SLOVENSKI STANDARD
SIST EN 15221-3:2011

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Upravljanje objektov in storitev - 3. del: Navodilo za kakovost pri upravljanju objektov in storitev

Facility Management - Part 3: Guidance on quality in Facility Management

Facility Management - Teil 3: Leitfaden für Qualität im Facility Management

Facilities management - Partie 3: Guide relatif à la qualité en Facilities Management

Ta slovenski standard je istoveten z: **EN 15221-3:2011**

ICS:

03.080.99	Druge storitve	Other services
91.040.01	Stavbe na splošno	Buildings in general

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EUROPEAN STANDARD

NORME EUROPÉENNE

EUROPÄISCHE NORM

EN 15221-3

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ICS 03.080.99; 91.140.01

English Version

Facility Management - Part 3: Guidance on quality in Facility Management

Facilities management - Partie 3: Guide relatif à la qualité en Facilities Management

Facility Management - Teil 3: Leitfaden für Qualität im Facility Management

This European Standard was approved by CEN on 8 July 2011.

CEN members are bound to comply with the CEN/CENELEC Internal Regulations which stipulate the conditions for giving this European Standard the status of a national standard without any alteration. Up-to-date lists and bibliographical references concerning such national standards may be obtained on application to the CEN-CENELEC Management Centre or to any CEN member.

This European Standard exists in three official versions (English, French, German). A version in any other language made by translation under the responsibility of a CEN member into its own language and notified to the CEN-CENELEC Management Centre has the same status as the official versions.

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EUROPEAN COMMITTEE FOR STANDARDIZATION
COMITÉ EUROPÉEN DE NORMALISATION
EUROPÄISCHES KOMITEE FÜR NORMUNG

Management Centre: Avenue Marnix 17, B-1000 Brussels

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EN 15221-3:2011 (E)

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EN 15221-3:2011 (E)

Foreword

This document (EN 15221-3:2011) has been prepared by Technical Committee CEN/TC 348 "Facility Management", the secretariat of which is held by NEN.

This European Standard shall be given the status of a national standard, either by publication of an identical text or by endorsement, at the latest by April 2012, and conflicting national standards shall be withdrawn at the latest by April 2012.

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. CEN [and/or CENELEC] shall not be held responsible for identifying any or all such patent rights.

This European Standard is one of the series EN 15221 "*Facility Management*" which consists of the following parts:

— *Part 1: Terms and definitions*

— *Part 2: Guidance on how to prepare Facility Management agreements*

— *Part 3: Guidance on quality in Facility Management*

— *Part 4: Taxonomy, Classification and Structures in Facility Management*

— *Part 5: Guidance on Facility Management processes*

— *Part 6: Area and Space Measurement in Facility Management*

— *Part 7: Performance Benchmarking*

According to the CEN/CENELEC Internal Regulations, the national standards organizations of the following countries are bound to implement this European Standard: Austria, Belgium, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Iceland, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, Netherlands, Norway, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Sweden, Switzerland and the United Kingdom.

Common Introduction for the European Standards EN 15221-3, EN 15221-4, EN 15221-5 and EN 15221-6

In 2002 the initiative was taken to establish a European Standard for Facility Management benchmarking purposes. It was soon recognized that to reach this objective, preliminary standards had to be elaborated and published. The first result of that process was the standards EN 15221-1:2006 and EN 15221-2:2006. Based on the discussions in the development of those two standards the decision was made to develop four new European Standards for Quality, Taxonomy, Processes and Measurement.

After the realization of those six standards it was possible to pursue developing a European Standard for Benchmarking prEN 15221-7

The standards, EN 15221-3, EN 15221-4, EN 15221-5 and EN 15221-6 have been developed, adopted and agreed as a set of principles, underlying the Facility Management approach on EN 15221-1, to ensure consistency. These are incorporated in the basic principles of a process-based management system, upon which these standards are founded.

