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Meet our Panel

Casey Martin, AIA, CFM, SFP, LEED AP
Asset Management Strategies
Buildings & Infrastructure
817.781.1300
casey.martin@jacobs.com

Terry Duffina, SFP, BEP
Director
Sustainability & Energy
650.723.8519
tduffina@stanfordhealthcare.org

James P. Whittaker, PE, CFM, CEFP, FRICS
President and CEO
Facility Engineering Associates
703.591.4855
whittaker@fea.com

Gary Walker, PE, CFM
Administrative Director
Facilities, Infrastructure and Safety
650.724.9448
gwalker@stanfordhealthcare.org
AGENDA

1. What are standards?
2. FM Landscape
3. Why should FM’s use standards?
   - Drivers for adopting standards
   - Making the business case
4. Panel case studies – how standards benefit organizations
   - Jim Whittaker – FEA: 22301 Business Continuity
   - Terry Duffina – General Dynamics: ISO 14001 Environmental Management
   - Gary Walker – Automotive industry: ISO 9001 Quality Management
   - Casey Martin, Gary Walker, Terry Duffina – Stanford Health Care: ISO 55001 Asset Management
   - Jim Whittaker – developing: ISO 41001 Facility Management
A standard is a document that provides requirements, specifications, guidelines or characteristics that can be used consistently to ensure that materials, products, processes and services are fit for their purpose.
What are Standards?

• May specify performance of products or personnel

• May define terms to alleviate as much misunderstanding as possible
What Standards are *NOT*

- Mandated regulations
- Controls
- “how to” documents
- Certifications (nor require that an organization be certified to use a standard)
Landscape of FM Standards

Interactive Key to Compliance Dimensions

- Operational
- Operational and Ethical
- Contractual
- Regulatory
- Regulatory and Operational

International FM ISO Standards

- **ISO 9001**: Quality Management System Standard
- **ISO 14001**: Environmental Management System Standard
- **ISO 18480-1 (41011)**: FM Terms and Definitions
- **ISO 20121**: Event sustainability management systems
- **ISO 22301**: Societal Security – Business Continuity MSS
- **ISO 27001**: Information security management
- **ISO 41001 (developing)**: Facilities Management System Std
- **ISO 45001**: Occupational health and safety mgmnt systems
- **ISO 55001**: Asset Management System Standard
- **ISO 18480-2 (41012)**: Guidance on strategic sourcing and the development of agreements
- **ISO 50001**: Energy Management System Standard

Why Should FM’s Use Standards?

*Drivers* for the business case for Standards:

- Growth and *increased complexity in FM Scope*
- Greater *visibility* of FM business demands
- More regulatory *sustainability* requirements
- New *resilience and security* demands
- Greater *regulatory compliance* needs
- Globalization challenges
- *Workplace evolution* and change management
- Wealth of facilities data
Why Should FM’s Use Standards?

- Create competitive advantage through improved performance
- Produce value through sustainable business practices
- Minimize disruption through effective risk management
- Assure quality through common language
- Define service level requirements and customer expectations
- Establish clear performance indicators
ISO/CD 41001 FM Management Systems – Standardizing FM

**Context of the Organization**
- External & Internal Issues
- Interested Party Requirements
- Establish Scope
- Document Scope
- FM Management System

**Planning**
- Risks & Opportunities
- Plan- Address Risks
- Requirements of Stakeholders
- FM Objectives
- Implementation Plan
- Planning Horizons

**Operation**
- Processes
- Change Control
- Control Processes
- Customer Relationships
- Integrate Service Delivery

**Improvement**
- Nonconformity
- Corrective Actions
- Proactive Measures
- Gap Analysis
- Continually Improve

**Leadership**
- Leadership & Commitment
  - Establish FM Policy
- Communicate FM Policy
  - Relevant Roles
  - Responsibility & Authority

**Support**
- ID & Secure Resources
  - Source & Monitor
- Competencies
  - Awareness
- Communications
  - Information Required

**Performance Evaluation**
- Scope of Monitoring
  - Monitoring Means & Methods
  - Documented Results
  - Evaluate Performance
    - Audits
- Top Management Review
- Communicate/Act on Results
Research conducted by BSI Group revealed:

- 84% - using standards enhanced reputation
- 89% - standards contributed to the optimization of regulatory compliance
- 54% - technical information was made more accessible through standards implementation
- 70% - standards improved the quality of supplier products and services
Business Case – ISO 9001

Management:
Certified companies outperformed the market by < 100%

Finance:
55% achieved cost savings

Operations:
75% boosted their performance

Services:
75% improved their customer service and loyalty

Sales & Marketing:
71% acquired new customers and retained existing clients
Standards in Action

Case Studies from our Panel
Panel Discussions –
What standards did for their organization

ISO 22301 – Societal Security – Business Continuity MSS

Jim Whittaker - FEA

Benefits

1. More resilient organization
2. Recognized global benchmark
3. Enhanced operations
Risks of Not Planning
How much is one hour of downtime worth?
Value Proposition. ISO 22301 exists to improve organizational performance in business continuity planning, and addresses the common challenges facing the organization. Some key challenges:

- Clarity of business continuity outcomes.
- Focus and strategic alignment.
- Management engagement.
- Perceived complexity.
- Integration.
- Addressing multiple sources of needs and obligations
- Project versus program mindset.

