SLOVENSKI STANDARD
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Upravljanje objektov in storitev - 3. del: Navodilo za doseganje/zagotavljanje kakovosti pri upravljanju objektov in storitev

Facility Management - Part 3: Guidance how to achieve/ensure quality in Facility Management

Facility Management - Teil 3: Leitfaden für die Erreichung/Sicherung von Qualität in Facility Management

Facilities Management - Qualité, niveaux de service et indicateurs de performances clés

Ta slovenski standard je istoveten z: prEN 15221-3

ICS:

03.080.99	Druge storitve	Other services
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Facility Management - Part 3: Guidance how to achieve/ensure quality in Facility Management

Facility Management - Teil 3: Leitfaden für die Erreichung/Sicherung von Qualität in Facility Management

This draft European Standard is submitted to CEN members for enquiry. It has been drawn up by the Technical Committee CEN/TC 348.

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Foreword

This document (prEN 15221-3:2009) has been prepared by Technical Committee CEN/TC 348 “Facility Management”, the secretariat of which is held by NEN.

This document is currently submitted to the CEN Enquiry.

Introduction

This introduction is meant to emphasis that the FM model in EN 15221-1 is still valid for the users of FM but this FM model needs adaptation for specific organisations. These adaptations form the input and perspective for the draft standards.

The objectives of this introduction are:

— To give the reader help and guidance to find the way through the draft documents.

— To show the relation of the new drafts to the existing standards EN 15221-1 and EN 15221-2 and to the drafts.

— To create a better understanding of the purpose of the drafts and their content.

NOTE This introduction will not be necessary after the phase of Enquiry.

Fundamentals of FM

— Facility Management is a basis in every organisation to assist the primary processes

— Facility Management is on every level of a organisation

— Facility Management encompasses and supports every primary activities including administration and legal

— Facility Management optimises the input of resources (energy, media, personnel)

— Facility Management enables the organisation to be efficient and effective on changes regarding to Space & Infrastructure and People & Organisation

— Facility Management cannot be outsourced, only facility services

Basic principles which are used in the drafts

— The knowledge of the series of ISO 9000-90004 and the guidance papers

— The knowledge of the cycle of PDCA which stands for Plan, Do, Check and Act.

— The knowledge of existing national standards

— The drafts have used the experiences of leading FM organisations and transformed them into examples

Basic messages from prEN 15221-3 till prEN 15221-6

There are strong interrelations between the draft of prEN 15221-3 with prEN 15221-4 and with prEN 15221-5.

These drafts have also strong linkages with the FM model of EN 15221-1.

The prEN 15221-6 is less related to the FM model than the other prEN's and gives a method for space and area measurement which can be used in "REAL ESTATE" or for standard Benchmark purposes.

Message prEN 15221-3

— The principles of ISO 9000 are used and applied to FM

— The demand, requirement of the needs of an organisation are transformed into the steps and measures to act on deviation. The Quality Management workflow is introduced

— There is a hierarchy of measurement

Message prEN 15221-4

— A time scale is introduced in the FM model of EN 15221-1

— A merged cost structure with facility services/classified products is introduced

— A structure and classification which is comprehensive and not exclusive

Message prEN 15221-5

— FM is embedded in a dynamic system which is according to ISO 9000

— The FM processes are demand driven, performance based as business processes

— The FM processes are on 3 levels (strategic, tactical and operational) and linked with each other

Message prEN 15221-6

— Space is identified

— A method to measure space

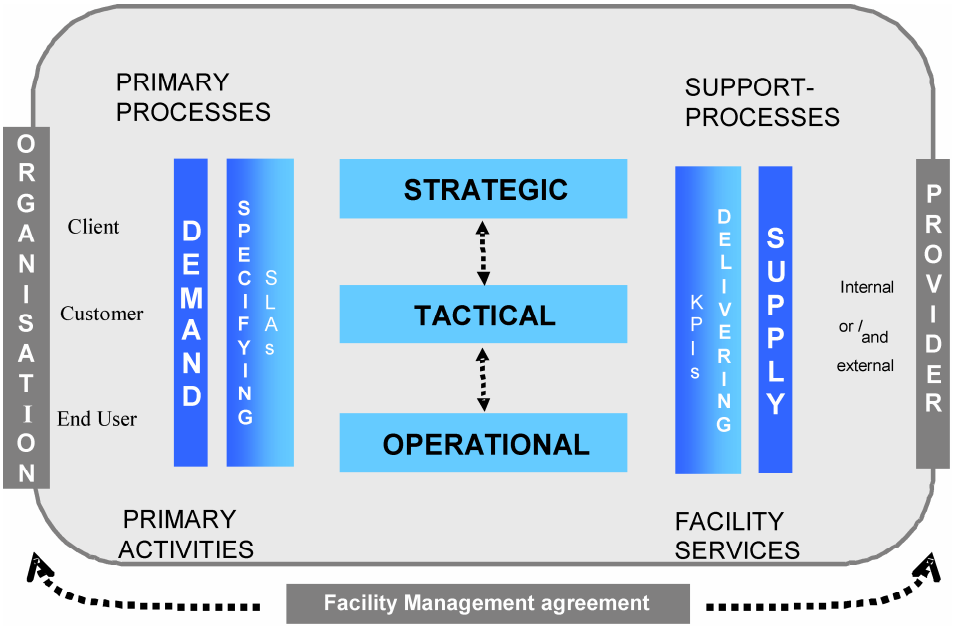
— It shows a hierarchy of space

NOTE This draft doesn't deal with the use of space

Forecast /outlook

These drafts will create the basis for a later Standard of Benchmark or others in the FM field.

