

BS 11000 Case Study



CH2M HILL delivers collaborative excellence with certification to BS 11000

CH2M HILL are a U.S. owned global full-service consulting, design, construction and operations firm. With more than 26,000 employees across the world CH2M HILL operate in water, transportation, facilities and urban environments and other markets across varied industries and government agencies. From major sewerage programs in London and Abu Dhabi, nuclear and major road and rail projects across the UK, CH2M HILL's experience is extremely diverse.

CH2M HILL is based on a strong foundation of doing the right thing, by their clients, their employees and the communities they serve, this is demonstrated in the overarching values described in the firm's little yellow book which sets out values and behaviours expected of their employees.

Making collaboration count...

In business, as in other walks of life, working together can offer benefits to both parties. CH2MHILL has over the years pursued the theory that organisations that work together can often achieve much more in collaboration than they can alone.

CH2M HILL often works in partnership with others, allowing knowledge, skills and resources to be shared effectively, thus helping all involved to meet mutual goals. It is recognised that effective collaborative relationships also lead to better cost and risk management, as well as levels of innovation not normally achieved in a typical client-supplier relationship.

Increasingly, the opportunities that CH2M HILL is pursuing require a collaborative approach to be taken, either with clients, suppliers/sub-contractors or partner organisations which is where Blackmores have been able to provide support, expertise and guidance.

BS 11000 as a Framework for Collaboration...

BS 11000, the successor to the PAS 11000 management system standard, is a British Standard that provides a framework for creating and managing collaborative business relationships. The standard promotes effective ways for businesses to collaborate to show how they can work together most effectively, developing and managing their interactions with each other for maximum benefit to all.

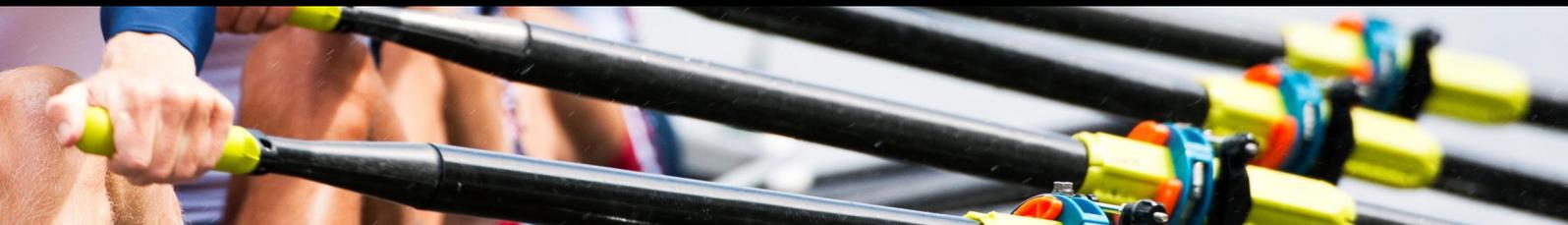
Blackmores has supported CH2M HILL to identify areas of non compliance, develop documentation, deliver knowledge and awareness, undertake audits and has provided support throughout the BS11000 certification process.

Flexibility of Approach...

Due to the nature of the diverse range of projects and collaborative ventures undertaken, it was essential that the approach taken by Blackmores allowed CH2M HILL the flexibility to select and develop collaborative working practices to achieve maximum benefit.

This was achieved through the creation of a template relationship management plan and supporting guidelines which allowed senior management to select the most appropriate opportunities and allowed project teams to develop their own specific project related documentation. Each project was then able to be internally and externally assessed independently on its own merits against the requirements of the BS 11000 standard.

[continued overleaf...](#)



First Steps Towards Collaboration...

Blackmores were engaged to undertake a three day gap analysis of CH2M Hill's existing management system documentation against the requirements of BS 11000. This identified areas where enhancements to existing documents were required, or where new documents would be needed. A set of actions, recommendations and comprehensive project plans were drawn up and presented in a detailed report, following this the approval was given to start work on the collaborative working management system.

Creating the Collaborative Working Management System...

Blackmores consultants provided assistance in the establishment and creation of relevant documents. These included a commitment statement to collaborative working, collaborative relationship programme detailing the opportunities in scope, template relationship management plan and comprehensive guidance documents providing support through the strategic, engagement and management phases of collaborative working.

This was made available to all staff through internal communication via the CH2M HILL Virtual Office intranet portal.

Raising Awareness...

Blackmores consultants prepared and delivered workshops in collaborative working, aimed at helping managers, members of project teams and others affected by BS 11000 certification to understand the requirements of the standard and the guiding principles that enable effective collaboration.

The workshops included familiarisation with supporting guidance, awareness of the CH2M HILL policy commitment to collaborative working and activities aimed at developing desired behaviours and competencies required for effective collaboration and support with the creation of project specific relationship management plans.

Checking Compliance with BS11000...

Blackmores consultants undertook internal audits of each collaborative working opportunity identified in the scope of certification. This included interviews with the joint venture partners to assess if the collaborative working arrangements were effective. Reports were summarised in a presentation given to the executive team during strategic review of the collaborative working management system.

External Certification...

Blackmores consultants provided support during the external certification assessment of the management system for the documentation review and system audits. These were undertaken by BSi in February and March 2014, resulting in the successful award of BS 11000 certification. CH2MHILL now join a select group of organisations who have achieved certification to BS 11000.

Next Steps...

CH2MHILL now have the management system framework and organisational knowledge in place to identify and deliver value from collaborative working opportunities. The firm will continue to expand the collaborative relationship programme to include other opportunities to deliver maximum benefit to clients, partners and itself.