



# INTERNATIONAL STANDARD

---

## ISO 41001:2018

**Facility management-management systems**

Contents

Foreword .....v

Introduction ..... vi

0.1 General ..... vi

0.2 Process approach..... vi

INTERNATIONAL STANDARD ISO 41001:2018(E) ..... 9

1 Scope ..... 9

3 Terms and definitions..... 9

3.1 organization ..... 9

3.2 interested party stakeholder .....10

3.3 requirement.....10

3.4 management system .....10

3.5 top management.....10

3.10 competence..... 11

3.11 documented information .....11

3.12 process .....11

3.14 outsource (verb) .....11

3.15 monitoring.....11

3.16 measurement .....11

3.17 audit .....12

3.19 nonconformity .....12

3.21 .....12

4 Context of the organization.....12

4.1 Understanding the organization and its context .....12

4.2 Understanding the needs and expectations of interested parties .....12

4.3 Determining the scope of the FM system.....12

4.4 FM system.....13

5 Leadership .....13

5.1 Leadership and commitment.....13

5.2 Policy.....13

5.3 Organizational roles, responsibilities and authorities .....14

6 Planning .....14

6.1 Actions to address risks and opportunities .....14

6.2 FM objectives and planning to achieve them .....15

7 Support.....15

7.1 Resources.....15

7.2 Competence.....15

7.3 Awareness.....16

7.4	Communication .....	16
7.5	Documented information .....	16
7.6	Documented information .....	18
8	Operation.....	18
8.1	Operational planning and control.....	18
8.2	Coordination with interested parties .....	19
8.3	Integration of services.....	19
9	Performance evaluation .....	19
9.1	Monitoring, measurement, analysis and evaluation .....	19
9.2	Internal audit.....	19
9.3	Management review.....	20
10	Improvement.....	21
10.1	Nonconformity and corrective action .....	21
10.2	Continual improvement.....	21
10.3	Preventive actions .....	21
	Guidance on the use of this document.....	22
A.1	Scope.....	22
A.2	Normative references.....	22
A.3	Terms and definition .....	22
A.4	Context of the organization .....	22
A.4.1	Understanding the organization and its context.....	22
A.4.2	Understanding the needs and expectations of interested parties .....	23
A.4.3	Determining the scope of the FM system .....	25
A.4.4	FM system .....	25
A.5	Leadership.....	26
A.5.1	Leadership and commitment .....	26
A.5.2	Policy .....	26
A.5.3	Organizational roles, responsibilities and authorities.....	27
A.6	Planning.....	28
A.6.1	Actions to address risk and opportunities.....	28
A.6.2	FM objectives and planning to achieve them.....	29
A.7	Support .....	31
A.7.1	Resources .....	31
A.7.3	Awareness .....	34
A.7.4	Communication.....	34
A.7.5	Documented information.....	35
A.7.6	Knowledge .....	39
A.8	Operation .....	39
A.8.1	Operational planning and control planning.....	39

A.8.2 Coordination with interested parties.....	41
A.8.3 Integration of services.....	42
A.9 Performance evaluation.....	43
A.9.1 Monitoring, measurement, analysis and evaluation.....	43
A.9.2 Internal audit.....	45
A.9.3 Management review.....	46
A.10 Improvement.....	47
A.10.1 Management review.....	47
A.10.2 Continual improvement.....	48
A.10.3 Preventive actions.....	49
Bibliography.....	51

# Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular the different approval criteria needed for the different types of ISO documents should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see [www.iso.org/directives](http://www.iso.org/directives) ).

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. ISO shall not be held responsible for identifying any or all such patent rights. Details of any patent rights identified during the development of the document will be in the Introduction and/or on the ISO list of patent declarations received (see [www.iso.org/patents](http://www.iso.org/patents) ).

Any trade name used in this document is information given for the convenience of users and does not constitute an endorsement.

For an explanation the voluntary nature of standards, the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the World Trade Organization (WTO) principles in the Technical Barriers to Trade (TBT) see the following URL: [www.iso.org/iso/foreword.html](http://www.iso.org/iso/foreword.html).

This document was prepared by Technical Committee ISO/TC 267, Facility management.

# Introduction

## 0.1 General

Facility management (FM) integrates multiple disciplines in order to have an influence on the efficiency and productivity of economies of societies, communities and organizations, as well as the manner in which individuals interact with the built environment. FM affects the health, well-being and quality of life of much of the world's societies and population through the services it manages and delivers.

While FM has such a broad impact, recognition of its principles and practices at a global level has been lacking. This document provides the basis for a common interpretation and understanding of FM and the ways in which it can benefit organizations of all kinds.

The development of the market for FM services would be enhanced by the presence of a common global structure and supporting standard. The sector benefits from a common basis upon which FM can be assessed and measured. This is the primary driver for, and purpose of, this document.

In a globally-competitive environment, FM organizations and providers need to communicate among themselves and with interested parties using common principles, concepts and terms, including assessment and measurement of performance. This document is intended to raise the standard of care and increase levels of quality, thereby stimulating organizational maturity and competition for the delivery of FM.

The benefits of an integrated system standard for FM include:

- improved workforce productivity, safety and health and well-being;
- improved communication of requirements and methodologies among and between public and private sector organizations;
- improved efficiency and effectiveness, thus improving cost benefits to organizations;
- improved service consistency;
- providing a common platform for all types of organizations.

This document is applicable to any organization that wishes to:

- establish, implement, maintain and improve an integrated FM system;
- assure itself of conformity with its stated management policy;
- demonstrate conformity with this document by:
  - making a self-determination and self-declaration;
  - seeking confirmation of its conformity by parties having an interest in the organization;
  - seeking confirmation of its self-declaration by a party external to the organization,
  - seeking certification/registration of its FM system by an accredited third-party certification body.

## 0.2 Process approach

This document applies the framework developed by ISO to improve alignment among its International Standards for management systems.

This document promotes the adoption of a process approach when developing, implementing and improving the effectiveness of a management system standard to enhance customer satisfaction by meeting their requirements.

For an organization to function effectively, it needs to determine and manage numerous interrelated activities. An activity, or set of activities, using resources and managed in order to enable the transformation of inputs into outputs, can be considered as a process. Generally, the output from one process directly forms the input to the next.

The application of a system of processes within an organization, together with the identification, interactions of these processes and their management to produce the desired outcome, can be referred to as the "process approach".

An advantage of the process approach is the ongoing control that it provides over the linkage between the individual processes within the system of processes, as well as over their combination and interaction.

When used within an FM system, such an approach emphasizes the importance of:

- a) understanding and meeting the demand organization's requirements through an integrated planning process;

NOTE A demand organization is an entity which has a need and the authority to incur costs to have requirements met. It is typically an authorized representative within a functional unit of the organization.

- b) the relationship between the integrated planning process and Clauses 4 to 10 of the FM system;
- c) the documentation associated with the requirements of the FM system and the subject of certification assessments;
- d) all of the above in the context of management levels;
- e) continual improvement of processes based on objective measurement.

To preview the FM system, the core processes start with understanding and defining the following criteria within a demand organization.

- **Context of the organization:** understanding and determining the appropriate FM system (see Clause 4)
- **Leadership:** understanding organizational roles, responsibilities, policies and authorities (see Clause 5).
- **Planning:** understanding risks, strategic objectives and current policies (see Clause 6).
- **Support:** understanding available versus required resources in the form of financial, human and technology (see Clause 7).
- **Operations:** delivering integrated FM services (see Clause 8).
- **Performance evaluation:** benchmarking standards, monitoring and meeting target requirements. (see Clause 9).
- **Improvement:** reviewing benchmarked standards, identifying and implementing process. Improvement initiatives (see Clause 10).

Reference is made to the demand organization and the organization throughout this document. This distinction is made due to the variable nature in which FM services may be delivered through internal staffing within the demand organization, external service providers, or a combination of the two. The requirements of this document apply to the FM organization. However, as illustrated in Figure 1, the FM organization and the demand organization need to work together to clearly define needs to meet the core business strategy, and to develop FM policies and practices that will enable the core business activities of the demand organization. The organization (and top management) refers to the FM organization throughout, unless otherwise noted as the demand organization.

In addition, the clauses of this document can be considered through the process approach methodology known as "Plan-Do-Check-Act" (PDCA), as is illustrated in Figure 1 PDCA can be briefly described as follows.

**Plan:** establish the objectives and processes necessary to deliver results in accordance with customer requirements and the organization's policies.

**Do:** Implement the processes.

**Check:** monitor and measure processes and product against policies, objectives and requirements for the product and report the results.

**Act:** take actions to continually improve process performance.



Figure 1 —process approach methodology in facility management



# Educational organizations — Management systems for educational organizations — Requirements with guidance for use

## 1 Scope

This document specifies requirements for a management system for educational organizations (EOMS) when such an organization:

This document specifies the requirements for a facility management (FM) system when an organization:

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

The requirements specified in this document are non-sector specific and intended to be applicable to all organizations, or parts thereof, whether public or private sector, and regardless of the type, size and nature of the organization or geographical location.

Annex A provides additional guidance on the use of this document.

## 2 Normative references

The following documents are referred to in the text in such a way that some or all of their content constitutes requirements of this document. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

ISO 41011, Facility management - Vocabulary

## 3 Terms and definitions

For the purposes of this document, the terms and definitions given in ISO 41011 and the following apply.

ISO and IEC maintain terminological databases for use in standardization at the following addresses:

- ISO Online browsing platform: available at <https://www.iso.org/obp>
- IEC Electropedia: available at <http://www.electropedia.org/>

NOTE 1 For the purposes of this document, the term "FM system" is used to refer to a system for facility management.

