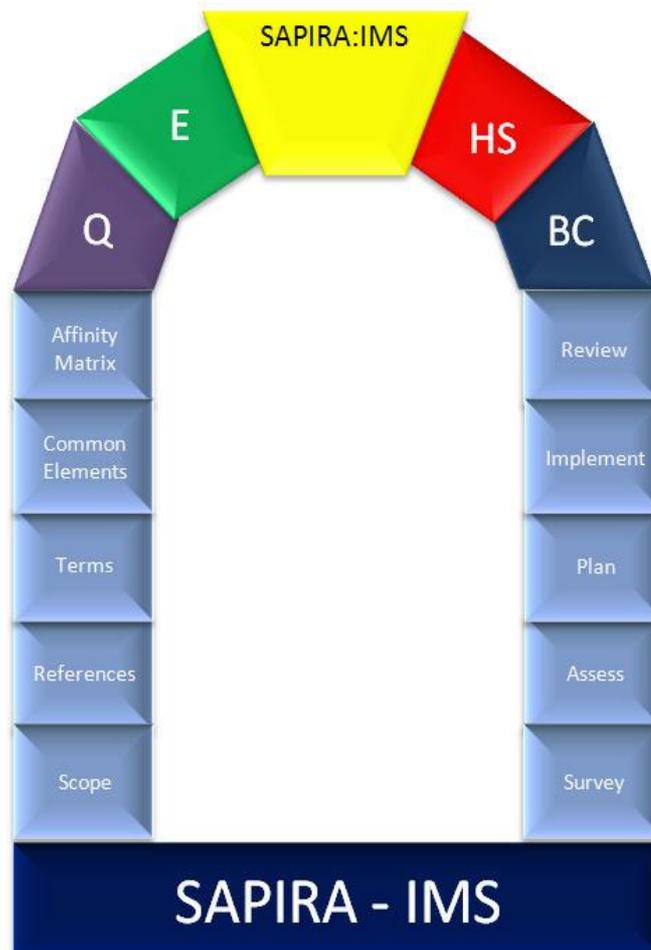

Fig 3

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Project Activities

Setting the Scope and Undertaking the Business Impact Analysis

The project management team, made up of both the client's senior management team and client side advisors from Sapira, were keen to ensure that this was not a box-ticking exercise and most importantly would show continual improvement and cost savings throughout. The scope of the project was therefore limited to the premises where the FM management team were based to allow achievement of the very tight deadlines set for certification, 9 months.

Phase 1 – SAP (Survey, Assess, Plan)

Quality Audits, Business Impact Analysis, Health and Safety and Environmental Risk Assessments were led by Sapira teams, all of whom have experience in taking a holistic approach to Risk Management. Phase1 SAP is described in brief in Fig 4. Survey and Assessments identified gaps in both physical security and IT resilience that the full management team were not aware of. Other benefits quickly arose as a result

Fig 4

of the "fresh pair of eyes and experience" that working with an external organization like Sapira LLP provides. Phase 1 SAP not only highlighted a number of areas, including physical security risks, IT vulnerabilities but also created a can do attitude across the whole organization enhanced by regular integration meetings (MAR meetings) where "Aspects" were discussed and mitigation plans developed.

Phase 2 – IRA (Implementation, Review and Audit)

 Fig 5 shows, in summary, the Implementation process. This can be a simple process within an organization as long as all parties, including senior management, are prepared to embrace change."Regular review meetings, short in time frame but heavy in content, were one of the critical elements to the successful embedding of the new culture achieved by Sapira".
Charles Challinger, MD

Fig 5

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CASE STUDY 2

Corrective action plans, deeper in depth exercising and testing regimes were sanctioned as well as the development of the key mandatory elements around document management and version control. The template documents used for analysis and assessment testing documents with the red, amber green risk indication charts were of great help in speeding up the process of implementation and risk treatment. New security related policies on recruitment, employee vetting were introduced as well as the development of an intranet business management system based around SharePoint. Critical documents were coded and indexed and stored not only on the organizations servers but also on Sapira's Dynamic Aspect Register (DAR), an online library provides added resilience in the event of the loss of the IT infrastructure. The subsequent IT audit also exposed issues relating to third party software and supply chain, many of whom were found to be lacking in adequate business continuity resilience themselves.

