جامعة قطر
QATAR UNIVERSITY

FACILITIES AND GENERAL SERVICES DEPARTMENT (FGSD)

QUALITY AND FACILITY MANAGEMENT SYSTEM

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1 Table of Contents

1. Introduction

Quality and Facility Management System (QFMS) manual demonstrates and documents FGSD' commitment to maintain high-level of quality, facility and customer service within an effective working environment focusing on End-User requirements, safe working practices and fostering continual improvement. This manual provides the basis for a common interpretation and understanding of QFMS (based on ISO 9001:2015 and ISO 41001:2018 International Standards) that helps the department assessing, measuring, and improving the level of its services.

1.1 Conformance and Compliance Standards

The QFMS manual is intended to demonstrate conformance to the ISO 9001:2015 & ISO 41001:2018 International Standard: Quality and Facility Management Systems – Requirements. Reference to these standards also implies reference to all guidance standards contained therein.

1.2 FGSD Overview

FGSD lies under the umbrella of the Vice President and Chief Financial Officer of QU. The primary objective of this department is to provide quality technical and support services by maintaining QU infrastructure and facilities and safeguarding of University assets to assist in students' holistic learning, faculty's overall teaching, research environment, and staff support. The Department is considered as the operational active department catering for the convenience of the University's community and is comprised of more than 130 employees working in four main offices.

1.3 FGSD Structure
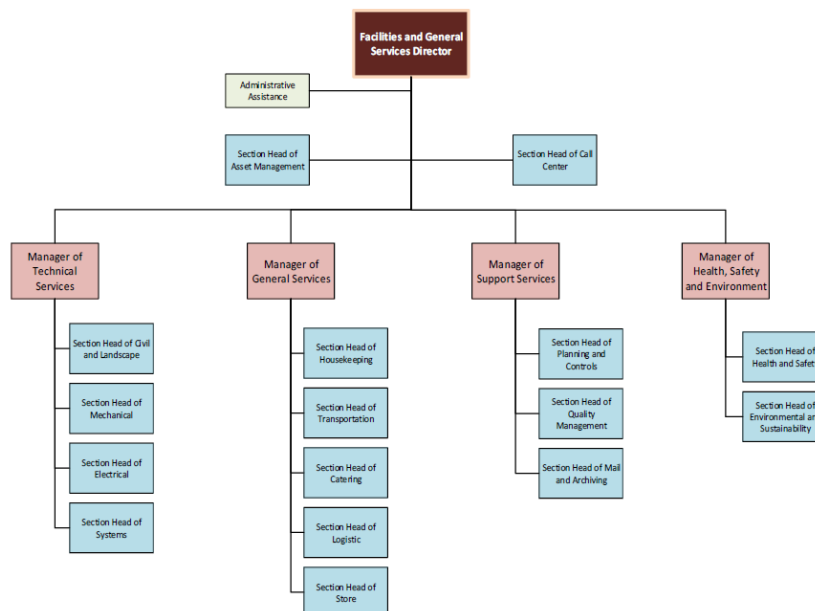
1.4 FGSD Vision, Mission and Core Values

FGSD will endeavor to be a leading department in Qatar University (QU) in supporting the QU Community with diverse services, systems, and solutions in the field of facilities management, and general services and operation and maintenance.

Mission Statement

"Providing Quality Integrated Facilities Services Including; Operation, maintenance, and renovations of campus facilities, building and systems, utilities infrastructure management, landscaping, furniture provision, allocation of campus spaces, in addition to services of food, transportation, Logistic, Housekeeping and Stores

Core Values

- ❖ Integrity: Our business behavior will include the highest level of honesty and morality. Each day we must strive to earn our reputation rather than simply managing it.
- ❖ Teamwork: Our culture of teamwork allows us to work together internally and externally to deliver innovative solutions and collectively accomplish our goals.
- ❖ Trust: We try to build faith and confidence in our relations within the organization and with our clients, which are the foundations of autonomy and authenticity.
- ❖ Continuity: We measure, monitor, analyze and enhance productivity as well as we improve ourselves to satisfy our clients and our own expectations. We work with enthusiasm, intellect, and plan for future growth of our business.
- ❖ Safety: Plan safety into every aspect of our work and avoid deviation from that plan. Strive for zero incidents.

2. Scope and Non-Applicability

FGSD' overall commitment to quality and customer service is defined through its business processes, both core processes and support processes. Through each of these processes, the quality and facility management systems are aligned with the goals and strategic direction of the organization. The quality and facility management systems, as described in this manual, defines the organization's commitment to its stakeholders:

- by demonstrating its ability to consistently provide quality service that meets End-User and applicable regulatory requirements;
- by addressing End-User satisfaction through the effective application of the system, including processes for continual improvement and the prevention of nonconformity;
- through employee empowerment, especially for innovative action to improve the performance;
- through the management team's commitment to its Quality and Facility Management System Policy through active participation in quality related activities and leadership by example;
- by actively pursuing improvements to the Quality and Facility Management System through programs that enable each employee to do their job in the right and safe manner.

- Effective and efficient delivery of FM that supports the objectives of the demand organization, aims to consistently meet the needs of interested parties and applicable requirements and aims to be sustainable in a globally competitive environment.

This manual provides an overview of the QFMS policy and key requirements for the department. It is the source of reference for all matters dealing with quality. It is available for inspection by all interested parties (End-users "Colleges and Departments of QU," Contractors and Service providers, Consultants, Employees, third party auditors, suppliers, regulatory agencies etc.)

2.1 Scope of QFMS

"*Providing Quality Integrated Facilities Services Including; Operation, maintenance and renovations of campus facilities, building and systems, utilities infrastructure management, landscaping, furniture provision, allocation of campus spaces, in addition to services of food, transportation, Logistic, Housekeeping and Stores*."

2.2 Non-Applicability and justifications

Nil

3. Distribution and Review

3.1 Circulation list

The QFMS manual is maintained by the Management Representative (MR) and/or the Quality Management Section Head in both soft copy and hard copy and is available to all employees and to other interested and authorized parties. All copies are distributed as per the *Control of Documented Information Procedure P-QFM-01*

3.2 Updating the QFMS manual

The QFMS manual is reviewed by FGSD Director and revised as required. Based on the review, the QFMS manual is updated (if needed) by incorporating all approved changes. The Management Representative (MR) may approve minor changes to the quality and facility management system (minor changes include, for example, spelling corrections, punctuation corrections where the meaning of the sentence is not changed or maintaining hyperlinks and references to other documents on the network). The revision date is updated, and the document is re-approved and distributed.

4. Context Of the Organization

4.1 Understanding the Organization and Its Context

FGSD has determined external and internal issues that are relevant to its purpose and its strategic direction and that affect its ability to achieve the intended results of its quality and facility management system.

The external context is the external environment in which FGSD seeks to achieve its objectives. Risk management practices at FGSD consider the following external factors:

a) third parties supporting the critical operations;

b) the legal, regulatory, financial, technological, economic, natural and competitive environment, whether international, national, regional or local;

c) financial/economic conditions which might impact the business;

d) key drivers and trends having impact on the department's objectives;

e) relationships with, perceptions and values of external stakeholders;

f) stakeholders or the board members, investors, customers etc.

The internal context is the internal environment in which FGSD seeks to achieve its objectives. Risk management practices at FGSD considers the following internal factors:

a) governance, organizational structure, roles, and accountabilities;

b) policies, objectives, and the strategies that are in place;

c) capabilities, understood in terms of resources and knowledge (e.g., capital, time, people, processes, systems, and technologies);

d) FGSD' culture;

e) decision making processes (both formal and informal);

f) standards, guidelines and models adopted;

g) form and extent of contractual relationships.