NOTE 2 For the purposes of this document, the term "organization" or "top management" will refer to the FM organization or FM top management unless otherwise stated.

### 3.1 organization

person or group of people that has its own functions with responsibilities, authorities and relationships to achieve its objectives (3.8)

Note 1 to entry: The concept of organization Includes, but is not limited to sole-trader, company, corporation, firm, enterprise, authority, partnership, charity or institution, or part or combination thereof, whether incorporated or not, public or private.

Note 2 to entry: For the purposes of this document, the term "organization" refers to the FM organization unless otherwise stated.

### **3.2 interested party stakeholder**

person or organization (3.1) that can affect, be affected by, or perceive itself to be affected by a decision or activity

### **3.3 requirement**

need or expectation that is stated, generally implied or obligatory

Note 1 to entry: "Generally implied" means that it is custom or common practice for the organization (3.1) and interested parties (3.2) that the need or expectation under consideration is implied.

Note 2 to entry: A specified requirement is one that is stated, for example in documented information [3.11].

### **3.4 management system**

set of interrelated or interacting elements of an organization (3.1) to establish policies (3.7) and objectives (3.8) and processes (3.12) to achieve those objectives

Note 1 to entry: A management system can address a single discipline or several disciplines.

Note 2 to entry: The system elements include the organization's structure, roles and responsibilities, planning and operation.

Note 3 to entry: The scope of a management system may include the whole of the organization, specific and identified functions of the organization, specific and identified sections of the organization, or one or more functions across a group of organizations.

Note 4 to entry: For the purposes of this document, the term "FM system" is used to refer to a system for facility management.

### **3.5 top management**

person or group of people who directs and controls an organization (3.1) at the highest-level

Note 1 to entry: Top management has the power to delegate authority and provide resources within the organization

Note 2 to entry: If the scope of the management system (3.4) covers only part of an organization, then top management refers to those who direct and control that part of the organization.

Note 3 to entry: For the purposes of this document, the term "top management" refers to the FM top management unless otherwise stated.

### **3.6 effectiveness**

extent to which planned activities are realized and planned results achieved

### **3.7 policy**

intentions and direction of an organization (3.1), as formally expressed by its top management (3.5)

### **3.8 objective**

result to be achieved

Note 1 to entry: An objective can be strategic, tactical, or operational.

Note 2 to entry: Objectives can relate to different disciplines (such as financial, health and safety, and environmental goals) and can apply at different levels (such as strategic, organization-wide, project, product and process (3.12)).

Note 3 to entry: An objective can be expressed in other ways, e.g. as an intended outcome, a purpose, an operational criterion, as a facility management objective, or by the use of other words with similar meaning (e.g. aim, goal, or target).

Note 4 to entry: In the context of facility management systems (3.4), facility management objectives are set by the organization (3.1), consistent with the facility management policy (3.7), to achieve specific results.

### 3.9 risk

effect of uncertainty

Note 1 to entry: An effect is a deviation from the expected positive or negative.

Note 2 to entry: Uncertainty is the state, even partial, of deficiency of information related to, understanding or knowledge of, an event, its consequence, or likelihood.

Note 3 to entry: Risk is often characterized by reference to potential "events" (as defined in ISO Guide 73:2009, 3.5.1.3) and "consequences" (as defined in ISO Guide 73:2009, 3.6.1.3), or a combination of these.

Note 4 to entry: Risk is often expressed in terms of a combination of the consequences of an event (including changes in circumstances) and the associated "likelihood" (as defined in ISO Guide 73:2009, 3.6.1.1) of occurrence.

### 3.10 competence

ability to apply knowledge and skills to achieve intended results

### 3.11 documented information

information required to be controlled and maintained by an organization (3.1) and the medium on which it is contained

Note 1 to entry: Documented information can be in any format and media, and from any source

Note 2 to entry: Documented information can refer to:

- the management system (3.4), including related processes (3.12);
- information created in order for the organization to operate (documentation);
- evidence of results achieved (records).

### 3.12 process

set of interrelated or interacting activities which transforms inputs into outputs

### 3.13 performance

measurable result

Note 1 to entry: Performance can relate either to quantitative or qualitative findings.

Note 2 to entry: Performance can relate to the management of activities, *processes* (3.12), products (including services), systems or *organizations* (3.1).

### 3.14 outsource (verb)

make an arrangement where an external *organization* (3.1) performs part of an organization's function or *process* (3.12)

Note 1 to entry: An external organization is outside the scope of the *management system* (3.4), although the outsourced function or process is within the scope.

### 3.15 monitoring

determining the status of a system, a process (3.12) or an activity.

Note 1 to entry: To determine the status, there may be a need to check, supervise or critically observe.

### 3.16 measurement

*process* (3.12) to determine a value

### **3.17 audit**

systematic, independent and documented process (3.12) for obtaining audit evidence and evaluating it objectively to determine the extent to which the audit criteria are fulfilled

Note 1 to entry: An audit can be an internal audit (first party) or an external audit (second party or third party), and it can be a combined audit (combining two or more disciplines).

Note 2 to entry: An internal audit is conducted by the organization (3.1) itself, or by an external party on its behalf.

Note 3 to entry: "Audit evidence" and "audit criteria" are defined in ISO 19011.

### **3.18**

#### **conformity**

fulfilment of a *requirement* (3.3)

### **3.19 nonconformity**

non-fulfilment of a *requirement* (3.3)

### **3.20 corrective action**

action to eliminate the cause of a *nonconformity* (3.19) and to prevent recurrence

### **3.21**

#### **continual improvement**

recurring activity to enhance *performance* (3.13)

## **4 Context of the organization**

### **4.1 Understanding the organization and its context**

The organization shall determine, demonstrate and document external and internal issues that are relevant to its purpose and its strategic objectives, and that affect its ability to achieve the intended. outcome(s) of its FM system.

### **4.2 Understanding the needs and expectations of interested parties**

The organization shall determine and document:

- the interested parties that are relevant to the FM system;
- the requirements of these interested parties;
- the outputs which will satisfy the requirements;
- the inputs required to achieve those outputs;
- the process to keep the requirements up-to-date.

### **4.3 Determining the scope of the FM system**

The organization shall determine the boundaries and applicability of the FM system to establish its scope When determining this scope, the organization shall consider:

- the external and internal issues referred to in 4.1
- the requirements referred to in 4.2
- the interaction with other management systems, if used, and the resources to meet the requirements.

The scope shall be available as documented information.

## 4.4

## FM system

The organization shall establish, implement, maintain and continually improve an FM system, including the processes needed and their interactions, in accordance with the requirements of this document.

# 5 Leadership

## 5.1 Leadership and commitment

The organization's top management shall demonstrate leadership and commitment with respect to the FM system by:

- ensuring that the FM policy and FM objectives are established and are compatible with the strategic direction of the demand organization;
- ensuring the integration and support of the FM system requirements into the organization's business processes;
- ensuring that the resources needed for the FM system are available;
- communicating the importance of an effective FM system and of conforming to the FM system requirements;
- communicating with the top management of the demand organization;
- ensuring that the FM system achieves its intended outcome(s) as documented herein;
- directing and supporting persons to contribute to the effectiveness of the FM system;
- coordinating and collaborating interdepartmentally;
- promoting continual improvement in innovation, communications, morale, cross functional integration, the support of the organization's objectives and responsible management;
- supporting other relevant management roles to demonstrate their leadership as it applies to their areas of responsibility;
- ensuring that the approach used for managing risk in FM is aligned with the organization's approach for managing risk.

NOTE Reference to "business" in this document can be interpreted broadly to mean those activities that are core to the purposes of the demand organization's existence.

## 5.2 Policy

Top management shall establish an FM policy that:

- a) is appropriate to the purpose of the organization;
- b) provides a framework for setting FM objectives,
- c) ensures the management of risk;
- d) includes a commitment to satisfy applicable requirements;
- e) includes a commitment to the continual improvement of the FM system;
- f) is endorsed by top management or a sponsor of the demand organization;
- g) corresponds to the characteristics and requirements of the demand organization
- h) considers the characteristics and requirements of the users of the facility and the facility itself;
- i) highlights how it responds to the issues appropriate to the local context.

The FM policy shall be:

- available as documented information;
- communicated regularly within the organization and with other interested parties;
- available to interested parties, as appropriate;
- consistent and be integrated with other relevant organizational policies:
- consistent with the organizational plan;
- appropriate to the nature and scale of the organization and its operations;
- Implemented, periodically reviewed and reported to top management, and, if required, updated.

### **5.3 Organizational roles, responsibilities and authorities**

Top management shall ensure that the responsibilities and authorities for relevant roles are assigned and communicated within the organization. Top management shall assign the responsibility and authority for:

- a) ensuring that the FM system conforms to the requirements of this document:
- b) ensuring that policies and objectives are established for the FM system and are compatible with the strategic direction of the organization;
- c) reporting on the performance of the FM system to top management,
- d) ensuring that the FM process is established and is compatible with the FM policy and FM objectives,
- e) establishing and updating the FM plan
- f) ensuring that management systems, procedures and any supply chain used fully support the delivery of the FM objectives;
- g) ensuring the suitability, robustness, adequacy and effectiveness of the FM system:
- h) ensuring that sourcing strategies support the FM system,
- i) establishing, reviewing, reporting and updating the FM system.

## **6 Planning**

### **6.1 Actions to address risks and opportunities**

When planning for the FM system, the organization shall consider the issues referred to in 4.1 and the requirements referred to in 4.2 and determine the risks and opportunities that need to be addressed to:

- give assurance the FM system can achieve its intended outcome(s);
- prevent, or reduce, undesired effects;
- ensure business continuity and emergency preparedness;
- achieve continual improvement.