In the FM model below ..... the focus of each draft is pointed out.



Example for new draft standards

Purpose: with this example, the readers of the draft standards should get a better understanding of the functions of each standard within the frame work of the Facility Management understanding described in the basic standard 15221-1. the reader should also become an overview of the content but in the same time he is offered in a fictitious context the use of the content. As a matter of fact, Facility Management has different perspectives but needs to be understood as a comprehensive function in every organisation

Description of the context

An organisation does exist since 40 years and produces parts for delivery to Original Equipment Manufactures. With 14.000 employees spread out over the whole country in 5 locations, the firm found itself trapped in the global economy. The last ten years, more and more clients moved their production lines into the Eastern European countries, some even into the Far East, some others to America.

A new strategic direction was planned by the managing directors, to find the success factors and to continue the growth in the future.

The starting point was a positioning among competitors. A working group benchmarked the company against the competitors. A second work group interviewed the client side, to understand the market developments and their expectations

The results of the working groups showed significant challenges:

- The cost of the parts is to high
- New production techniques need to be found for more precise and cheaper production
- The time to develop new products is to be drastically reduced
- The IT support needs better integration
- Specific controlling methods are missing
- The reputation of the company needs improvement
- The support processes need improved flexibility and efficiency

In order to achieve actions plans, a strategic projects is implemented to find the appropriate steps and improve the future. The managing directors described three alternative paths, which to be considered:

Option 1: Buy a competitor

Option 2: Merger with a competitor

Option 3: growth on own power

Option 4: get bought by competitor

A specific task force was set up to concentrate on the investigation of the support processes. The analysis of the competitors gave indications, that the support processes are not professional as needed.

Result of the analysis of support processes

- There is no transparency of the cost and the performance
- The responsibilities of the support processes are spread out over the whole company
- The resources used in the support processes are not identified
- the required quality and service levels are not specified, specific interfaces and areas of responsibilities are not clearly identified and communicated
- the demand for space and infrastructure is not coordinated within the company, nor is the flexibility of the space considered during the design phase

The report was given to the managing directors. The necessity to adjust this situation by the help of existing best practice examples was recognised, the task force was asked to look for those examples and generate a state-of-the-art proposal.

A research phase showed the existing European Standard, which seemed to form a basis for the request: the support processes alignment to the primary processes and the derived demands and service levels, as the standard allows also various support processes to be included, the model shown in the annex A was regarded as helpful example.

Following fields of interest had to be solved:

How to describe the Service Levels?

How to measure the space?

In which categories should the services, processes and cost be evaluated? Is there already a structure to be used?

Which processes have to be looked at?

Which links have to be considered? Which triggers can influence which process steps?

After three months of investigation, the task force came with following proposal:

1. Analyse the primary processes (based on EN 15221-1) and the strategic targets of the company
2. Generate the support processes on the basis of the analysed demands
3. define the demand and supply of support processes,
4. take the proposed methods of prEN 15221-3 to describe the Service Levels and the related performance indicators,
5. structure the support processes and cost according to prEN 15221-4 based on the taxonomie frame work, offered in the standard,
6. analyse the set up of processes according to prEN 15221-5, check if there are any processes missing or simply not adequately set up,
7. measure space in comparison of prEN 15221-6, to get the transparency of space and how much space is built

In the next three months, the questions were answered.

1. General Primary processes:
   the analysed primary processes are: administration, research and development, production, sales and retail, after-sales services
   according to the latest strategic paper, the company strives for sustainability, cost leadership and innovation, further more, the leadership approach shows great importance on environmental protection, green buildings and energy saving.

These strategic goals are taken into account when building the Facility Management strategy and set the guide lines and standards within the Facility Management department

2. the derived support processes are:

Primary process	Support processes	Analysed demand
Administration	Office space planning Space administration move management maintenance management operations management Facility Services Management	Demand for space, office facilities, conference space, the space needs to fulfil the expectations of the employees (up to date IT equipment, prestigious work places, high quality catering, office services etc.)
Research and development	Space planning Operations and maintenance process Health, safety, security and environmental protection processes	Research workplaces, high security standards, creativeness workplace environment, space for testing and prototyping, archives, IT infrastructure (high performing network, data centres)
Production	Energy Supply process Operations and maintenance Industrial Cleaning process Logistics process Cleaning process Minor projects planning process	High availability of energy supply, high performing logistics processes, immediate response on failures, high flexibility in design and planning projects (adjustments to changes in production processes)

Sales and retail	Operations and maintenance Cleaning process Grounds maintenance	Support of marketing events, prestigious sales areas, cleaning, hospitality services, untainted appearance, high functionality in all areas with customer contact
After Sales Services	Operations and maintenance processes Power supply	Space for workshops,
Head quarters	Space planning Facility Services Management Conference management	

3. define the demand and supply of support processes:
   specify the required Facility Services, as there are:
   a. operations and maintenance services
   b. cleaning services
   c. security services
   d. grounds maintenance
   e. logistics services
   f. catering services
   g. conference room services
   h. move services
   i. minor projects

   and decide, which services shall be delivered in-house or by external providers.