The specific issues and related information are documented in the ***Departmental Risk & Opportunity Register F-QFM-05-01*** and are monitored and reviewed through management review meetings.

Refer to the Internal relationship management guidelines: ***Internal relationship management guidelines (GL-QFM-03), Regulatory Bodies Relationship Management Guidelines (GL-QFM-04), Relationship Management of Contractors and Suppliers Guidelines (GL-QFM-05)***

4.2   Understanding The Needs and Expectations of Interested Parties

Due to their effect or potential effect on the FGSD' ability to consistently provide services that meet the requirements of the End-User and the applicable statutory and regulatory, FGSD has determined:

a) the interested parties that are relevant to the quality and facility management system.

b) the requirements of these interested parties that are relevant to the quality and facility management system. FGSD has envisioned the need for quality and Facility management system to protect its own interests and the interests of following stakeholders and interested parties:

a) customers and/or end-users – who need confidence in the services offered by FGSD;

b) legal and regulatory authorities – who impose legislation and/or directives, in order to ensure availability of services, fair competition and privacy protection;

c) FGSD employees – who strive to meet their obligations to the customers and the public;

d) FGSD management–who ensure that the business objectives are fulfilled, the overall posture of FGSD highlights quality as a culture, the vendors and customers feel a goodwill and comfort with the services provided and that FGSD complies with all the regulation and laws;

e) business partners, QU colleges and departments–who want theirs and FGSD' business objectives to be fulfilled;

f) vendors, suppliers, service providers, consultants, and contractors–who demand that appropriate level of standards are enforced to ensure that confidentiality of their service levels, terms and conditions, prices, and other information is maintained.

The interested parties with any specific requirements are listed down in the same document mentioned in 4.1 – The specific requirements of these interested parties are monitored and reviewed through management review meetings. Refer to the Internal relationship management guidelines: *Internal relationship management guidelines (GL-QFM-03), Regulatory Bodies Relationship Management Guidelines (GL-QFM-04), Relationship Management of Contractors and Suppliers Guidelines (GL-QFM-05)*

4.3   Determining The Scope of the Quality and Facility Management System

While determining the scope of the quality and Facility management system, FGSD has considered:

a) the external and internal issues referred to in Section 4.1;
b) the requirements of relevant interested parties referred to in Section 4.2;
c) the services provided by the department.

The scope statement is documented in Section 2 of this manual.

FGSD, as an organization, seeks services from external providers. These services (outsourced processes) include:

a) Technical and non-technical Manpower;
b) Operations and maintenance services;
c) Furniture supplying and installation;
d) General Services – Transportation services, Housekeeping services, Logistic Services and Food services;
e) Purchasing of stationery and water;
f) Waste management – Waste collection and disposal;
g) Health and safety services.

Refer to *Guidelines for Resource Management (GL-QFM-02), Internal relationship management guidelines (GL-QFM-03), Regulatory Bodies Relationship Management Guidelines (GL-QFM-04), Relationship Management of Contractors and Suppliers Guidelines (GL-QFM-05)*

4.4   Quality and Facility Management System and its Processes

FGSD has established, documented, and implemented an effective quality and facility management system as a mean of ensuring that it:

a) meets or exceeds the expectations and requirements of its End-Users;
b) continually monitors, measures, and improves End-Users satisfaction;

c) continually monitors, measures, and improves its own performance;

d) provides a safe working environment for all its employees and interested parties;

e) addresses the hazards and risks associated with its processes;

f) meets the requirements of the ISO 9001:2015 & ISO 41001:2018 standards.

Refer of the Control of Documented Information Procedure P-QFM-1 and Guidelines of documented Information Control GL-QFM-01.

The quality and facility management system are designed to assist with the identification, interaction, control, monitoring, analysis, and improvement of all key business processes. As such, it comprises:

a) service realization processes that take market opportunities and converts them into value added services to satisfy our End-User' needs and expectations;

b) several supporting processes which ensure the continual improvement of the quality and Facility management system by addressing almost all clauses of the ISO 9001:2015 & ISO 41001:2018 Standards.

The sequence and interaction of these processes is illustrated in the ***Process Approach and Interactions*** diagram in ***Annexure 1***.

The entire quality and Facility management system documentation and other key information necessary to support the operation and monitoring of the department business processes are available to all FGSD' employee, and other parties requiring access.

The effectiveness of the Quality and Facility Management System is regularly audited, reviewed, and improved in accordance with the requirements of ISO 9001:2015 & ISO 41001:2018 and the needs of the business. The information related to this issue are documented in Internal Audit Procedure (P-QFM-02) and are monitored and reviewed through management review meetings.

5. LEADERSHIP

5.1 Leadership and Commitment

5.1.1 General

The FGSD Director demonstrates leadership and commitment to the Quality and Facility Management System by:

a) taking accountability for the effectiveness of the Quality and Facility Management System;

b) establishing the QFMS policy and objectives that are compatible with the context and strategic direction of the department;

c) ensuring the integration of the Quality and Facility Management System requirements into the department' business processes;

d) promoting the use of the process approach and risk-based thinking;

e) ensuring that the resources needed for the Quality and Facility Management System are available;

f) communicating the importance of effective quality management and of conforming to the Quality and Facility Management System requirements;

g) ensuring that the Quality and Facility Management System achieves its intended results;

h) engaging, directing, and supporting persons to contribute to the effectiveness of the Quality and Facility Management System;

i) promoting improvement;

j) supporting other relevant management roles to demonstrate their leadership as it applies to their areas of responsibility.

5.1.2   Customer Focus

The FGSD Director demonstrates leadership and commitment with respect to customer focus by ensuring that:

a) customer and applicable statutory and regulatory requirements are determined, understood, and consistently met;

b) the risks and opportunities that can affect conformity of services and the ability to enhance customer satisfaction are determined and addressed, refer to document P-QFM-05: Control of Risks and Opportunities.;

c) the focus on enhancing customer satisfaction is maintained, refer to document P-QFM-09: Customer Satisfaction and Complaint Handling.

5.2   QFMS Policy

5.2.1   Developing the QFMS Policy

The QFMS Policy has been produced, reviewed, and approved to ensure it is appropriate to the purpose and context of the organization and supports its strategic direction, that it demonstrates commitment to the achievement of quality, complies with applicable legal and other requirements, and that it supports continual improvement. It is also used to provide a framework for determining objectives, helping to ensure that quality permeates through all parts of FGSD and its culture.

❖   **QFMS Policy Statement**

FGSD will endeavor to be the leading department in the Qatar University in supporting the other departments and colleges with various services, systems, and solutions in the field of general services management, and the facility operation and maintenance services.

We are committed to **"*Providing Quality Integrated Facilities Services Including; Operation, maintenance and renovations of campus facilities, building and systems, utilities infrastructure management, landscaping, furniture provision, allocation of campus spaces, in addition to services of food, transportation, Logistic, Housekeeping and Stores.*"**

To help deliver in our mission, we have developed and deployed a comprehensive pragmatic Quality and Facility Management System, which subscribes to all applicable legal and other requirements and complies with the requirements of ISO 9001:2015 and ISO 41001:2018 International Standards, thereby we are committed and ensuring to:

- Fulfill the commitments made to the internal and external customers in an effectives and efficient manner, with no compromising on the quality of our services to meet our end-user expectations.
- Ensure to identify the management risks and reduce quality and facility errors in all our activities and processes.
- Excellence in our work will be reflected in achieving our quality and facility SMART objectives. Therefore, these objectives will be identified and evaluated in periodic reviews of senior management on these objectives, which will be monitored and measured every three months.
- Strive to meet the expectations of all stakeholders and beneficiaries.
- Allocate necessary resources and efficiently use them.
- Ensure all FGSD' employees are aware of our integrated policy, objectives and procedures which shall be communicated, understood, and applied within the FGSD and available to relevant interested parties, as appropriate.
- Our employees are our most important asset. So, we will always do our best to improve their performance and increase their knowledge and efficiency, and we will do our best to improve their lives and keep them safe.
- Ensure that our employees are adequately trained in the importance of the activities they perform to achieve high levels of quality.
- Committed to the continual improvement of our Quality and Facility Management System, and involve our employees, End-Users, suppliers, contractors, service providers and all interested parties in the maintenance and operation activities to help achieving this.
- Constantly review our quality & facility management system in addition to monitoring the activities and processes related to the quality of our products and services we provide to our end-users, to ensure strict compliance with the standards and specifications of the product or service required.