The organization shall plan:

- a) actions to address these risks and opportunities, taking into account how these risks and opportunities can change with time;
- b) how to:
  - integrate and implement the actions into its FM system processes;
  - evaluate the effectiveness of these actions

## **6.2 FM objectives and planning to achieve them**

The organization shall establish FM objectives at relevant functions, sub-functions and levels. The organization shall consider the requirements of relevant interested parties and of other financial, technical and organizational requirements of the FM planning process.

The FM objectives shall:

- a) be consistent and aligned with the organizational objectives;
- b) be consistent with the FM policy;
- c) be measurable (if practicable) without excessive cost or documentation;
- d) be established and updated using criteria set out in 4.2;
- e) take into account applicable requirements;
- f) be monitored;
- g) be communicated to relevant interested parties;
- h) be reviewed and updated as appropriate.

The organization shall retain documented information on the FM objectives.

When planning how to achieve its FM objectives, the organization shall determine:

- what will be done;
- what resources and budgets will be required;
- who will be responsible;
- when it will be completed and with what frequencies;
- how the results will be evaluated;
- appropriate planning horizons with the demand organization for completeness and effectiveness.

## **7 Support**

### **7.1 Resources**

The organization shall determine and provide the resources needed for the establishment, implementation, maintenance and continual improvement of the FM system.

The organization shall source, supervise as necessary and monitor the resources used in implementing the activities required to achieve the objectives of the FM plan(s).

### **7.2 Competence**

The organization shall:

- determine the necessary competence of person(s) (or entities) doing work under its control that affects its FM performance;
- ensure that these persons are competent on the basis of appropriate education, training and/or experience;
- where applicable, take actions to acquire the necessary competence, maintain ongoing education, training and certifications and evaluate the effectiveness of the actions taken;

- ensure that competencies are in alignment with applicable local context;
- retain appropriate documented information as evidence of competence;
- plan for future resources and long-term requirements.

NOTE Applicable actions can include, for example, the provision of training to, the mentoring of, or the re assignment of currently employed persons, or the hiring or contracting of competent persons.

### **7.3 Awareness**

Persons or entities doing work under the organization's control shall be aware of:

- the FM policy;
- the organization's strategic objectives, outputs and desired outcomes;
- their contribution to the effectiveness of the FM system, including the benefits of improved FM performance;
- the implications of not conforming with the FM system requirements.

### **7.4 Communication**

The organization shall determine the need for internal and external communications relevant to the FM system, including:

- on what information it will communicate;
- why the information needs to be communicated;
- when to communicate;
- with whom to communicate;
- how to communicate;
- how to monitor the effectiveness of communications.

### **7.5 Documented information**

#### **7.5.1 General**

The organization's FM system shall include:

- documented information required by this document;
- documented information determined by the organization as being necessary for the effectiveness of the FM system.

NOTE The extent of documented information for an FM system can differ from one organization to another due to:

- the size of organization and its type of activities, processes, products and services;
- the complexity of processes and their interactions;
- the competence of persons

#### **7.5.2 Creating and updating**

When creating and updating documented information, the organization shall ensure appropriate:

- identification and description (e.g. a title, date, author, or reference number);



- format (eg. language, software version, graphics) and media (e.g. paper, electronic);
- review and approval for suitability and adequacy.

### **7.5.3 Control of documented information**

Documented information required by the FM system and by this document 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:

- level of information required to support the demand organization's objectives;
- information governance requirements;
- distribution, access, retrieval and use;
- storage and preservation, including preservation of legibility (ie, clear enough to read);
- control of changes (eg. version control);
- retention and disposition;
- prevention of the unintended use of obsolete information;
- protection of documented information and data.

Documented information of external origin determined by the organization to be necessary for the planning and operation of the FM system shall be identified, as appropriate, and controlled.

NOTE Access can imply a decision regarding the permission to view the documented information only, or the permission and authority to view and change the documented information.

### **7.5.4 FM information and data requirements**

The organization shall determine its information requirements to support its FM system and the achievement of its organizational objectives. In doing this:

- a) the organization shall include 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) the organization shall determine:
  - the attributes of identified data;
  - the quality of identified data;

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

c) the organization shall specify, implement and maintain processes for managing its information. and data;

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

e) the organization 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.

## **7.6 Documented information**

The organization shall determine the knowledge necessary for the operation of its processes and to achieve conformity of products and services.

This knowledge shall be maintained and be made available to the extent necessary.

When addressing changing needs and trends, the organization shall consider its current knowledge and determine how to acquire or access any necessary additional knowledge and required updates.

NOTE 1 Organizational knowledge is knowledge specific to the organization; it is generally gained by experience. It is information that is used and shared to achieve the organization's objectives.

NOTE 2 Organizational knowledge can be based on:

a) internal sources (eg. 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, products and services);

b) external sources (eg, standards: academia, conferences, gathering knowledge from customers or external providers)

## **8 Operation**

### **8.1 Operational planning and control**

The organization shall plan, implement and control the processes needed to meet requirements and to implement the actions determined. in fi.1 (see also 6.2. Clauses 9 and 10), by:

– establishing criteria for the processes;

– implementing control of the processes in accordance with the criteria:

– keeping documented information to the extent necessary to have confidence that the processes. have been carried out as planned.

The documented operational processes should include:

– relationship management;

– resource management, including capacity planning;

– service level statements and agreements;

– project management.

The organization shall control planned changes and review the consequences of unintended changes, taking action to mitigate any adverse effects, as necessary.

The organization shall ensure that processes are controlled.

## **8.2 Coordination with interested parties**

The organization shall manage relationships with end users and other interested parties, and will continually coordinate activities to minimize negative impact to the primary activities of the demand organization.

## **8.3 Integration of services**

The organization shall demonstrate that it has integrated FM functions to ensure effective and efficient delivery of FM services.

# **9 Performance evaluation**

## **9.1 Monitoring, measurement, analysis and evaluation**

The organization shall determine the scope of FM services to be monitored in accordance with 4.3. The organization shall determine:

- relationship of strategic objectives;
- FM performance including financial and non-financial performance criteria for the effectiveness of this document;
- data to establish the baseline performance;
- what needs to be monitored and measured;
- the methods for monitoring, measurement, analysis and evaluation, as applicable, to ensure valid results;
- when the monitoring and measuring shall be performed;
- when the results from monitoring and measurement shall be analyzed and evaluated.
- The organization shall retain appropriate documented information as evidence of the results.
- The organization shall evaluate the performance and the effectiveness of the FM system.
- The organization shall create a framework around which to organize and report on its performance.

## **9.2 Internal audit**

**9.2.1** The organization shall conduct internal audits at planned intervals to provide information on whether the FM system:

a) conforms to:

- the organization's own requirements for its FM System;
- the requirements of this document;

b) is effectively implemented and maintained.

**9.2.2** The organization shall:

a) plan, establish, implement and maintain an audit programme(s), including the frequency, methods, responsibilities, planning requirements and reporting, which shall take into consideration the importance of the processes concerned and the results of previous audits;

b) define the audit criteria and scope for each audit;

c) select auditors and conduct audits to ensure objectivity and the impartiality of the audit process;

d) ensure the results of the audits are reported to relevant management;

e) retain documented information as evidence of the implementation of the audit programme and the audit results.

### 9.3 Management review

Top management of the organization shall review the organization's FM system, at planned intervals, to ensure its continuing suitability, adequacy and effectiveness.

The management review shall include consideration of:

- a) the status of actions from previous management reviews;
- b) changes in external and internal issues that are relevant to the FM system:
- c) information on the FM performance, including trends in:
  - nonconformities and corrective actions;
  - monitoring and measurement results for routine FM activities;
  - monitoring and measurement results for non-routine FM activities;
  - audit results;
- d) opportunities for continual improvement;
- e) opportunities for service improvement, cost reduction or improvements in environmental performance and social performance;
- f) changes in risk profile, service delivery options or methodologies.

The outputs of the management review shall include decisions related to continual improvement opportunities and any need for changes to the FM system, including:

- variations to the scope of the FM system;
- improvement of the effectiveness of the FM system:
- modification of procedures and controls to respond to internal or external events that may impact the FM system, including changes to:
  - business and operational requirements;
  - operational conditions and processes; contractual obligations;
  - levels of risk and/or criteria for accepting risks;
  - resourcing needs;
  - funding and budget requirements;
- how the effectiveness of controls is measured.

The organization shall retain documented information as evidence of the results of management reviews.

The organization shall:

- communicate the results of management review to relevant interested parties,
- take appropriate action relating to those results.

## **10 Improvement**

### **10.1 Nonconformity and corrective action**

When a nonconformity occurs, the organization shall:

- a) react to the nonconformity and, as applicable;
  - take action to control and correct it;
  - deal with the consequences;
- b) evaluate the need for action to eliminate the cause(s) of the nonconformity, in order that it does not recur or occur elsewhere, by:
  - reviewing the nonconformity;
  - determining the causes of the nonconformity;
  - determining if similar nonconformities exist, or could potentially occur;
- c) implement any action needed;
- d) review the effectiveness of any corrective action taken;
- e) make changes to the FM system, if necessary;
- f) communicate the nonconformity and the corrective action taken to relevant interested parties.

Corrective actions shall be appropriate to the effects of the nonconformities encountered.

The organization shall retain documented information as evidence of: the nature of:

- the nonconformities and any subsequent actions taken;
- the results of any corrective action.

### **10.2 Continual improvement**

The organization shall continually improve the suitability, adequacy and effectiveness of the PM system.

The organization shall demonstrate a continual positive approach to the identification, evaluation and management of internal and external factors that impact its services. It shall seek innovation, including in the implementation of new solutions and changes in its working methods and outcomes for the benefit of the demand organization.