   In many locations of the company, the decision was historically driven and the number of external providers differed as well as there was no distinct strategy used. The high number of invoices and the intransparency of the cost and the performance of the procured services

4. take the proposed methods of prEN 15221-3 to describe the Service Levels and the related performance indicators,
   match the need, demands and requirements of the customers with the strategy and the process outputs, decide over the relevant criteria and specify the Service Level, identify related performance indicators and find according methods to measure the performance

5. structure the support processes and cost according to prEN 15221-4 based on the taxonomie frame work, offered in the standard,
   create the comparability of the different processes, usable areas and cost to receive indicators for efficient and effective Facility Management,

6. analyse the set up of processes according to prEN 15221-5, check if there are any processes missing or simply not adequately set up,

Define the interfaces of the different processes and identify the triggers, which are necessary to realise decisions, changes and information into the FM organisation but also influence the companies strategic developments by accurate information, facts and data, most important is the assessment of the real estate and the evaluation of the strategic developments, avoid to expend cost in space that is limited in functionality and adaptability

7. measure space in comparison of prEN 15221-6, to get the transparency of space and how much space is built
   create a common method to measure space, identify the relevant basis of space indicators for internal benchmarks and share the results with other functions, make sure that changes and alternations are immediately measured and reported to the FM function, set up a database and provide access to the data to the company, derive primary process specific information on space for strategic planning purposes and show the key figures to the senior management (e.g. the relation of gross space to usable space for each of the primary process areas)

With the help and the standardised understanding following benefits and effects can easily be reached:

- Create cost awareness for space, services and changes
- Harmonize the meaning and responsibilities of the Facility Management function in the company
- Avoid gaps in communication, information and decisions especially when changes in the organisation occur and senior management level required hard facts and figures
- Avoid cost by increased transparency, target and function orientated support on the required service level
- Avoid waste of money for oversized space, service levels and equipment that does not contribute to the primary processes performance
- Create appreciation of the responsibilities of the Facility Management function by the usage of professional methods and precise information
- Build reliable and competent staff on every level by education, training and conitious learning

Guidance how to achieve/ensure quality in Facility Management

Effective FM brings value to an organisation and all associated stakeholders. The objective of this European Standard is to provide guidance how to achieve, improve and measure quality in FM.

This European Standard is primarily written for organisations that adopt quality improvement procedures together with SL definition and the use of metrics. In addition, as technical developments increase, requirements of organisations increase and economic systems mature, the demand for this type of FM specific quality management will increase.

This European Standard is for management level for client and service provider organizations.

This standard integrates the concepts and terms coming from:

— the existing FM standards EN 15221-1 and EN 15221-2 which define FM and FM agreements,

— the IS0 9000 Quality standards

The purpose of this standard is to provide guidelines on how to:

— clarify and understand quality issues;

— define quality criteria's;

— elaborate and perform the measurements (hard and soft facts) of FM performance and quality;

— describe soft factors;

— clarify expectation and perception;

— assist in the development of metrics and selection of indicators;

— reach a transparent knowledge and information on quality through on metrics and service levels;

— improve processes to achieve quality on strategic, tactical and operational levels;

— improve quality management processes and assure their continuous improvement;

— improve communication between stakeholders;

— improve effectiveness of the FM processes;

— and other aspects related to quality in FM.

Due to the fact that the application of this standard will enable to measure performance and quality of FM, it will be easier to measure the added value of FM for the primary activities which provide tools to:

— facilitate the management of primary activities;

— increase of productivity (efficiency effectiveness);

— reach financial targets;

— improve the client image;

— enable Corporate social responsibility / Sustainability;

— bring customer, client and end-user satisfaction.

Terms product and service – general and in facility management context

The terms product, service, facility product and facility service is used in this standard and the interrelationship need to be explained:

"Product" is used in the general ISO 9000 context of quality management in the sense of hardware, software, service. This use should help to provide the connection to established existing principles and methods of quality management in ISO 9000 context.

'Service' as part of the definition 'product' is used in the general quality management context as a time-perishable, intangible experience performed for a customer acting as co-producer.

'Facility services' is defined in EN 15221-1:2006 and is the support provision to the primary activities of an organization, delivered by an internal or external provider. Facility services are services related to 'space and infrastructure' and to 'people and organization'.

According to the existing FM model in standard EN 15221-1 is decided that facility services are only used on operational level. The terms "facility services" and "classified facility products" are not used on tactical and strategic level.