Meeting these high standards is the responsibility of the Top Management and the entire FGSD team. We have a shared commitment to the effective operation of the Integrated Management System and to the achievement of this Integrated Policy and the objectives derived from it.

This policy is periodically reviewed to ensure its integration with the other policies, supports the QU strategic directions, and to ensure its suitability for our activities, and fulfills the suitable responses to the issues of our local context.

The policy is published to all our employees through **FGSD Homepage** and employee guides and will be available to the end-users, interested parties, and beneficiaries publicly and upon request.

This policy is available to third parties on QU website (**Facilities and General Services Department | Qatar University (qu.edu.qa)**).

5.2.2 Communicating the Policy

The **QFMS Policy** can be found in **PL-QFM-01**, and a signed copy is displayed and communicated to all employees. It is available as part of this manual to all relevant interested parties. It is also reviewed at the management review meetings to ensure its continuing suitability.

5.3 Organizational Roles, Responsibilities and Authorities

Top management defines business functions and key roles within the organization, and their responsibilities and authorities. These are primarily documented and communicated through Job Description Forms developed by Human Resources Department to each employee to facilitate effective management of processes. The **Organization Chart – Annexure 3** shows the structure and the relationships across FGSD.

For this manual and the Quality and Facility Management System, 'top management' is defined as:
FGSD Director, Office Managers and Section Heads

FGSD Director has appointed the **Quality Management Section Head** as the **Management Representative** with the responsibility and authority for:

a) ensuring that the Quality and Facility Management System conforms to the requirements of ISO 9001:2015 and ISO 41001:2018;
b) ensuring that the processes are delivering their intended outputs;
c) reporting on the performance of the Quality and Facility Management System and on opportunities for improvement to top management;
d) ensuring the promotion of customer focus throughout the department;
e) ensuring that the integrity of the Quality and Facility Management System is maintained when changes to the system are planned and implemented.

6. Planning

6.1 Actions to Address Risks and Opportunities

During every management review meeting, or whenever the need occurs, the issues referred to in 4.1 and the requirements referred to in 4.2 are taken into consideration and related risks and opportunities are determined. The FGSD Director commits to the following in order to:

a) give assurance that the Quality and Facility Management System can achieve its intended results;
b) enhance desirable effects;
c) prevent, or reduce, undesired effects;
d) ensure business continuity and emergency preparedness;
e) achieve improvement.

The actions taken to address these risks and opportunities are proportionate to the potential impact on the conformity of services and are documented in the Departmental Risk & Opportunity Register F-QFM-05-01 &

Opportunities Register F-QFM-05-02. Subsequently, in the next management review meeting, or whenever the need occurs, the effectiveness of these actions is evaluated, and results are recorded in the same register, the details of this issue are documented in the Management Review Meeting Procedure (P-QFM-04).

Note 1: Options to address risks include avoiding risk, taking risk to pursue an opportunity, eliminating the risk source, changing the likelihood or consequences, sharing the risk, or retaining risk by informed decision.

Note 2: Opportunities include the adoption of new practices, launching new services, addressing new clients, building partnerships, using new technology and other desirable and viable possibilities to address FGSD' or End-User needs.

6.2 Objectives and Planning to Achieve Them

Top management establishes QFMS objectives, which are relevant to all functions and levels within FGSD. The objectives are derived from the QU objectives, QFMS Policy and departmental activities.

The objectives are measurable and consistent with the QFMS policy and are striving towards continual improvement. They are defined in such a way that they are consistent to conformity of services. Inherent in the entire set of objectives is a focus on End-User satisfaction. FGSD' **QFMS Objectives** are shown in **Annexure 2**.

The Quality and Facility Management System objectives are further cascaded into departmental objectives, which are monitored regularly and available to all department personnel. The targets, time constraints, responsibility, and actions relevant to the objectives are defined and monitored through the **Objectives Monitoring Scorecard F-QFM-06-01**

6.3 Planning of Changes

In the event of any significant changes are required to the Quality and Facility Management System, for example bringing additional activities into scope, a QFMS change plan will be produced. This QFMS plan will include the purpose of the changes and their potential consequences, availability of resources, allocation or reallocation of responsibilities and authorities.

This will ensure that the change is conducted in a controlled manner so that the integrity of the Quality and Facility Management System is maintained.

The relevant records are maintained in accordance with planning of changes in **Change Management Procedure P-QFM-08**.

7. SUPPORT

7.1 Resources

7.1.1 General

The top management provides the resources needed for the establishment, implementation, maintenance and continual improvement of the Quality and Facility Management System.

The top management considers:
a) the capabilities of, and constraints on, existing internal resources;
b) what needs to be obtained from external providers.

These resources are assessed and reviewed on a periodical basis consistent with the annual and strategic business planning activities and, where appropriate, in response to feedback and data presented during management reviews. Refer to: *Resource Management Guidelines GL-QFM-02*

7.1.2 People

As an integral part of resources, the top management determines and provides the persons necessary for the effective implementation of the Quality and Facility Management System and for the operation and control of organizational processes.

Refer to: Resource Management Guidelines GL-QFM-02

7.1.3 Infrastructure

FGSD determines, provides, and maintains the infrastructure necessary for the operation of its processes to achieve conformity of services. Infrastructure includes:

a) buildings and associated utilities;
b) equipment, including hardware and software;
c) transportation resources;
d) information and communication technology.

Refer to: Resource Management Guidelines GL-QFM-02

7.1.4 Environment for the Operation of Processes

In addition to the infrastructure, FGSD determines, provides, and maintains the environment necessary for the operation of its processes and to achieve conformity of services. A suitable environment is a combination of human and physical factors, such as:

a) Social (e.g., non-discriminatoire, calme, non-confrontation);
b) Psychological (e.g., stress-reducing, burnout prevention, emotionally protective);
c) Physical (e.g., temperature, heat, humidity, light, airflow, hygiene, noise).

7.1.5 Monitoring and measuring resources

7.1.5.1 General

FGSD determines and provides the resources needed to ensure valid and reliable results when monitoring or measuring is used to verify the conformity of services to requirements.

The top management ensures that the resources provided are suitable for the specific type of monitoring and measurement activities being undertaken and are maintained to ensure their continuing fitness for their purpose.

7.1.5.2   Measurement Traceability

All measuring equipment used in FGSD belong to the external service providers and they are:

a) verified or calibrated, at specified intervals, or prior to use, by third party/outsourced organizations against measurement standards traceable to international or national measurement standards;
b) identified in order to determine their status;
c) safeguarded from adjustments, damage or deterioration that would invalidate the calibration status and subsequent measurement results.

Refer to Laboratory Measurement and Test Equipment Calibration Procedure (P-OM-02) and Project Measurement and Test Equipment Calibration (P-CM-12).