### **10.3 Preventive actions**

The organization shall establish 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 organization shall apply the corrective actions as set out in 10.1.

# **Annex A**

## **(normative)**

### **Guidance on the use of this document**

#### **A.1 Scope**

This document specifies requirements to plan, establish, implement, operate, monitor, review, maintain and provide a documented integrated FM system within the context of managing an organization's operational activities and risks. This annex presents examples, proven practices and strategic options for use. It is not intended to prescribe detailed elements, as the implementation will vary based on the demand organization's mission, market and goals.

The extent of application of these requirements depends on the demand organization's operating environment and complexity its mission and policies, the nature of its activities, its products and services, geographical location and the conditions in which it functions. The document can be applied to both internal and external service delivery of facility management.

NOTE The plan can refer to a decision on a totally outsourced service delivery, a combination of outsourced/ out-tasked services and internally provided services, or a totally internally provided service delivery.

#### **A.2 Normative references**

No additional guidance needed.

#### **A.3 Terms and definition**

No additional guidance needed.

#### **A.4 Context of the organization**

##### **A.4.1 Understanding the organization and its context**

A successful organization should align all service delivery plans with the primary objectives of the demand organization.

Determining and defining relevant issues involves a process of analyzing, understanding and reviewing fundamental issues relating to the demand organization's needs and requirements:

- the real estate and FM strategy;
- the property portfolio;
- the assets and their physical condition;
- the competitive environment;
- its value drivers (including cost/benefit analysis);
- any needs for resource flexibility;
- business risk and contingency planning;
- operational interdependencies within the demand organization;
- mission criticality of FM activities;
- the availability and capability of supply chain options;

- corporate policies (e.g. environmental and corporate responsibilities);
- conformity requirements and anticipated developments in this area;
- organizational culture and management style;
- reporting requirements and management information systems;
- corporate targets;
- innovation.

Documenting the FM system involves creating explanatory records (in hard or soft copy) which:

- are appropriate to the nature, scale and impacts of its activities, products and services;
- include a commitment to continual improvement;
- include a commitment to conform with all requirements to which the demand organization subscribes which relate to the quality of life of people and the productivity of the core business;
- explain how the objectives of the system will be achieved and who is responsible;
- provide the framework for setting and reviewing FM objectives and targets;
- are implemented and maintained;
- are communicated to all interested parties;
- are available to all those who need to have access in order to carry out their work.

External issues are those which are outside the direct control or responsibility of the organization but which have the potential to impact its operations and resources.

Internal issues are those which are in the direct control of the organization and for which it is responsible.

Relevant to its purpose can be any issue which impacts the strategic objectives, resources, timing or any aspect of the delivery of services within the scope of the FM system.

Intended outcomes of the system should be included in a document that identifies the scope of its FM system. This should set out as clearly as possible in objective (measurable) terms the key outcomes which result from the effective delivery of FM services.

## **A.4.2 Understanding the needs and expectations of interested parties**

### **A.4.2.1 General**

Interested parties: There can be no definitive list of interested parties.

Strategic objectives are long term targets which have the effect of setting the direction and priorities for all other activities taking place within an organization.

Need is an expectation, specific or abstract, which is essential to enable the achievement of the core purpose and key objectives. A need might not be explicitly stated by the interested party and can be understood by the organization as a result of the strategic analysis carried out as shown in A4.1. It is important to ensure not only that explicit requirements are identified, but also that implied needs are identified and met through the FM system.

There is no implication that needs should be strategic: they can be any outcome which an interested party legitimately expects from the FM system.

Understanding the needs and expectations is necessary in order to establish the most appropriate functionality, priorities and purpose of the FM system.

Although all interested parties have needs, it is usually the needs of government and of the demand organization that take precedence, although there may be exceptions in some scenarios.

#### **A.4.2.2 Interested parties**

In general, characteristics of interested parties are that they have an interest in, or are impacted by some or all of the following organizational relationships or outputs:

- products and/or services delivered and received;
- employment or training;
- environmental conditions;
- products or services received from the organization;
- maintenance of records of activities, operating licenses;
- financial costs and benefits;
- contracts with the organization;
- compliance; communication.

#### **A.4.2.3 Requirements of interested parties**

Where FM is responsible for creating a framework to manage compliance, business continuity activities and registrations outside the core businesses primary activities, the organization should:

- include a procedure to identify applicable regulatory and statutory requirements relating to the activities;
- create and maintain a log of compliance records, their location and the date of the activity;
- detail operating risks and incident response activities, including emergency management, environmental management, safety and welfare activities.

#### **A.4.2.4 Plan to meet requirements**

A plan describes the outputs which will satisfy the requirements and the inputs required to achieve those outputs (o.g. a service delivery plan). The plan should set out for each service, at a minimum:

- who may initiate and approve a service request;
- the planned lead time from the service request being received (not issued) to the service being delivered;
- the processes for mobilization;
- which organization will deliver the service;
- what resources are required to be available to deliver the service on schedule;
- when and where delivery will take place;
- whether there are any additional costs for routine delivery and, if so, who is charged;
- whether changes to quantity, speed or quality of response are possible and, if so, how changes can be made and at what cost;
- the processes for demobilization.

The plan does not set out

- service levels or quality targets;
- measurable outcomes;



- contractual obligations.

However, elements of the plan may be reflected or repeated in service level agreements or in performance requirements.

### **A.4.3 Determining the scope of the FM system**

Scope is the totality of the activities which are included in the management system.

Determining the scope of the system involves:

- identifying and understanding the maximum potential scope (the full range) of the system;
- identifying the processes, assets, organizational activities, products and services, physical location, monitoring and improvements to which the FM system is applied;

NOTE Specification of how the outcomes will be achieved is not included in the scoping process.

- prioritizing those activities which are important to the outcomes required by the interested parties following the analysis as set out in A.4.1 and A.4.2;
- ensuring that the system addresses long term (whole life cycle) needs;
- ensuring the system provides the required flexibility and speed of response;
- identifying and understanding how the planned FM system relates to, requires inputs from or is required to output to other systems, including formal management systems (e.g. ISO 9001).

Communicating the scope involves:

- identifying all parties or entities who are required to comply with the system;
- preparing communicating messages that are appropriate to each party/entity;
- using appropriate communication media and channels to ensure the key messages are clear and always available;
- checking and confirming understanding at appropriate intervals of time.

### **A.4.4 FM system**

Establishing the FM system involves:

- developing processes which allow the organization to react appropriately to the inputs from other identified systems (4.4.3) and interested parties (A.4.1);
- specifying the outputs required to meet the identified needs;
- documenting both the needs and the outputs.

Implementing the system involves:

- planning of activities as set out in A.6;
- resourcing and communicating as set out in A.7;
- the operational steps set out in A.8.1

Maintaining and continually improving the system involves:

- performance evaluation as set out in A.9;
- improvement as set out in A.10

The content of the system should include:

- a complete process model or process map for its facility management activities;
- a methodology for identification of critical points of decisions and associated needs for information (also see A.10.2);
- processes to provide to the organization's own continual improvement cycle such as information at appropriate times as is necessary to the organization's success and development;
- development and maintenance of outputs which have value both for this management system and the demand organization's systems.

## **A.5 Leadership**

### **A.5.1 Leadership and commitment**

Leadership and commitment to the FM system are essential to ensure that the entire organization follows and contributes to the system.

This can be achieved by ensuring that:

- organizational culture promotes and encourages stewardship of the assets and services, supports a long-term approach to cost effective operations and integrates functions to the benefit of the organizational mission;
- policy (general) and objectives (outcomes) are aligned with the strategic directives and goals. identified and set out under A.4
- integration of system requirements is achieved through the system design process described in A.4.3 and A.4.4;
- resources are planned and available as described in A.7.1 and A.8.1;
- communication of the system to everyone who needs to work within or support the system is achieved as set out in A.7.4 and A.8.2;
- communication of the system, and its processes and benefits to top management, takes place (as set out in 4.7.4) in order that they understand and support the system and also understand how to influence the change and improvement processes as set out in A.10;
- measurement and reporting of outcomes as set out in A.9;
- management of service delivery staff and service providers includes ensuring their conformity with. and contribution to the system and its continual improvement;
- internal departments collaborate for mutual success and resist pursuing their own objectives at the expense of the entire organization's success;
- continual improvement is culturally embedded in the organization, as set out in A 10;
- risk management is carried out consistently, thoroughly and regularly, as set out in A.9.

### **A.5.2 Policy**

The purpose of an FM policy is to provide a long-term statement which:

- provides clarity on priorities;
- establishes the relationship between the organization and the demand organization for both parties and any others required to fulfil elements of the plan;
- establishes what activities, outputs and outcomes should be set (but does not set specific objectives, which may vary from time to time);
- applies to all facilities covered by the scope of services and sets the parameters within which service delivery planning and operations can be undertaken at each individual facility.

For the FM policy to be useful, it should:

- be published in formats that are accessible in each location;
- be accessible (where appropriate) to interested parties (see A.4.2.2);
- be regularly updated;
- have any changes communicated to staff and service providers to ensure there is a clear understanding of policy requirements;
- not conflict with any other relevant policies within the organization (e.g. human resources, procurement policy or risk management (see also ISO 31000)).

### **A.5.3 Organizational roles, responsibilities and authorities**

Assigning relevant roles involves:

- undertaking an overview of which roles are relevant to the governance of the FM system, which could include roles that are wholly dedicated to the system or that are only partially involved;
- maintaining clarity and consistency in the way role descriptions relating to the system are set out;
- allocating responsibility for conformity of specific elements of the system;
- allocating authority to initiate action, propose changes or respond to outputs from elements of the system.