Organizations assess risk in terms of an inability to recover the activities and resources that deliver their most important products and services.

Implementing ISO 22301 serves as a form of benchmarking, summarizing the core planning activities necessary to ensure successful preparedness outcomes.
Resilience Planning Approach

- Program Setup
- Business Impact Analysis
- Risk Assessment
- BC Procedures
- Training, Testing, & Exercises
- Certification
Benefits of Resilience Planning

01 Improved Performance through focus on processes and planning

02 Reduced corporate risk of business interruption and financial impacts

03 Enhanced reputation and mission delivery despite disruptions
Added Value of Certification

• Streamlined processes
• Enhanced camaraderie
• Culture of leadership
Panel Discussions – What standards did for their organization

ISO 9001 – Quality Management
Gary Walker – Jacobs with automotive industry clients

Benefits
• single management system benefits a multi-client business unit
• best-practices applied across a geographically diverse organization
• corporate alignment
• process function assurance through periodic audits
Panel Discussions – What standards did for their organization

If you think of standardization as the best that you know today, but which is to be improved tomorrow; you get somewhere.

(Henry Ford)

izquotes.com
Panel Discussions –
What standards did for their organization
Case in Point: ISO 14001

Benefits

• Established a common framework that could be applied across geographic and operational boundaries
• Enabled the organization to share lessons learned and best practices
• Leadership visibility into environmental impacts of the operation
• Prioritization of programs
• Environmental COMPLIANCE
• Increase in employee morale
• Driving the environmental policy to every employee – from frontline to C-suite
• Effective tool for mergers, acquisitions, divestitures

Costs

• Cost of internal audits and registrar audits - $
• Upfront consultant fees to guide the process. Be sure to properly vet the experts you use. $$
• Reconciliation of policies & procedures. $$
• Staff development - $$$
• Development of management system tools - $$$
• Program oversight and maintenance time
  – EHS
  – Facilities
  – Quality
  – IT
  – Committees
  – Leadership
ISO 14001 Audience Feedback

- Is the organization’s reputation affected?
- Does the organization achieve greater sales/throughput because of it?
- Does liability decrease enough to lower insurance premiums?
Panel Discussions – What standards are doing for their organization

ISO 55001 – Asset Management
Casey Martin, Gary Walker, Terry Duffina

Benefits

1. Uniform language among staff
2. Shared vision
3. Informed decisions
4. Managed risk
5. Improved efficiencies
6. Compliance with regulatory requirements
4.1 Understanding the organization and its context

The organization shall determine external and internal issues that are relevant to its purpose and that affect its ability to achieve the intended outcome(s) of its asset management system.

Asset management objectives, included in the strategic asset management plan (SAMP), shall be aligned to, and consistent with, the organizational objectives.

6.2.1 Asset management objectives

The organization shall establish asset management objectives at relevant functions and levels. When establishing its asset management objectives, the organization shall consider the requirements of relevant stakeholders and of other financial, technical, legal, regulatory and organizational requirements in the asset management planning process.

The asset management objectives shall:
- be consistent and aligned with the organizational objectives;
- be consistent with the asset management policy;
- be established and updated using asset management decision-making criteria (see 4.2);
- be established and updated as part of the SAMP;
- be measurable (if practicable);
- take into account applicable requirements;
- be monitored;
- be communicated to relevant stakeholders;
- be reviewed and updated as appropriate.

The organization shall retain documented information on the asset management objectives.
5.2 Policy

Top management shall establish an asset management policy that:

1. is appropriate to the purpose of the organization;
2. provides a framework for setting asset management objectives;
3. includes a commitment to satisfy applicable requirements;
4. includes a commitment to continual improvement of the asset management system.

The asset management policy shall:

- be consistent with the organizational plan;
- be consistent with other relevant organizational policies;
- be appropriate to the nature and scale of the organization’s assets and operations;
- be available as documented information;
- be communicated within the organization.

Stanford Health Care Asset Management Policy

Stanford Health Care (SHC) mission is to serve humanity through science and compassion. Our patients at a time, with a commitment to care, educate, and discover. SHC’s environment of care relies on efficient and dependable facilities supported by a reliable infrastructure that promotes a safe work environment for staff, patients, and visitors. This is an essential element to SHC’s mission and continued success as a premier academic health system. SHC must manage its facilities at Stanford’s defined level of service in a way that adds value to the organization’s mission.