In case the validity of previous measurement results has been adversely affected when measuring equipment is found to be unfit for its intended purpose, the relevant section decides the appropriate actions to be taken as necessary and this information is retained for record purposes.

7.2   Competence

The Top Management, with the help of the MR, determines the necessary competence of employees who have a direct or indirect impact on the performance and effectiveness of the Quality and Facility Management System. The competence is determined based on appropriate education, training, or experience and is documented in the Job Description Forms developed by Human Resources Department.

Where applicable, the Top Management propose actions to acquire the necessary competence and evaluate the effectiveness of the actions taken. The evaluation of an employee's competence is initially performed during the recruitment stage and on a yearly basis. Based on the evaluation, the necessary trainings are provided accordingly. Refer to the **Control of Training Procedure (P-QFM-07)**.

7.3   Awareness

FGSD ensures that relevant persons (employees, contractors, third party) working under FGSD' control are aware of:

a) the QFMS policy;
b) relevant QFMS and departmental objectives;
c) their contribution to the effectiveness of the Quality and Facility Management System, including the benefits of improved performance;
d) the implications of not conforming with the Quality and Facility Management System requirements.

7.4 Communication

FGSD determines the internal and external communications relevant to the Quality and Facility Management System through the QFMS procedures, including on what to communicate, when to communicate, with whom to communicate, how to communicate and who should communicate.

FGSD has clearly defined and implemented an effective and efficient process for communicating the quality policy, requirements, objectives, and accomplishments. The Top Management actively encourages feedback and communication from people in the organization and associates as a means of involving them. Information such as requirements/objectives, achievements and concerns related to the effectiveness of the services, e.g., results of Internal Audits, Management Review Meetings, End-User Complaints, Non-conformance (NC) Reports, trends etc. are transmitted in the following manner:

Sr no	Topic	Internal/ External	By	Mode Of Communication	Periodicity
1	QFMS Policy & QFMS Objective	Internal & External	Top Management/MR	Email, Awareness Training, Website & Display	Continuous
2	FGSD Operational Objectives	Internal	Section Heads	Email, Verbal/Display	01 Year
3	Operational Plan	Internal	FGSD Director, Office Managers & Section Heads	Strategy Meeting	Quarterly
4	Training	Internal	Respective Section Heads/HR	Email	As and when required
5	Results of Internal Audits	Internal	MR	Email	01 Year
6	End-User Complaints and Its Trends	Internal & External	MR/FCC	Email	As and when required
7	Summary of End-User Satisfaction (Internal/External)	Internal	MR/FCC	Email	Once every Year
8	Trends on NC	Internal	MR	Email	As and when required
9	Summary of Management Review	Internal	MR	Email	01 Year
10	Purchase Order	Internal & External	Procurement Department	Email, Oracle System	Once PO is approved
11	Outgoing correspondence letter	External	FGSD Director	Hardcopy, Email	As and when required

Sr no	Topic	Internal/ External	By	Mode Of Communication	Periodicity
12	Internal correspondence letter	Internal	FGSD Staffs & Document Controller	Email, SharePoint & E-Morasalat	As and when required

7.5   Documentation

7.5.1   General

The Quality and Facility Management System (QFMS) comprises of four levels of documentation as illustrated in Figure 1 below. The QFMS describes the policies, criteria, methods, detailed activities, responsibilities, and the quality assurance measure that are required to ensure the effective operation and control of the business processes. It also includes other documented information that needs to be maintained and retained by FGSD to ensure the effective operation and control of the business processes. The degree of documentation is consistent with:

a)   the methods used;

b)   the complexity and interaction of the business processes;

c)   the skills and training required by the personnel involved in carrying out these activities.

Level 1
• QFMS Policy and Manuals

Level 2
• QFMS Procedures, Standard Operations Procedures, and Work Flows

Level 3
• Work Instructions, Policies, Guidelines and Service Level Agreements
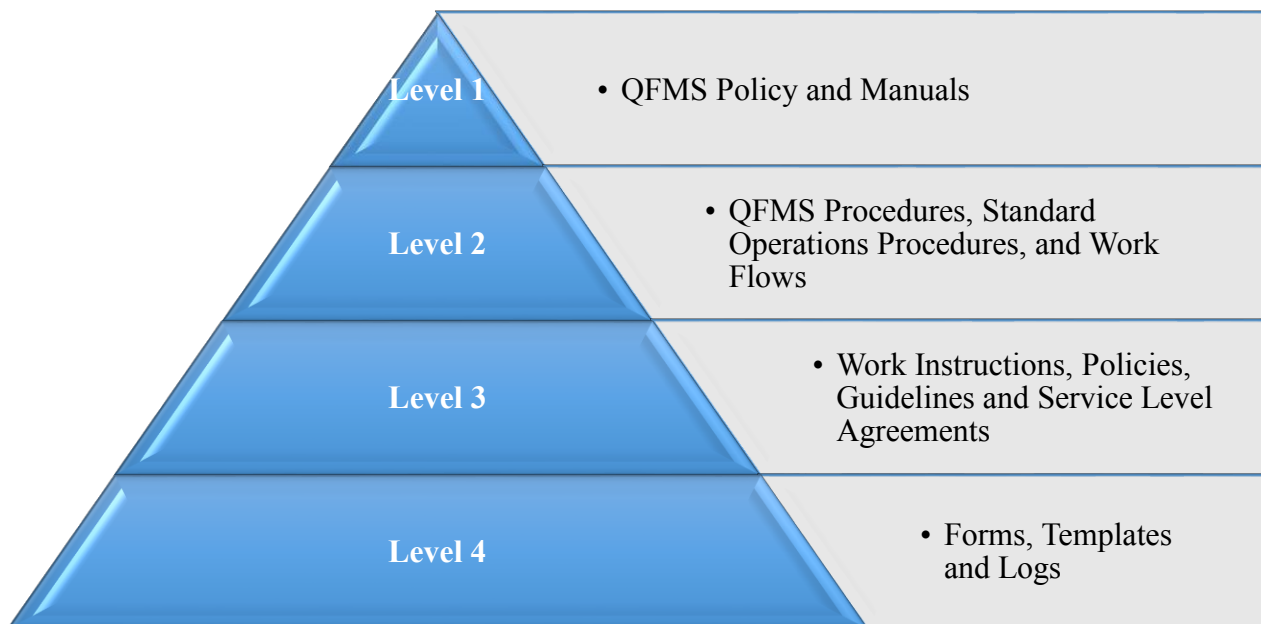
Level 4
• Forms, Templates and Logs

Figure 1

All FGSD employees have been trained in:

a)   the procedures that apply to them;

b) how to access those procedures;
c) how to apply them to their job function; and
d) how to report related results.

7.5.2 Creating and Updating

When creating and updating documented information, FGSD ensures appropriate:

a) identification and description (e.g., a title, date, author, or reference number);
b) format (e.g., language, software version, graphics) and media (e.g., paper, electronic platforms);
c) review and approval for suitability and adequacy.

7.5.3 Control of Documented Information

FGSD has a mixed media documentation system for documents within its control which is maintained by the MR and QM team. The purpose of documented information control is to ensure that information is available and suitable for use whenever required and that it is adequately protected (e.g., from loss of confidentiality, improper use, or loss of integrity). Control is applicable to:

a) distribution, access, retrieval, and use;
b) storage and preservation, including preservation of legibility;
c) control of changes (e.g., version control);
d) retention and disposition.

All documented information is approved, reviewed, updated, and controlled in accordance with the *Control of Documented Information Procedure P-QFM-01*.