Responsibility should:

- be clearly defined;
- have only one role responsible for conformity with any defined part of the system;
- have one role responsible for the whole system's performance and conformity.

The person with overall responsibility for the FM system should:

- ensure that the system serves the strategic objectives of the demand organization and does not exist solely for the purposes of conformity with itself;
- put in place processes to ensure the system conforms to this document's requirements;
- schedule routine periodic reviews of the system and conformity;
- ensure that appropriate information is available to be able to confirm that the system processes are correctly documented and aligned with the organization's FM policy and corresponding objectives;
- review and approve an adequate reporting routine to the organization's top management of the performance of the FM system;
- ensure that this reporting includes any changes in responsibilities and authorities;
- schedule routine periodic updates of the FM plan;

- adapt sourcing strategies and procedures to ensure that service providers appointed have experience of management system standards and have a demonstrable capability to conform with them;
- communicate with and, where necessary, undertake orientation and training of service providers and their staff to ensure that they understand the objectives and outcomes of the system, how to comply with it, how to propose changes and improvements to it, and the benefits to them of supporting the system.

## **A.6 Planning**

### **A.6.1 Actions to address risk and opportunities**

Determining the risks involves:

- considering the issues referred to in 4.1 and requirements referred to in 4.2;
- understanding that risks are often expressed in terms of a combination of the consequences of an event (including changes in circumstances) and the associated likelihood of occurrence and their impact, if they do occur, on operations and people (deals with risk management);
- identifying the opportunities and threats;
- reviewing the types and level of risk whenever there is a material change in circumstances.

NOTE ISO 31000 provides guidelines on risk management.

Risks can be considered under the following areas or other broadly-based criteria:

- technical;
- financial;
- environmental;
- social political;
- commercial;
- reputational;
- organizational.

Assuring intended outcomes involves:

- understanding the criteria that could trigger a particular risk response;
- ensuring that appropriate resources are available to respond in the desired timeframe;
- ensuring that personnel are adequately trained;
- integrating and implementing these actions into the FM system process.

Achieving continual improvement in risk management involves:

- learning from the experience of other facilities and organizations;
- improving the identification of opportunities and threats;
- holding post-event reviews to identify lessons learned;
- liaison with governmental security and emergency services on current and emerging risks;
- liaison with the demand organization's internal risk planning functions.

Planning actions to respond to identified opportunities and threats involves:

- assessing:
  - the likelihood of an occurrence of an identified risk;
  - assessing the likely impact of an occurrence;
  - considering potential actions to prevent or reduce the likelihood of an occurrence;
  - considering potential actions to reduce the impact of an occurrence (ie. mitigation);
  - the degree of acceptability of any residual risk;
- preparing plans to implement the identified preventive actions;
- preparing plans to initiate and implement risk responses (e.g. emergency preparedness plans);
- preparing plans to provide temporary operational capability following a risk event (e.g. business continuity plans (see ISO 22301));
- preparing plans to restore the services to full operation as quickly as possible (e.g. recovery plans);
- integrating all these plans into FM processes;
- ensuring that documented information will be available to evaluate if the risk responses have been effective (see 7.5).

The organization should determine how any issues identified in 6.1 and requirements in 4.2 will be addressed. This should involve evaluating the need for a plan of action and, if necessary:

- integrating these actions into the FM system process;
- Implementing the actions as described and appropriate;
- ensuring that documented information will be available to evaluate the actions for effectiveness (see 7.5).

### **A.6.2 FM objectives and planning to achieve them**

Organizational objectives should consider relative functions related to the overall scope of services, as well as objectives at various levels of the organization (eg, strategic, tactical and operational levels).

Planning of objectives involves:

- establishing the method and criteria for decision making;
- prioritizing activities and resources to achieve the objectives;
- understanding and documenting the processes to be used in managing facilities over their full life cycles;
- identifying the key critical outcomes for the interested parties;
- scheduling when and/or how often they need to be achieved;
- ensuring that outcomes are measurable and defining how they will be evaluated and reported.

Considering the requirements of interested parties involves:

- discussing and, as applicable, negotiating with the interested parties identified (as set out in A4.2);
- documenting the results of those discussions;
- communicating the results of this process to the interested parties;
- incorporating the agreed requirements into the various policies and plans as appropriate.

Planning how to achieve objectives involves determining and documenting:

- how this planning integrates with other planning activities, including financial, human resources and other support functions;
- the method and criteria for:
  - decision making;
  - prioritizing the activities and resources required;
- the processes to be used in managing facilities over their full life cycles:
  - what will be done;
  - what resources will be required;
  - who will be responsible;
  - at what frequencies they will take place;
  - when they will be completed;
  - how the results will be evaluated;
- the financial and non-financial implications of the FM plan(s).

The organization should develop short, medium- and long-term plans to address different planning horizons for the demand organization.

Planning horizons are the timeframes over which an organization should look into the future in its business planning and within which business decisions should be taken prior to the implementation of specific actions.

Appropriate planning horizons are those defined by the organization as part of its business planning.

On an operational level, planning horizons should take into account the lead time or notice periods required by service delivery teams in order to plan, resource and carry out an activity.

Effectiveness in this respect involves:

- understanding how long the organization requires to make decisions;
- expediting all necessary information to support decision making;
- scheduling resource availability to achieve the target outcomes, within agreed cost constraints;
- planning tasks to ensure completion within the optimal time and budget;
- evaluating future risks that may impact on the forward planning of the organization;
- understanding constraints to efficient operations.

## **A.7 Support**

### **A.7.1 Resources**

Resources include:

- personnel (see also A.7.2);
- service providers; materials;
- funding;
- tools and equipment.

Determining the resources needed involves:

- assessing demand levels in terms of quantity and quality;
- understanding the logistics of moving personnel and materials to the point of delivery.

Assessing personnel needed involves determining:

- how many personnel are required to provide the services based on the maximum potential volume contribution of each member of personnel; the distribution of personnel;
- the special knowledge, skills and competencies that are required (as set out in 4.2.2 and 4.7.6);
- the selection, management and training of the right personnel;
- whether certifications are required;
- how the personnel will be supervised.

Assessing the funding requirement involves determining:

- the funding that will be required for the requested services, in terms of the cost of each unit component of the service delivered;
- the funding that is available;
- whether the funding is adequate to address both the operating and long-term needs of the facility and/or address the FM service plan;
- the distribution of funding, e.g. salaries, materials and other expenses.

Assessing the materials, equipment and tools needed involves determining:

- the equipment that will be required to deliver the services;
- the source of special equipment that is not normally readily available;
- the training and/or safety precautions that are required for equipment or tools.

Sourcing resources involves:

- reference to the FM policy and plan;
- ideally, using the processes set out in ISO 41012;
- understanding the planning horizons (as set out in A.6).

Supervising resources involves:

- understanding the effective span of control of supervisory personnel, taking into account:
  - location of the activities;
  - timing of delivery;
  - nature of the work;
  - characteristics of interested parties;
  - the skills and experience required to provide meaningful control over skilled delivery personnel;
- clarity of lines of reporting;
- communication of expectations of service quality and timing;
- delegation of authority for control and data reporting to supervisors.

Monitoring resources involves understanding:

- the performance measures in general terms;
- the specific measures to be monitored (see data gathering, below);
- the data that will be gathered;
- how the data will be gathered;
- how the data will be stored and recovered for analysis;
- who will analyse the data;
- who will use the resulting reports.

Data gathering involves understanding:

- the data that are needed to assess the services.

NOTE 1 This could include the use of FM technology to track activity and productivity, but not the specifics of what is managed in the system.

- the scale and complexity of the facility;

NOTE 2 This could be stated in terms of area, height, other quantitative size information or description of the uses of the facilities.

- whether there are specific components or items in the facility that should be listed;



- the reporting requirements either to customers, the demand organization, personnel or other interested parties;
- whether there is information that should remain confidential/internal and why.

### **A.7.2 Competence**

Determining the competences required involves:

- identifying the activities and processes within the scope of the service which require skilled or certified personnel to meet the mandates of the system or service activity, based on the goals of the organization and its plans;
- reviewing the relevant input characteristics (e.g. certified training in skills) and requirements for the service;
- identifying personnel who meet the required criteria for providing the covered services.

Ensuring competence in personnel involves:

- ensuring personnel specifications for relevant positions are consistent with assessed requirements;
- ensuring personnel meet the required standards;
- ensuring personnel commit to continuing professional education and/or development;
- validating education, training and/or experience;
- reviewing personnel competences periodically;
- reviewing training and education requirements at planned intervals or when conformity needs change;
- maintaining education and training data and knowing the expiration dates, if any;
- maintaining methods to notify personnel of expiring certifications;
- creating and implementing individual competence development plans for all personnel.

Actions to acquire the necessary competences can involve:

- ensuring recruitment is based on these personnel specifications;
- specifying requirements for service providers and conducting checks of their personnel;
- identifying appropriate training, education and certification from appropriate providers:
  - identify skills for which training should be delivered by certified organizations;
  - identify examination and validation requirements;
  - identify the resources needed to acquire training, examination and certification.

Retaining appropriate evidence of competence involves:

- identifying where education, training and certification records will be maintained;
- ensuring records are complete for each employee in a position requiring specific education, training. or certification;
- ensuring records identify expiration dates of certification;
- ensuring personnel have current, unexpired certifications.

Planning for Future resources and requirements involves:

- being aware of potential and planned changes to the scope of service;
- being aware of potential or planned changes which will impact volume of services or skills required (e.g. changes to service quality);
- awareness of when existing personnel may retire or be promoted;

- contingency planning for personnel absence or resignation.