Success Criteria

Senior Management Commitment

Winston Churchill once said. "Difficulties mastered are opportunities won", and true leadership was certainly shown by the projects Senior Management Team in, not only endorsing and supporting the new policies, but also streamlining the whole policy process. One of the key milestones in this process was to separate policy from procedure which immediately started to improve the way in which the organization did business, empowered middle management and built a level of corporate knowledge and competence further down the management tree.

The resulting improvement in greater resilience and communication during external incidents like the snow in London and a number of public demonstrations in the roads outside the premises were plain to see and provided superb evidence of continuing improvement and a more holistic management approach.

Communication and Embedding

As a part of the integration process Sapira, and its' associates, ran several awareness days for both Senior and Middle Management development. These included sessions on crisis management, internal auditing as well as the production of several small tri fold leaflets with important information about the new integrated approach, breaking down barriers, the crisis management communication line and the improved security initiatives. These new initiatives were also further reinforced via the company intranet and regular e-mail bulletins to staff.

CASE STUDY 2

Benefits Seen

Reduced Assessment Fees

The United Kingdom Accreditation Services (UKAS) produce guidelines on typical registration and assessment costs to take an organization of this size through to Stage 2 Assessment. For an organization of this size this would normally be in the region of 12 to 20 man days.

Very soon after the Stage 1 assessments it was recognised that the number of days required for Stage 2 assessments could be reduced as many of the days originally allocated would in fact result in duplication since the common elements of the management system applied to all of the standards being assessed. This in turn impacted on the ongoing assessment days in a similar way resulting in cost savings in the region of 30% across the standards detailed.

Reduced Implementation Costs

The Sapira:IMS and HBCM systems are licensed products and as a part of the annual license fee clients receive regular document template updates, regulatory updates and at the beginning of the implementation process are provided with documented templates of all of the critical documents required across the management system. Existing client documents were also integrated into the Sapira:IMS library to reduce additional work loads and the need to repeat work already undertaken.

Sapira's implementation team also brought experience to bear on the management systems and helped the project team streamline many of their old procedures and policies all of which resulted in considerable savings on the implementation costs resulting from standards being implemented and maintained on a piece meal basis.

Reduced Documentation

Not only did the IMS approach reduce the number of duplicated documents across the individual management systems it also proved an extremely powerful tool in weeding out old, out of date documentation, which when reviewed could, with a little bit of redesign be covered by another document already in use.

Reduced Meetings

Standards meetings conceived to cover the specific elements of the different management benefited because the same team of people were now covering the whole business great savings were made in time and duplicated effort.

CASE STUDY 2

Reduced Allocation of Resources

Probably one of the greatest tangible benefits resulting from the implementation of IMS was the reduced number of days and resources allocated to the individual standards. In addition since certification the client has found that there have been very practical benefits derived from certification such as a reduction in the time required to respond to external enquires from suppliers and stakeholders about policy and has given them the confidence and credibility to tender for additional external work.

Improved Trust, Client Reassurance and Insurance Premium Reductions

At a time when the business environment is difficult and differing threats exist from swine flu to the credit crisis, being able to offer clients reassurance that the new management systems and their associated certificates of compliance proved that the organization was at the fore front in business continuity, quality of product and security. Environmental Management initiatives were not overlooked either and as a part of the organizations new initiatives on recycling, energy management, waste minimisation and most importantly ICT resilience the organization was able to negotiate reductions in its annual insurance premiums.

For further information or to discuss your ideas for an integrated approach in your organization please contact :-

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