The FM-model of EN 15221-1 is shown below.
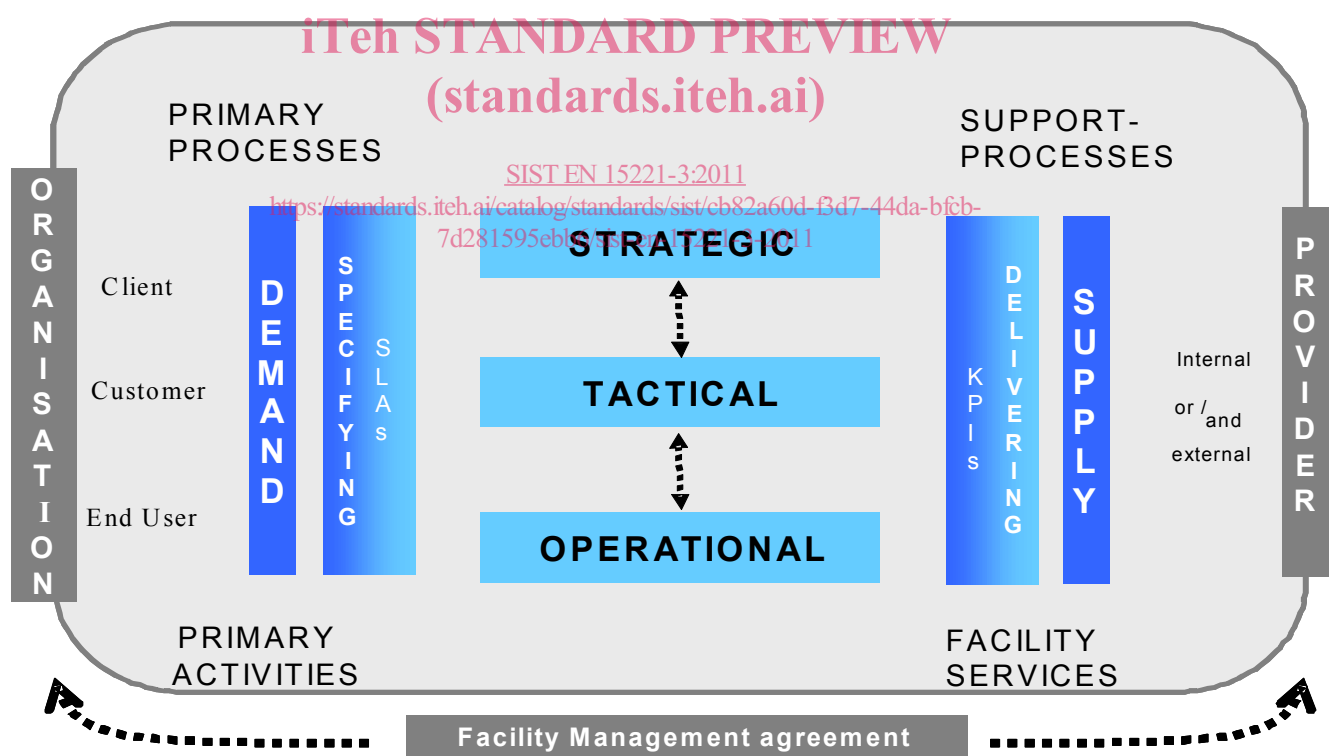
Model EN 15221-1:2006

These standards also build on widely accepted management principles, in particular value chain (Porter, M E, (1985), "Competitive Advantage: creating and sustaining superior performance", Free Press, New York) and quality control (PDCA (Plan, Do, Check, Act). Deming, W E (1986), "Out of the Crisis", MIT, Cambridge). Reference to ISO 10014:2006, *Quality management – Guidelines for realizing financial and economic benefits*.

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The principles of the Deming cycle (PDCA) underpin all of the standards but are applied to a different extent and depth in each. In fact there are different types of PDCA cycles depending of the term (e.g. long-term, short-term).