### **A.7.3 Awareness**

Creating and maintaining awareness involves:

- ensuring that personnel (including service provider personnel) are aware of the existence and importance of the FM policy and have access to it at all locations where they may need to reference it;
- ensuring that personnel have been trained in relevant aspects of the FM policy;
- training relevant personnel to understand how the policy reflects strategy, service quality goals. and outcomes, and their contribution to all these elements;
- communicating any changes to FM policy to personnel in a timely way;
- explaining to personnel how the FM policy coordinates with conformity requirements;
- explaining the rationale behind the FM policy and how conformity with it will be monitored and enforced;
- explaining the personal and organizational impacts of nonconformity with the policy, plans and procedures;
- ensuring that personnel understand the process used to address deficiencies and how they contribute to resolving deficiencies.

### **A.7.4 Communication**

Planning for communication is crucial to success because of the wide scope of services, variety of locations and range of interested parties to be engaged. Communication is two-way.

Therefore, a communication plan should be connected with, and respond to, the organization's objectives and services.

Information to be communicated may be assessed by considering:

- the purpose of the communication;
- the urgency of the message content;
- who the communication is from;
- who is delivering the communication;
- actions expected from the recipients once they have received the message;
- technical information needs and competences of the recipients;
- the ability of recipients to access more in-depth information in addition to that contained in the communication.

Assessing the need for information involves:

- understanding the specific areas of interest of each interested party;
- the scale and potential impact of any changes anticipated or expected (the risk and opportunity of the change);
- whether the purpose of the communication is motivational, technical or informative.

Deciding the frequency and timing of communication involves:

- distinguishing routine communications from change- or risk-based communications;
- understanding what events will regularly trigger a need for communication (e.g. annual budgeting);
- understanding what changes or risks trigger a need for communication;
- assessing how much communication can be received without creating "message fatigue".

Selecting the recipients of communication involves:

- setting up means of cascading information throughout the organization and the supply chain;
- understanding how other interested parties communicate internally and who their primary contacts are;
- understanding who is expected to act on the information, and distinguishing this from who merely needs to know something is being done.

Selecting the methods of communication involves:

- understanding the technical knowledge of the recipients;
- understanding the time available to recipients for accepting communication (e.g. a chief executive officer might require brief, specific and non-technical messages, whereas an engineering designer might require complex and highly technical messages);
- analyzing the range of methods available for communication [e.g. spoken; written or images (or a combination) using social media; web; print or posters) and selecting the most suitable;
- considering the need for multiple types of communication to reach wider audiences with different characteristics.

Measuring the effectiveness of communication involves identifying:

- how it will be measured;
- the frequency of evaluation;
- who will perform the evaluation;
- how the evaluation will be conducted;
- who (other than the assessor) should participate in the evaluation;
- what performance indicators will be used to measure the effectiveness;
- the source and validity of any measures used in the evaluation;
- how changes based on the evaluation and measurements will be made.

## **A.7.5 Documented information**

### **A.7.5.1 General**

Establishing the needs of documented information involves consideration of:

- the documented information required to ensure effectiveness of its FM system and FM activity;
- which different types of documented information address elements of the FM system, a specific facility or a facility service;
- the extent to which information required differs from one facility or organization to another, and what is appropriate for each;
- the benefits of ensuring information maintained is proportional to the complexity of the facilities and the FM activity;
- the identification and definition of documented information that will be managed and maintained over the facility life cycle;
- the duration of the organization's responsibility for the facility;
- any requirement to maintain documented information for any defined period after the disposal of a facility or end of its contract relationship with the demand organization, in accordance with its business and other conformity requirements;
- assessment and use of appropriate technologies.

Creating and updating documented information involves:

- ensuring that appropriate controls are in place to ensure that the information is appropriate to the organization's needs;
- confirming that these controls effectively ensure that the personnel supporting the FM activity are using approved, accurate and current information.

#### **A.7.5.2 Creating and updating information**

For the FM system to be effective, the organization needs to ensure that the information it has determined it needs in documented form is:

- easily searchable;
- clearly identifiable;
- in a format and on media which enables it to be used;
- suitable and adequate for the purpose intended.

If this is not adequately planned and maintained, there is a risk that the information cannot or will not be used.

#### **A.7.5.3 Control of documented information**

Control of information involves:

- determining who needs access to view information;
- determining who has authority to update, change or delete information;
- understanding when and at what frequency information is required to be available for use.

Protecting information involves:

- establishing governance protocols;
- training of all information users in control procedures;
- implementing information access controls appropriate to the value of the information, e.g.:
  - permission to view but not edit or copy;
  - permission to copy but not edit;
  - authority to edit data;
  - authority to amend processes;
  - permission and authority to delete information;
- implementation and enforcement of change control procedures;
- implementation of information back-up and retrieval/recovery processes.

Retention, disposal and destruction decisions involve:

- understanding the organization's and the demand organization's policies on information retention;
- establishing policies to limit accumulation of out-of-date or superseded information;
- setting time limits for retention of highly detailed information;
- methods to check periodically for duplicated information and to permit removal of unnecessary copies.

NOTE The principles of ISO/IEC 27001 can be applied.

#### **A.7.5.4 FM information and data requirements**

In general, the organization should consider its FM information and data requirements related to the following areas:

- considering the role of the FM function;
- strategy and planning (e.g. service levels and objectives, facility management and facility strategy. demand management strategy and plans);
- processes (e.g. process performance objectives and indicators, facility and facility services related processes and procedures);
- considering the significance of identified risks (see A.6.1): facility asset characteristics (e.g. ownership, design parameters, vendor information, physical location, condition, in service dates, materials);
- service delivery and operations (eg, service levels, performance objectives and performance characteristics, future requirements, demand management objectives), including maintenance management (e.g. historical failures, betterment or replacement dates, future maintenance requirements);
- performance management and reporting requirements (e.g. performance data, continual improvement objectives, applicable reporting);
- financial and resource management issues (e.g. historical cost, replacement value, date of acquisition, materiality, life cycle costing analysis, useful service lives);
- risk management;
- contingency and continuity planning;
- asset management; contract management (e.g. facilities and facilities services related contractual information, vendor information, service objectives, third party agreements).

The organization should use a systematic approach to identify the necessary information and establish the appropriate information repositories.

Planning the management of information including the exchange of information with interested parties involves:

- assessing from which interested parties' information is essential, required or useful;
- understanding their ability to produce information which is accurate, correctly formatted, timely and (where necessary) validated;
- undertaking actions to improve information exchange, where necessary;
- scheduling of information exchange;
- implementing systems to acquire information as and when required.

Understanding the impact of information exchange on decision making involves:

- communicating the planning horizons for decisions well in advance, so that other parties understand their obligations and the impact of information sharing;
- agreeing and setting limits to the dissemination of shared Information, especially where this has commercial value to the other party;

- respecting the confidentiality of interested parties and their rights not to have their data shared beyond agreed upon terms and conditions.

Determining attributes involves (see also A.7.5.2):

- understanding any sector specific norms or protocols for data and reporting;
- assessing the level of detail of data needed, both routinely and from time to time;
- assessing information requirements to ensure it is suitable for the risks of the facility, service or management system.

Determining when data are collected, analyzed and evaluated involves:

- the establishment of data collection processes from all relevant interested parties (including service providers);
- mapping the data flow;
- integration of data sources to planning, operational and reporting technology systems appropriate for the size, complexity and capability of the organization;
- evaluating the organization's ability to maintain the appropriate quality and timeliness of the data.

Specifying, implementing and maintaining processes for data and information management involves:

- understanding the value of the data and information for effective decision making;
- understanding the impact of data and information quality (accuracy, timeliness, level of detail) relative to the cost and complexity of collecting, processing, managing and sustaining the information;
- the determination, assignment and periodic review of accountabilities for the stewardship of specific data and information;
- the establishment of competencies required to collect, interpret, utilize and report data and information.

NOTE Information is conveyed or represented by a particular arrangement or sequence of data.

Aligning terminology involves:

- the alignment of information requirements for different levels and functions within the organization;
- understanding the information terminology expectations of the demand organization and other relevant interested parties which receive information;
- mapping various terms used to ensure a common usage is adopted where possible, or that terms can be interchanged where necessary;
- vertical alignment of the information from the organization's top management down into the operational areas;
- horizontal alignment between organizational functions, including FM, asset management, financial management and risk management functions, by using a common terminology.

Ensuring consistency and traceability of data involves:

- the establishment and continual improvement of controls, specifications and level of accuracy for data;
- the need for all information regarding facilities and facility services to be appropriate, consistent and traceable, and to reflect the technical and operational reality (e.g. completeness, accuracy).

## **A.7.6 Knowledge**

Organizations rely on the knowledge and experience of their personnel to execute their operational plans. It is therefore necessary for a robust management system capable of delivering consistent conforming outputs that such knowledge is captured and is retrievable.

Such knowledge may be used during planned or unplanned change or for innovation and service development.

Systems should be in place to prevent loss of such knowledge due to personnel leaving the organization's employment, becoming demotivated, or becoming ill.

Knowledge may be retrieved to allow the organization to:

- learn from such experience and apply it to service improvements;
- compare processes and outcomes.

## **A.8 Operation**

### **A.8.1 Operational planning and control planning**

Planning involves:

- reference to the organizational strategy (see Clauses 4 and 6);
- for each process:
  - identifying the activities that comprise the process;
  - establishing and setting out the criteria which will indicate that the process needs to be undertaken;
  - establishing the minimum and maximum lead time between those criteria being met and the process being completed;
  - detailing the required resource capacity and availability (see Clauses 6 and 2) to achieve this lead time;
  - establishing the training required of personnel undertaking each activity;
  - detailing responsibilities between internal resources and supply chain support (see also ISO 41012);
  - detailing the required tools and materials;
  - detailing the process plans, protocols and systems needed to undertake service delivery;
- providing process plans, protocols and systems to manage service delivery;
- reviewing and assessing risks and opportunities before undertaking work;
- scheduling activity in line with the service delivery plan;
- balancing each activity's scheduling and priority in the context of the totality of activities required and the organization's needs, practices and processes.