All Quality and Facility Management Documentation are available for relevant staff through SharePoint website (Facilities and General Services Department - Quality Facility Management System)

7.5.4 Facilities Management Information and Data Requirements

FGSD determines its information requirements to support its Facilities Management function and the achievement of its organizational objectives. In doing this:

a) includes consideration of:
- the roles and responsibilities for FM;
- the FM processes, procedures, and activities;
- the significance of the identified risks;
- the exchange of information with its interested parties, including service providers;
- the impact of quality, availability, and management of information on organizational decision making;

b) determines:
- the attributes of identified data;
- the quality of identified data;

- how and when data are collected, analyzed, and evaluated;

c) FGSD shall specify, implement, and maintain processes for managing its information and data

d) FGSD shall determine the requirements for alignment of financial and non-financial terminology relevant to asset management throughout the department;

e) FGSD shall ensure that there is consistency and traceability between the financial and technical information and data and other relevant non-financial information and data, to the extent required to meet applicable requirements while considering its interested parties' requirements and organizational objectives.

Refer to the **Guidelines of documented Information (GL-QFM-01)** and **Control of Documented Information Procedure (P-QFM-01)**

7.6   Organizational Knowledge

FGSD determines the knowledge necessary for the operation of its processes and achievement of conformity of services through its employees and functional/departmental procedures.

When addressing changing needs and trends, FGSD considers its current knowledge and determines how to acquire or access any necessary additional knowledge and required updates.

Organizational knowledge is defined as the knowledge specific to FGSD; it is gained by experience. It is information that is used and shared to achieve our objectives.

Organizational knowledge is usually based on:

a) internal sources (e.g., intellectual property; knowledge gained from experience; lessons learned from failures and successful projects; capturing and sharing undocumented knowledge and experience; the results of improvements in processes and services);

b) external sources (e.g., standards; academia; conferences; gathering knowledge from End-User or external providers).

8.   OPERATION

8.1   Operational Planning and Control

FGSD determines the requirements for the services, plans and implements the processes required to deliver any of the listed services. Operational planning and control are in line with the FGSD' stated QFMS policy and objectives.

Planning is supported by the appropriate Quality and Facility Management System procedures, availability of resources and other departmental documentation to ensure that validation, monitoring and inspection of service take place at each key stage of the realization process.

The outputs of the planning process (i.e., the policies and procedures), the outsourced processes (i.e., the third party/contracted processes), along with the records relating to each process are contained in the Quality and

Facility Management System. FGSD controls planned changes and reviews the consequences of unintended changes, taking actions to mitigate any adverse effects, as necessary.

8.2   Requirements For Services and Coordination with Interested Parties

FGSD manages relationships with end users and other interested parties, and continually coordinates activities to minimize negative impact to the primary activities of the demand organization through the following Process and Guidelines

- Contractor/Supplier/Service Provider Performance Evaluation P-CM-08
- Internal Relationship Management Guidelines GL-QFM-03
- Regulatory Bodies Relationship Management Guidelines GL-QFM-04
- Relationship Management of Contractors and Suppliers Guidelines GL-QFM-05

8.2.1   Customer Communication

Service information, specifying the components of the services offered by FGSD, as described in the Service Level Agreements (SLAs) documents-SLA-FGS-01 to 08, is made available to customers/ End-User and prospective End-users through the FGSD website or through the Facility Call Center.

End-User enquiries are handled through the Call Center Agents. Amendments to End-User requirements are managed as per clause 8.2.4 mentioned below. Contracts are drawn up based on the requirements agreed with the End-user and Contractor and Service Provider, as per 8.2.2 and 8.2.3 below.

Feedback from the End-User is collected in a periodic basis by respective section and/or Facility Call Center. Any issues or complaints reported regarding the process are, wherever possible, dealt with as they significantly impact the satisfaction of the End-User. If this is not possible, a documented escalation process is invoked. In either scenario the complaint is captured through *Customer Satisfaction and Complaint Handling Procedure P-QFM-09* and corrective actions identified.

8.2.2   Determination of Requirements Related to Services

End-User requirements, whether received in person, by telephone or by email, are captured by Facility Call Center, refer to P-FCC-01: Call Center Procedure. Services are tailored to the specific needs of the End-User, maintaining compliance with the appropriate statutory and regulatory standards. The resulting documentation, in the form of a business proposal/contract, details all aspects of the service requirements along with proposed delivery details.

In addition to the End-User stated requirements, FGSD understands that its End-Users expect a highly professional level of service, delivered by knowledgeable and courteous employees. FGSD has established respective Standard *Operational Procedures (SOPs)* to implement and provide further guidance regarding requirements related to products and services. Refer to the procedures below for information related to this issue:

- P-SM-01 Space Management Procedure
- P-FDS-01 Food Service Procedure
- P-OM-08 Civil Maintenance Procedures
- P-OM-09 MEP Operation, Control and Maintenance
- P-OM-08 ELV Systems Maintenance Procedures
- P-TRS-01 Transportation Services Procedure
- P-LGS-01 Logistics Services Procedure
- P-HKS-01 Housekeeping Services Procedure
- P-STM-01 Central Stores
- P-STM-03 Asset Stores
- P-NPI-01 New Project Initiation

8.2.3   Review of Requirements Related to Services

Before sharing the service proposal with the End-User or the contractor, the related section(s) ensures that stated requirements are fully understood and that FGSD has the capacity and capability to meet them. Refer to procedures listed in Section 8.2.2.

In addition, before acceptance of a non-routine End-User requirement/requests, the request is reviewed by the facility team and Facility Call Center to ensure that:

a) requirements specified by the End-User, including the requirements for delivery and post-delivery activities are adequately defined and documented;
b) requirements not stated by the End-User, but necessary for the specified or intended use, when known, are documented;
c) requirements specified by FGSD are taken into consideration;
d) statutory and regulatory requirements applicable to the services are abided by;
e) contract or order requirements differing from those previously expressed are documented.

In case the End-User does not provide a documented statement of requirements, the concerned facility section(s) take the necessary measures to confirm the requirements before acceptance. Refer to P-NPI-01 Project Initiation Procedure

8.2.4   Changes to Requirements for Services

If a change to the End-User requirements is identified or requested by the End-User, FGSD documents the changes to requirements. The respective section/project team ensures that relevant documentation is amended, and relevant personnel are made aware of the changed requirements. Refer to P-CM-05: Project/Contract Change Management

8.3   Integration of Services and Design and Development of Products and Services

FGSD demonstrates that it has integrated FM functions to ensure effective and efficient delivery of FM services.

8.3.1   General

FGSD has established, implemented, and maintained a design and development process that is appropriate to ensure the subsequent provision of products and services

8.3.2   Design and Development Planning

In determining the stages and controls for design and development, FGSD considers the following:

a) the nature, duration and complexity of the design and development activities;
b) the required process stages, including applicable design and development reviews;
c) the required design and development verification and validation activities;
d) the responsibilities and authorities involved in the design and development process;
e) the internal and external resource needs for the design and development of products and services;
f) the need to control interfaces between persons involved in the design and development process;
g) the need for involvement of customers and users in the design and development process;
h) the requirements for subsequent provision of products and services;
i) the level of control expected for the design and development process by customers and other relevant interested parties;
j) the documented information needed to demonstrate that design and development requirements have been met.

8.3.3   Design and Development Inputs

FGSD determines the requirements essential for the specific types of products and services to be designed and developed, considering:

a) functional and performance requirements;
b) information derived from previous similar design and development activities;
c) statutory and regulatory requirements;
d) standards or codes of practices;
e) potential consequences of failure due to the nature of the products and services;

Inputs collected are such that they are adequate for design and development purposes, complete and unambiguous and any conflicting design and development inputs are resolved by the concerned personnel immediately.