SHC’s Facility, Infrastructure & Safety (FIS) group plays a critical role in the delivery of world-class health care and the importance of optimizing SHC’s asset management system. FIS strives to be a premier service partner, recognized for setting the benchmark in operational excellence for health care asset management.

The asset management policy reflects SHC’s strategic plan and commitment to excellence emphasizing a holistic, long-term view of the entire asset portfolio, which includes our hospital facilities, clinics, and supporting infrastructure. The policy provides a strategic framework for informed decision making that optimizes asset investments and delivers a safe, high-performing environment for our stakeholders. The asset management framework facilitates improved growth and development while aligning business processes that balance value with risk to the organization.

The asset management strategy will leverage the Stanford Operating System (SOS), industry best practices and international standards (ISO) supported by an enterprise asset management system (EAMS) that provides a comprehensive view of asset data while integrating with existing SHC data management tools.

From planning and acquisition through decommissioning and divestiture, the asset management strategy aligns with SHC’s performance objectives of quality, compliance, safety, and cost. The asset management framework implements a system capable of making informed decisions based on organizational priorities and objectives allowing SHC to make the right investment in the right asset, at the right time, at the right location, at the right time for maximum benefit to the organization.
ISO 55001 – A Management System’s Standard

7.4 Communication
The organization shall determine the need for internal and external communications relevant to assets, asset management and the asset management system including:
- on what it will communicate;
- when to communicate;
- with whom to communicate;
- how to communicate.

7.6.3 Control of documented information
Documented information required by the asset management system and by this International Standard shall be controlled to ensure:

a) it is available and suitable for use, where and when it is needed;
b) it is adequately protected (e.g. from loss of confidentiality, improper use, or loss of integrity).

For the control of documented information, the organization shall address the following activities, as applicable:
- access, retrieval and use;
- preservation, including preservation of legibility;
- changes (e.g. version control);
- control and disposition.

Information of external origin determined by the organization to be necessary for the effective operation of the asset management system shall be identified, as appropriate, and

implies a decision regarding the permission to view the documented information only, or the permission and authority to view and change the documented information, etc.
ISO 55001 – A Management System’s Standard

9 Performance evaluation

9.1 Monitoring, measurement, analysis and evaluation

The organization shall determine:

a) what needs to be monitored and measured;

b) the methods for monitoring, measurement, analysis and evaluation, as applicable, to ensure valid results;

c) when the monitoring and measuring shall be performed;

d) when the results from monitoring and measurement shall be analysed and evaluated.

The organization shall evaluate and report on:

— the asset performance;
— the asset management performance, including financial and non-financial performance;
— the effectiveness of the asset management system.

The organization shall evaluate and report on the effectiveness of the processes for managing risks and opportunities.

The organization shall retain appropriate documented information as evidence of the results of monitoring, measurement, analysis and evaluation.

The organization shall ensure that its monitoring and measurement enables it to meet the requirements of 4.2.
Panel Discussions – Standard under development

ISO 41001 – Facility Management

Jim Whittaker – US TAG 267
Within the ISO Framework create a series of standards that:

1. Introduce the general requirements for an FM organisational strategy.

2. Articulate the requirements for an effective and efficient management regime.

3. Provide guidance to achieving benefit from an FM MSS.
International (ISO) Standards - FM
ISO 41001 Facility management – Management system with guidance for use

Goal: “…for an organization to be able to demonstrate that it has a robust process through which to design, manage and improve its integrated Facility Management system…”

to enhance performance!

2015 2017 2018
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Facilities management – management systems – requirements with guidance

**PRODUCTIVITY**
- Streamline processes
- Minimize waste
- Accelerate delivery of services
- Enhance quality of services
- Lower cost of compliance
- Optimize use of resources

**INNOVATION**
- Encourage process innovation
- Optimize staff potential
- Promote exchange of knowledge
- Accelerate spread of innovation
- Create a framework for creativity
- Enable continual improvement

**GLOBALIZATION**
- Optimize global supply chains
- Overcome barriers to trade
- Enhance ability to compete globally
- Improve transparency
- Foster confidence in service delivery
- Improve transparency/confidence
Open Panel Discussion: questions from audience
Thank You!

For attending this educational offering at IFMA’s World Workplace

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http://tinyurl.com/WWSD2016
14001:2004 vs 14001:2015

Samples of changes:

- Structure was changed for consistency purposes with other standards
- Identification of both external and internal influences and stakeholders on the EMS
- Risk planning and identification of opportunities have become an integral component of the standard, replacing preventive actions
- Documents vs Records Definition is now combined: Documented Information
- Only one procedure is now required (shall): Emergency Preparedness
- “Targets” are now “Objectives”