Control involves:

- delivering prescribed, measurable results;
- achievement through scheduled, consistent and replicable planned mechanisms;
- providing documented reporting of results, including nonconformity (see Clause 10).

Relationship management involves:

- service level agreements with relevant departments within the demand organization, taking into account differing requirements and needs wherever possible;

- regular formal reviews with relevant interested parties and the departments within the demand organization as input to strategic plans, to modify existing plans and identify new projects and requirements;
- a communication plan for promulgating plans, successes and initiatives to the demand organization's workforce to align them with changing demand organization needs;
- establishing processes to ensure that FM technology data and other records relating to all assets are up to date, take account of changes made, are accessible and can be analyzed effectively;
- monitoring the flow of people and products around the facility, e.g. on entry into a property, into defined spaces, occupancy of desks, meeting spaces and social spaces to understand how the facility is used;
- proactively managing the allocation of space to service users, and the means by which space can be used, so as to achieve the best balance of supply and demand to ensure an effective experience for people is delivered.

Resource management involves:

- systems to assess and manage minimum stock levels, re-supply trigger points and delivery lead times;
- systems to create and manage service delivery personnel availability and flexibility;
- regular audits of storage capacity and operational logistics, maintenance, review and communication of agreed space standards;
- regular planned reviews to reflect changing business needs, working methods and the capabilities. of the supply chain derived from a combination of the contract (If there is one), service specification. and service level agreements.

Service level statements and service level agreements should be:

- concise;
- comprehensible to non-specialist end users;
- objective statements of service obligations from the organization to the end user;
- reviewed at planned intervals to ensure their continued relevance and suitability.

Project management involves;

- treatment as a distinct skillset and discipline where personnel are trained and developed specifically to manage projects;
- documented procedures to be used throughout the project life cycle;
- planning and managing the use of software, processes and systems specifically designed for that purpose;
- routine risk assessments at inception and scheduled periods during the project;
- scheduled and regular routine reporting against plan;
- an effective change control procedure;
- a project/programme governance structure as an authority to agree to changes during the project;
- the project initiator, demand organization representative and suppliers to be actively involved. throughout the project life cycle FM and procurement teams;
- a selection process for the supply chain which involves and engages identified interested parties; up-to-date service delivery plans for the supply of services to the workplace;
- conformity with documented supplier selection processes, including;
  - clearly defined selection criteria for supply chain;
  - assessment of the cultural fit of a supplier with the organization and the "workplace experience" it is seeking to achieve as a part of supplier selection;
  - processes for vendor prequalification, including, where necessary, visits to reference sites;
- partnership of buyer and supplier, which is supported by a governance structure that seeks to build a commercial basis of mutuality to provide long term benefits;



- development of a culture that encourages innovation and flexibility in order to respond to business change;
- scheduled review of contract performance and benchmarking, with appropriate independent audit;
- development of appropriate styles of relationship with supplier's dependent upon the nature of the service and its criticality to the organization; in some cases, developing collaborative relationships through strategic partnering arrangements;
- use of vendor management information and communications technology systems;
- anticipated event forecasts;
- provision for unanticipated events;
- outcome of service improvement reviews.

Control of the processes may involve:

- documented standards;
- documented procedures;
- documented change control procedures;
- documented measurable outcomes and system for measurement (see Clause 9);
- a clear supervisory management structure;
- scheduled data reporting;
- data capture;
- electronic monitoring;
- systems to feedback outcomes to end users and other interested parties (see 8.2 and Clause 9).

Keeping Information (see A.7.5) should:

- have documented processes of its own;
- be no more onerous than is essential for effective record keeping;
- be routinely planned in operating processes;
- be the responsibility of the entire organization;
- be robust and secure, and comply with the data protection requirements of the demand organization;
- create and support a network within the workforce, who will champion change and report on feedback from end users;
- include a communications plan to ensure that facts about changes are consistently understood.

Controlling processes involves:

- ensuring that the demand organization has a right to review, measure and/or see reports on all processes carried out by the organization;
- the existence of a service delivery plan which makes clear the division of responsibilities between the parties;
- ensuring that the demand organization has a right to discuss, propose and if necessary, require amendments to the processes for the purposes of continual improvements (see 10.2).

## **A.8.2 Coordination with interested parties**

Managing relationships involves:

- identifying, documenting and understanding all classes or groups of potential and current interested contracted outputs of the FM service.

Coordinating activities involves:

- planning to reduce resources used through:
  - ensuring that activities are organized so that resources are not wasted through inappropriate scheduling or lack of materials or skills;
  - personnel who are suitably trained in all aspects of a task or work process relevant to their workplace;
  - ensuring that work can be carried out at the planned time without disrupting activities of the demand organization (e.g. it may be that during critical periods of the demand organization's business cycle, no office moves or maintenance on critical plant can take place);

- understanding the demand organization's processes;
- communicating with the demand organization so as to identify, analyze and plan for such constraints in their planned activities.
- Effective integration of services: see A.8.3.

### **A.8.3 Integration of services**

Integrating FM functions involves:

- seeking and identifying potential synergies for re-allocating task responsibilities, multi-skilling personnel and scheduling activities so as to improve productivity of FM personnel;
- developing consistent information and data standards (see A.7.5.4);
- developing consistent and identifiable workflow processes for all service lines;
- communicating effectively across all FM and support services functions;
- implementing FM technologies to support the consistent delivery and measurement of FM services;
- innovating across traditional functional lines and processes to address changing requirements and opportunities;
- ensuring that all teams and service providers supporting the operation meet on a regular basis to identify ways of working together to improve the overall service delivery.

Effective integration of FM services involves:

- a focus on individual competencies and organizational capabilities;
- adopting behavior that integrates facilities-related decisions into strategic planning processes to support the organization's overall mission;
- using a life cycle management approach to operate efficiently, reliably, cost effectively and sustainably;
- measuring performance (see Clause 9) to support continual improvement (see Clause 10) of FM processes.

The organization should develop:

- a document that clearly identifies the roles and responsibilities within the organization for delivery of FM functions;
- a communication matrix that will engage end users and service providers.

This integrated system should be used to provide feedback to the organization on the effectiveness and efficiency of the service provided.

Integration of services should also consider a larger systems integration using the following documents, as appropriate:

- quality management;
- collaborative working environmental systems;
- business continuity;
- energy management;
- asset management;
- social responsibility;
- risk management;
- occupational health and safety;

## **A.9 Performance evaluation**

### **A.9.1 Monitoring, measurement, analysis and evaluation**

Determining the scope of FM services involves the processes as set out in A.4.3.

Determining the relationship to strategic objectives involves:

- understanding how critical the quality, cost and timeliness of each service and part of a service is to the achievement of the strategic objectives;
- understanding the impact associated with service failure and identifying where such failure might result in strategic objectives not being achieved, prioritizing for monitoring those activities with the most significant positive and negative risk characteristics.

Establishing performance criteria involves:

- ensuring that those services identified as most critical to the strategic objectives have the main focus and most stringent success criteria;
- identifying performance outcomes which can do one or more of the following:
  - indicate a risk of failure in advance (i.e. create an opportunity for prevention of failure);
  - align with the strategic objectives so as to indicate the success of the organization and/or the service;
  - lead to achievable improvement opportunities;
- identifying and selecting a suitable number and mix of operational and process metrics, management metrics and summary key performance indicators (KPIs) to allow a broad overview of performance;
- aggregating performance indicators, which can be consolidated for top management to enable them to make informed decisions regarding strategies and priorities (this could involve weighting multiple indicators);
- collating data which permit measurement of performance at each level and allow the capture of suitable granularity for analysis and remedial action;
- establishing realistic comparators against which expected performance will be measured;
- establishing an appropriate sampling and evaluation method in case of multiple items/data sets.

Activities or outcomes which have a significant impact on the organization's ability to achieve its goals. are likely to require KPIs.

The organization should distinguish between KPIs and routine performance Indicators. In FM, as with any other support service, it is important to be clear about what constitutes key performance for the demand organization and what constitutes key performance for the organization. These are rarely the same thing. Both should be tracked and reported on to different interested parties.

Certain activities are less likely to benefit from routine monitoring. These include those which:

- have low criticality;
- generate high cost of data capture;
- which cannot easily be changed;
- where data are highly subjective or otherwise unreliable.

KPIs should be focused on critical success factors. These are the factors that are directly relevant to the effectiveness of the organization's performance. An excessive number of performance indicators will detract from effective monitoring.

Determining what needs to be monitored and measured involves:

- understanding the differing requirements for each service, taking into account:
  - the criticality of the service to the organization's primary activities;
  - the strategic importance of the activity to the organization's goals;
  - the cost of the service being monitored relative to the whole of the services being delivered;
  - the likely reliability of data resulting from measurement;
  - the ease with which data can be assembled or derived;
  - the ability to make changes to the service volume, quality and cost as a result of any analysis.

Establishing methods for monitoring involves:

- developing systematic processes for the monitoring, measurement, analysis and evaluation of FM activities;
- defining the monitoring and measurement requirements and outputs (data format);
- carrying out measurement on a planned basis aligned to the relevance of the indicator;
- establishing and maintaining consistent monitoring procedures, data gathering procedures and data recording systems;
- configuring and utilizing technologies to enable accurate and consistent capture and reporting of performance data;
- coordinating the monitoring and measurement methods with the policies, agreements and plans as described in Clauses 5. 6 and 7, so that there is a clear understanding of what will be measured and how it is relevant to the goals of the organization and/or the demand organization.