8.3.4   Design and development controls

FGSD has established controls to the design and development process to ensure that:
a) the results to be achieved are defined;
b) reviews are conducted to evaluate the ability of the results of design and development to meet requirements;
c) verification activities are conducted to ensure that the design and development outputs meet the input requirements;

d) validation activities are conducted to ensure that the resulting products and services meet the requirements for the specified application or intended use;

e) any necessary actions are taken on problems determined during the reviews, or verification and validation activities;

f) documented information of these activities is retained.

8.3.5 Design and development outputs

FGSD ensures that design and development outputs:

a) meet the input requirements;

b) are adequate for the subsequent processes for the provision of products and services;

c) include or reference monitoring and measuring requirements, as appropriate, and acceptance criteria;

d) specify the characteristics of the products and services that are essential for their intended purpose and their safe and proper provision.

8.3.6 Design and development changes

Any changes with respect to the design and development process, products or services are controlled to avoid adverse impacts on conformity to requirements.

FGSD. retains documented information on:

a) design and development changes;

b) the results of reviews;

c) the authorization of the changes;

d) the actions taken to prevent adverse impacts, if applicable.

Relevant records related to above design and development requirements are maintained by the concerned section. The table below summarizes the design and development process of services and design within FGSD.

Category	Design Input	Prepare, Review and Approve	Design Output
Design of Services provided through outsource	Strategic initiatives End-user requirements O&M process outputs Service needs assessment	Prepare project list according to the Planning and Budgeting Procedure, P-PNB-01	New project approved list
		Prepare the technical specification and special conditions according to New Contract/Project Initiation Procedure P-NPI-01 and in the need assessment and design for the General Services.	Approved Tender/Auction Documents for announcements
Design Project	Approved design base line program End-user requirements FGSD Technical Requirements Statement of Requirements (SoRs)	Prepare the design output according to Control of Design Project Procedures *P-CM-10*	Conceptual Design, Preliminary and Schematic Design, Detailed Design and Tender Document for Construction Phase

8.4   Control of externally provided processes, products, and services

8.4.1   General

FGSD ensures that externally provided processes, products, and services (i.e., suppliers, contractors etc.) conform to requirements.

Controls are applied to externally provided processes, products, and services when:

a)   products and services from external providers are intended for incorporation into FGSD' own services (i.e., contractor/service provider/suppliers);
b)   products and services are provided directly to the End-User by external providers on behalf of FGSD (i.e., contractor/service provider/suppliers);
c)   a process, or part of a process, is provided by an external provider as a result of a decision by FGSD.

FGSD, for its own purpose, determines the criteria for the evaluation, selection, monitoring of performance, and re-evaluation of external providers, based on their ability to provide processes or products and services in accordance with requirements and maintains records for the same:

New Project Initiation Procedure P-NPI-01
Contract Management Procedures P-CM-01 to P-CM-12
Note: contractor/external provider re-evaluation is to be carried out every year.

8.4.2   Type and Extent of Control

FGSD ensures that externally provided processes, products and services do not adversely affect the organization's ability to consistently deliver conforming services to End-User by ensuring that externally provided processes remain within the control of the Quality and Facility Management System, defining the control measures that need to be applied to contractor and service provider and those that need to be applied to the resulting output and determining the verification, or other activities, necessary to ensure that the externally provided processes, products and services meet requirements. Refer to P-CM-08 Contractor/Supplier/Service Provide Performance Evaluation Procedures, P-CM-04: Monitoring and Following-up Project Activities Procedure, P-CM-06 Contract Payment Procedure, P-CM-07 Project Handling Over and General Services Procedures Package.

8.4.3   Information for External Providers

FGSD ensures the adequacy of requirements prior to communication to the contractor/external provider. The following requirements are communicated to the external service provider:

a)   the processes, products, and services to be provided (Refer to P-NPI-01 New Contract/Project Initiation Procedure);
b)   the approval of:
    a.   products and services (Refer to P-CM-04: Monitoring and Following-up Project Activities Procedure and O&M Procedures);

b. methods, processes, and equipment (Refer to P-CM-02 Managing Submittals Procedure);

c. the release of products and services (Refer to P-CM-07 Project Handling Over);

c) competence, including any required qualification of persons (Refer to the P-NPI-01 New Contract/Project Initiation Procedure, and P-CM-02 Managing Submittals Procedure) ;

d) the external provider's interactions with FGSD (Refer to P-CM-01 Project Start-up Procedures)

e) control and monitoring of the external provider's performance (Refer to P-CM-08 Contractor/Supplier/Service Provide Performance Evaluation Procedures);

f) verification or validation activities that need to be performed at the external provider's premises.

8.5   Production and Service Provision

8.5.1   Control of Production and Service Provision

FGSD always provides services under controlled conditions, which include:

a) the availability of documented information that defines:
   a. the characteristics of the services to be provided, or the activities to be performed;
   b. the results to be achieved;

b) the availability and use of suitable monitoring and measuring resources;

c) the implementation of monitoring and measurement activities at appropriate stages to verify that criteria for control of processes or outputs, and acceptance criteria for services have been met;

d) the use of suitable infrastructure and environment for the operation of processes;

e) the appointment of competent persons, including any required qualification;

f) the validation, and periodic revalidation, of the ability to achieve planned results of the processes for production and service provision, where the resulting output cannot be verified by subsequent monitoring or measurement and relevant records are maintained by the project department;

g) the implementation of actions to prevent human error;

h) the implementation of release, delivery, and post-delivery activities.

8.5.2   Identification and Traceability

All services are identified with a unique code (through the tender/contract/purchase order number) and all components that make up the delivery of the service are assigned to the service. Refer to P-NPI-01: New Contract/Project Initiation Procedure

8.5.3   Property Belonging to Customers or External Providers (if applicable)

FGSD exercises special care with property belonging to End-User or contractor and external providers while it is under the control or being used by FGSD. The department identifies, verifies, protects, and safeguards End-User 'or external providers' property provided for use or incorporation in the services.

When the property of an End-User or external provider is lost, damaged, or otherwise found to be unsuitable for use, it is reported to the concerned section. Documented information is retained for the same, in the form of emails.

End-User's or external provider's property includes material, components, tools and equipment, End-User premises, intellectual property, and personal data.

Documented information is retained for the same, in the form of emails.

Refer to P-STM-02 Maintenance Store Procedure for information related to this issue.

8.5.4   Preservation

FGSD preserves the outputs during service provision, to the extent necessary to ensure conformity to requirements, by maintaining them in a safe and reliable manner. Preservation includes identification, handling, storage, transportation and protection from unauthorized access and environmental conditions. Refer to the following procedures:

- P-STM-01 Central Store
- P-STM-02 Maintenance Store
- P-STM-03 Assets Store
- P-SM-01 Space Management/furniture handling

8.5.5   Post-delivery Activities

FGSD meets requirements for post-delivery activities associated with the services. Post-delivery activities are subjective to contractual obligations. Refer to P-CM-07 Project Handing Over, P-STM-03 Assets Store and P-SM-01 Space Management

8.5.6   Control of Changes

FGSD reviews and controls changes for production or service provision, to the extent necessary to ensure continuing conformity with requirements.

All changes are documented, including the persons authorizing the change, and any necessary actions arising from the review and the relevant procedures/documents are amended following the P-CM-05 Project Change Management and P-STM-03 Assets Store and P-SM-01 Space Management

8.6   Release Of Products and Services

Every product or service is reviewed and approved by relevant staff before it is released and delivered to the End-User. The release of products and services to the End-User does not proceed until the planned arrangements have been satisfactorily completed, unless otherwise approved by a relevant authority or the End-User itself.