Deciding when to monitor and measure involves:

- understanding:
  - the service's relevance to the required outcome;
  - the risks and opportunities associated with the service;
  - the frequency of service delivery; the time needed to acquire the data;
  - the variability in service volumes over time;
- understanding the reporting requirements of both the organization and the demand organization;
- creating a schedule of monitoring and measurement requirements based on the reporting needs;
- ensuring that the entities responsible for collecting and analysing the data and reporting the information have the necessary resource capacity and skills to undertake the monitoring and measuring activities at the time required.

Deciding when to undertake analysis and evaluation involves:

- for data leading to decision making:
  - understanding how much time is required to gather, collate and analyse data (the lead time);
  - understanding when evaluations need to be complete and available so as to inform decision makers (the planning horizons);
  - understanding whether any consultation with other interested parties is required and, if so how much time is required for that consultation;
- for data which informs performance measures;
  - the planned schedules of reporting;

- the comparator periods of previous data sets, so that durations of activity and seasonal comparison options remain valid;
- relevant conformity requirements.

Retaining documented evidence Involves the processes set out in A.7.5.3.

Evaluation of performance involves:

- undertaking periodic evaluation both of component elements and of the entire system;
- communication with end users and the demand organization where relevant;
- communication with suppliers, personnel and other interested parties who implement, or who are affected by, parts of the FM system;
- seeking out redundancies and duplications, risks and lack of clarity in process completion;
- using a range of information sources to ensure a rounded view.

The evaluations should identify possible opportunities or need for changes to:

- FM policy;
- Strategies;
- Objectives;
- operational processes;
- other elements of the FM systems and commitment to continual improvement.

Creating a framework involves selecting a balanced set of measures (e.g. including end user feedback. volumetric, timeliness, cost conformity, re-work and financial perspectives).

The tools, technologies and methods for monitoring the performance of services may be established once it has been determined what needs to be monitored and measured.

## **A.9.2 Internal audit**

### **A.9.2.1 The purpose of internal audits is to ensure:**

- consistent conformity with the management system;
- the FM system is achieving its objectives, conforms to its planned agreements and service levels, and has been properly implemented and maintained;
- to identify opportunities for improvement.

NOTE ISO 19011 provides guidelines for auditing management systems.

Conformity involves demonstrating:

- procedural conformity;
- documentary conformity;
- the achievement of required outcomes.

### **A.9.2.2 An effective audit programme will set out:**

- planned regular audits that should:

- direct the preparation for and conduct of audits;
- identify the audits needed to meet the programme objectives;
- be based on the nature of the organization's activities, in terms of its risk assessment and impact analysis, the results of past audits and other relevant factors;
- be based on the full scope of the FM system (however, each audit need not cover the entire system: audits may sample elements of the system and operational functions, so long as the overall audit programme ensures that all organizational units, functions, activities and system elements are addressed between external audits);
- the means by which the system will be evaluated;
- the samples (if any) to be taken in the audit;
- who will carry out the audit (internal audits may be performed by personnel from within the organization or by external bodies working on its behalf in either case, the persons conducting the audit should be competent and, in a position, to do impartially and objectively; in smaller organizations, auditor independence may be demonstrated by an auditor being free from responsibility for the activity being audited);
- what information they will need access to;
- how long the audit should take: what form the report of the audit takes;
- who the report will be provided to;
- who is responsible for following up the recommendations of the audit report.

### **A.9.3 Management review**

A management review is different from an audit. An audit considers conformity with the systems, internal objectives, procedures and outcomes, whereas the aim of a management review is to consider the suitability of the system as a whole and its contribution to the strategy.

The management review enables the organization's top management to:

- evaluate the continuing suitability, adequacy and effectiveness of the FM system;
- address need for changes to key FM system objectives and elements, including;
  - overall policy;
  - resource allocations;
  - risk acceptance;
  - objectives and targets;
  - FM strategies.

Management review involves consideration of:

- the status of actions identified as required following previous management reviews;
- changes in external and internal factors that are relevant to the FM system;
- information on FM performance, including trends in:
  - nonconformities and corrective actions;
  - monitoring and measurement results;
  - monitoring and measuring results for non-routine FM activities;
  - audit results;

- opportunities for continual improvement across social, environmental and economic aspects.

NOTE non-routine activities can include unwanted or unanticipated events or issues.

Undertaking a management review involves:

- planned, regular scheduling (usually at least annually);
- a formal review process, separate from routine continual improvement processes;
- a structured and appropriately documented basis;
- the engagement of personnel who are involved in implementing the FM system and allocating its resources;
- consideration of developing trends and best practices in the demand organization sector, the FM industry or the supply chain industry;
- developments in FM planning, operation, maintenance and renewal techniques;
- benchmarking procedures, outcomes and inputs.

Management review may also be triggered by:

- major changes in the supply or demand organization sector/industry: such changes may create risk and opportunity and impact the needs of the organization or the system;
- significant changes to operational requirements;
- major changes to service level agreements or performance targets;
- major changes in service quality outcomes or volumes;
- unanticipated events.

Outputs of the management review should include:

- decisions related to continual improvement opportunities;
- any need for changes to the FM system, including changes to:
  - scope;
  - business and operational requirements;
  - operational conditions and processes;
  - contractual obligations;
  - external compliance requirements;
  - levels of risk and/or criteria for accepting risks;
  - resource needs.

## **A.10 Improvement**

### **A.10.1 Management review**

Notification of an occurrence of nonconformity often involves:

- fault reports, complaints or feedback from:
  - end users;
  - the demand organization;

- service delivery personnel;
- service providers;
- other interested party;
- use of communication channels including;
  - inbound contact through service desk/helpdesk/contact Centre/call Centre;
  - outbound user contact through follow-up by service delivery personnel;
  - end user satisfaction survey results;
- variances in performance or service quality identified by monitoring and reporting mechanisms;
- variances from expected, predicted or historic levels of materials consumption;
- variances from expected, predicted or historic levels of cost or revenue;
- interruptions to demand organization activities; automated system reports (e.g. through FM technology outputs).

Reaction to a nonconformity should be:

- founded on response plans;
- proportionate to the impact, risk and cost implications of the event (it is common to prioritize nonconformities which endanger life safety or put at risk mission critical systems);
- timely;
- effective in neutralizing the effects of the nonconformity and/or resolving the underlying causes;
- complete, in that it deals with the impact and consequences of the event, as well as the immediate risks and direct causes.

Evaluation of actions to eliminate the causes involves:

- a review of the event after it has been resolved to:
  - assess the effectiveness of remedial actions;
  - identify the root causes;
  - consider improvements in response;
- consideration of:
  - the impact of the nonconformity;
  - the associated risks;
  - the chances of a recurrence;
  - the root cause of the event;
  - the available options to minimize the risk of recurrence or mitigate the impact in future;
  - the costs involved in those preventive actions and the balance of cost against assessed residual risk;
- documenting and communicating the results of the review in order to explain to interested parties the course of the event and the corrective action taken.

### **A.10.2 Continual improvement**

Continual improvement involves:



- applying a process to continue to review actions;
- identifying and prioritizing areas that could be improved;
- ensuring plans are appropriately put in place to correctly identify nonconformities (see A.10.1) and service gaps (see A.10.3);
- seeking to pre-empt and prevent future nonconformities;
- planning implementation of improvements;
- communicating the aims and procedures of the improvements;
- implementing corrective or improvement actions;
- planning for formal and ongoing review of implementation;
- sustaining the outcomes;
- anticipating future requirements.

Demonstrating a positive approach involves:

- adopting and promoting an organizational culture which welcomes change;
- constantly seeking improvements and innovations in:
  - cost;
  - resources utilization;
  - availability of skills;
  - service quality;
  - materials quality;
  - outcomes;
  - end user satisfaction;
  - procedures;
- ensuring feedback on suggestions for change to all interested parties;
- effective change management techniques, including:
  - planning actions;
  - carrying out the action;
  - reviewing the impact and outcome;
  - Initiating further changes to improve the outcomes where necessary.

### **A.10.3 Preventive actions**

Process to identify gaps in service delivery can include:

- understanding changes in the demand organization:
  - culture;
  - operating context;
  - objectives;
  - strategy;
  - competitive environment;
  - financial environment;
  - conformity requirements;
- applying processes, including:

- benchmarking;
- best practice sharing;
- customer focus groups;
- customer feedback surveys.

Identified gaps in service delivery should be addressed because they:

- have the potential to render the service as nonconforming to organizational requirements, even if they meet previously agreed service levels;
- should therefore be treated in the same way as nonconformities so as to ensure that a management review (see A.9.3) takes place and that any changes required are documented correctly.

# Bibliography

- [1] ISO 9001, Quality management systems Requirements
- [2] ISO 14001, Environmental management systems-Requirements with guidance for use
- [3] ISO 15673, Industry Foundation Classes (IFC) for data sharing in the construction and facility management industries
- [4] ISO 19011, Guidelines for auditing management systems
- [5] ISO 22301, Societal security-Business continuity management systems Requirements
- [6] ISO 26000, Guidance on social responsibility
- [7] ISO/IEC 27001, Information technology Security techniques Information security management systems Requirements
- [8] ISO 31000, Risk management Guidelines
- [9] ISO 41012, Facility management agreements Guidance on strategic sourcing and the development of
- [10] ISO 45001, Occupational health and safety management systems Requirements with guidance for use
- [11] ISO 50001, Energy management systems Requirements with guidance for use
- [12] ISO 55001, Asset management Management systems Requirements