- Operation and Maintenance Package P-OM-01 to 09
- P-CM-07 Project Handing Over
- P-SM-01 space Management Procedure
- General services, refer to P-ARC-01 (اجراءات خدمات البريد المركزي), P-STM-01 (اجراءات المخازن المركزية), P-HKS-01 (اجراءات خدمات), P-TRS-01 (اجراءات خدمات المواصلات), P-LGS-01 (اجراءات الخدمات اللوجستية), P-FDS-01 (Food Services) (النظافة)

Within FGSD, delivery notes/emails with authorizing personnel signatures/approvals are used as evidence of conformity with the acceptance criteria.

8.7   Control of Non-Conforming Outputs

FGSD ensures that outputs that do not conform to their requirements are identified and controlled to prevent their unintended use or delivery to the End-User. FGSD takes appropriate actions based on the nature of the nonconformity and its effect on the conformity of products and services. This also applies to nonconforming products and services detected during or after the provision of services.

This is implemented through the ***Non-Conformity & Corrective Actions Procedure P-QFM-03*** to ensure that:

a) identification, documentation, evaluation, segregation (where practical), disposition of nonconforming service, and for notification of the functions concerned;
b) assigning responsibility for the review and the authority for disposition of nonconforming service;
c) correction of nonconforming service and re-verification of the affected equipment after correction to demonstrate conformity (if necessary);
d) handling of nonconforming service when it is detected after delivery to the End-User.

Records of the nature of nonconformities and corrective actions taken are maintained, and subsequently fed into the management review of the Quality and Facility Management System.

9.   PERFORMANCE EVALUATION

9.1   Monitoring, Measurement, Analysis and Evaluation

FGSD determines the scope and method of monitoring and measurement of FM services in accordance with:

a. relationship of strategic objectives;
b. FM performance including financial and non-financial performance criteria for the effectiveness of this document;
c. data to establish the baseline performance;
d. what needs to be monitored and measured;
e. the methods for monitoring, measurement, analysis and evaluation, as applicable, to ensure valid results;
f. when the monitoring and measuring shall be performed;
g. when the results from monitoring and measurement shall be analyzed and evaluated.

FGSD retained appropriate documented information as evidence of the results and evaluates the performance and the effectiveness of the FM system. FGSD has a framework around which to organize and report on its performance.

9.1.1 General

FGSD has defined what needs to be monitored and measured, the methodology needed to ensure valid results, when the monitoring and measuring is to be performed, analysis and evaluation of the results from monitoring and measurement are described in each QFMS/sections' procedure.

9.1.2 Customer Satisfaction

FGSD monitors information on End-User satisfaction and/or dissatisfaction as one of the measurements of performance of the Quality and Facility Management System.

The requirements of the End-User are considered at all stages of service delivery, by recording End-User acceptance, and by monitoring End-User perception and satisfaction. This is achieved through regular End-User contact, monitoring of feedback and End-User satisfaction surveying in accordance with the *Customer Satisfaction and Complaint Handling Procedure P-QFM-09*

End-User complaints are documented, considered as non-conformance, and are resolved by *Customer Complaints Follow-up Log F-QFM-09-02*.

End-User feedback is collected by sending service feedback with each service request at the completion of service. Results of feedback data are used to determine conclusions on the quality of service.

The results of the End-User satisfaction data are used to determine conclusions on the quality of service. This data is analyzed by the MR to determine trends in End-User perception and an overall End-User satisfaction index is calculated and maintained in *Customer Satisfaction Survey Report F-QFM-09-01*. The findings are reported at the Management Review meetings as an input.

9.1.3 Analysis and Evaluation

FGSD collects, analyzes, and evaluates appropriate data and information arising from monitoring and measurement to determine the suitability and effectiveness of the Quality and Facility Management System and to identify improvements that can be made.

The results of analysis are used to evaluate:

a) conformity of products and services;
b) the degree of customer satisfaction;
c) the performance and effectiveness of the Quality and Facility Management System;
d) if planning has been implemented effectively;
e) the effectiveness of actions taken to address risks and opportunities;
f) the performance of external providers;
g) the need for improvements to the Quality and Facility Management System.

9.2 Internal Audit

FGSD conducts periodic internal audits. The purpose of the internal audit is to determine whether the Quality and Facility Management System:

a) conforms to:

    a. FGSD' own requirements for the Quality and Facility Management System;
    b. the requirements of ISO 9001:2015 & ISO 41001:2018 Standard;

b) is effectively implemented and maintained.

Internal audits are planned and scheduled based on the status and importance of the activity to be audited. Trained personnel independent of those having direct responsibility for the activity being audited carry out the audits, thus ensuring that auditors do not audit their own work. This audit includes the performance of the externally provided services.

The results of internal audits are documented and brought to the attention of FGSD' section heads/outsource representatives having responsibility for the area audited. Section Heads/ outsource representatives take timely corrective action on the deficiencies found during the audit.

Follow-up activities verify and record the implementation of the corrective action, report the verification results, and close out the audit. Results of internal audits and the corrective actions are submitted for management review.

The *Internal Audit Procedure P-QFM-02* implements the above stated requirements.

9.3 Management Review

Top management reviews the Quality and Facility Management System, at planned intervals, to ensure its continuing suitability, adequacy, effectiveness, and alignment with the strategic direction of the organization.

Further details regarding the inputs and outputs of the management reviews are described in the *Management Review Meeting Procedure P-QFM-04*

10. IMPROVEMENT

10.1 General

FGSD determines and selects opportunities for improvement and implements any necessary actions to meet End-User requirements and enhance End-User and employee satisfaction.

These include:
a) improving services to meet requirements as well as to address future needs and expectations;
b) correcting, preventing, or reducing undesired effects;
c) Improving the performance and effectiveness of the Quality and Facility Management System.

10.2 Non-conformity and Corrective Actions

FGSD takes corrective actions to eliminate the cause of identified nonconformities in order to prevent recurrence. Corrective actions are appropriate to the impact of the problems encountered. The *Non-conformity and Corrective Actions Procedure P-QFM-03* defines the steps to be taken to react to the nonconformity, as applicable.

Subsequently, the effectiveness of all corrective actions taken are reviewed and necessary changes are made to the Quality and Facility Management System, wherever necessary.

10.3   Continual Improvement

FGSD has established processes to proactively identify potential gaps in service delivery and FM performance and evaluate the need to take proactive measures. When a potential gap in service delivery and/or FM performance is identified, the department takes corrective actions as per ***Non-conformity and Corrective Actions Procedure P-QFM-03.***

FGSD continually improves the suitability, adequacy and effectiveness of the Quality and Facility Management System. Continual improvement is facilitated using the QFMS policy, objectives, audit results, results of analysis and evaluation, corrective actions, and outputs from management reviews. Improvements are identified and implemented, and the resulting benefits are monitored, and the results reported at the management review.

ANNEXURE – 1: PROCESS APPROACH AND INTERACTIONS
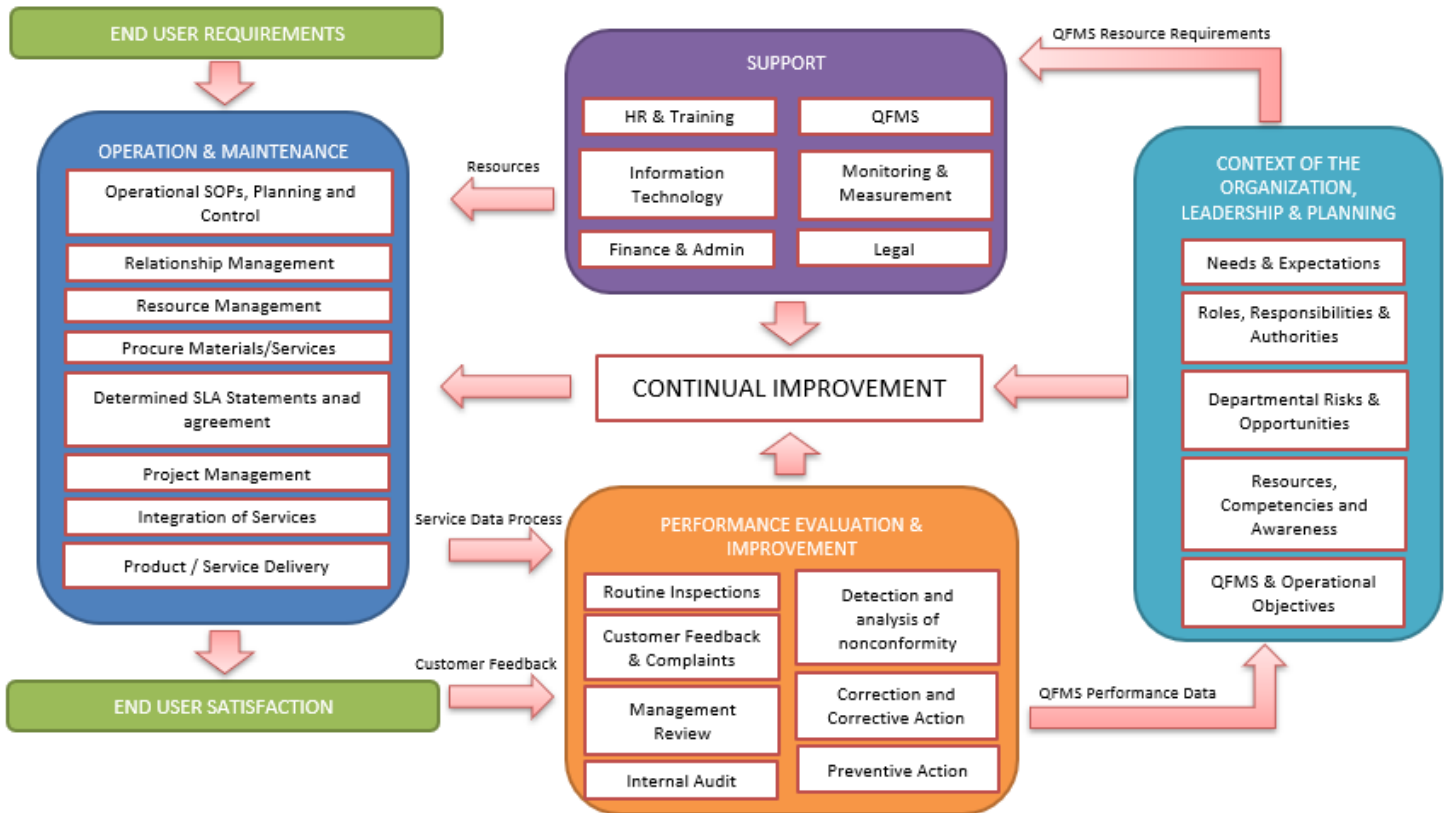
ANNEXURE – 2: QFMS OBJECTIVES

To deliver on the QFMS policy, FGSD has established QFMS objectives and targets designed to improve service performance while delivering superior value to the stakeholders and maintaining high level of quality standards.

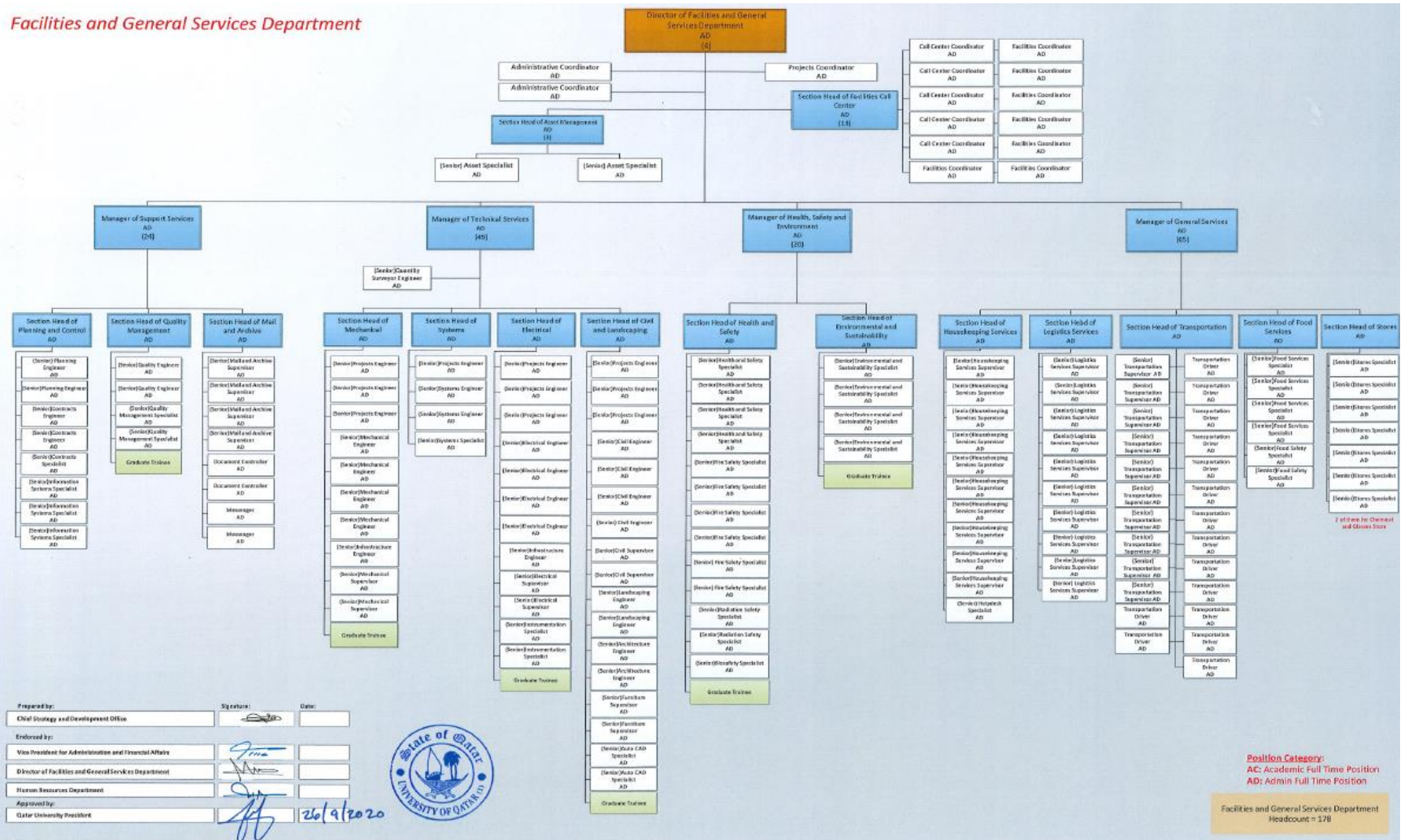The following factors are considered as the basis for defining the objectives:

a) Increase End-User satisfaction;
b) FM Requirements
c) Reduce cost;
d) Enhance quality;
e) Improve people;
f) Reduce risk;

These factors are further cascaded into specific, measurable, achievable, realistic and time bound objectives with targets and are described in the ***Setting and Monitoring Departmental Objectives Procedure P-QFM-06.***

ANNEXURE – 3: ORGANIZATION CHART

Facilities and General Services Department

*** End of Document **