These standards align to EN ISO 9000 family of standards for Quality Management Systems and applies specific guidance on the concepts and use of a process-based approach to management systems to the field of Facility Management.

The term "facility services" is used as a generic description in the standards. The term "standardized facility products" refers to the "standardized facility services" defined and described in EN 15221-4, *Facility Management — Part 4: Taxonomy, Classification and Structures in Facility Management.*

Countries can decide to substitute the term "product" into "service", when they consider that it is important for a good acceptance and use of the standards in their own country.

The aim of all the standards is to provide guidance to Facility Management (FM) organizations on the development and improvement of their FM processes to support the primary activities. This will support organizational development, innovation and improvement and will form a foundation for the further professional development of FM and its advancement in Europe. Therefore generic examples are provided in the standard to assist organizations.

These standards lay the foundation of the work that has to be done further more in developing Facility Management, for e.g. benchmark standards prEN 15221-7.

0   Introduction to Guidance on quality in Facility Management

0.1   General

Effective FM brings value to an organization 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 organizations that adopt quality improvement procedures together with SL definition and the use of metrics. In addition, as technical developments and requirements of organizations increase and economic systems mature, the demand for this type of FM specific quality management will develop.

This standard is for use by management, consultants and practitioners in both client and service provider organisations.

— This standard is based on: the existing FM standards EN 15221-1 and EN 15221-2 which define FM and FM agreements;

— the EN 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 and indicators;

— 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;

— obtain information and knowledge on metrics and service levels;

— measure efficiency of FM processes and effectivity of their output;

— 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.

The understanding and application of this standard will support the creation of metrics which will enable measurement and assessment of quality of FM and FM Services and the added value to the primary activities.

— facilitate the management of primary activities;

— increase of productivity (efficiency effectiveness);

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— reach financial targets;

— improve the client image;

— enable corporate social responsibility / sustainability;

— measure congruence between needs/demands and delivery of customer, client and end-user.

0.2   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 EN 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 EN 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.

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"facility product" is one of a defined set of hierarchically organized classified facility services - only the term "(classified) facility products" is used in that context only. SIST EN 15221-3:2011

In EN 15221-4 and EN 15221-5 facility services have been classified. These "classified facility services" will be called '(classified) facility products' or 'simply facility products'. When referring or using the term facility product, they will refer to EN 15221-4.

The classification of "facility services" to "classified facility products" is described in 5.4.2. After this subclause, the terms "facility services" and "classified facility products" are used in this standard.

1 Scope

This European Standard provides a guideline how to measure, achieve and improve quality in FM. It gives complementary guidelines to EN ISO 9000, EN ISO 9001 and EN 15221-2 within the framework of EN 15221-1. The standard provides a link into management methods and management theories.

This European Standard is applicable to:

— FM in public and private organizations;

— client organization and service provider relationships;

— full range of facility products or facility services;

— both types of service providers in FM (internal and external);

— all types of working environments (e.g. industrial, commercial, administration, military, healthcare etc.).

This European Standard is applicable to business services (not consumer oriented).

This European Standard does not:

— replace the quality management systems of the client organization;

— provide standard forms:

    — for performance and quality management systems (delivering a quality management system);

    — for defining requirements;

    — for a measurement tool;

    — for service level;

— apply to the certification of the quality system of Facility Management (covered by EN ISO 9001).

2 Normative references

The following referenced documents are indispensable for the application 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.

EN 15221-1:2006, *Facility Management — Part 1: Terms and definitions*

EN 15221-2:2006, *Facility Management — Guidance on how to prepare facility management agreements*

EN 15221-4, *Facility Management — Part 4: Taxonomy, Classification and Structures in Facility Management*

3 Terms, definitions and abbreviations

3.1 Terms and definitions

For the purposes of this document, the following terms and definitions apply.

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3.1.1
quality
degree to which a set of inherent characteristics fulfils requirements

[EN ISO 9000:2005]

3.1.2
requirement
need or expectation that is stated, generally implied or obligatory

[EN ISO 9000:2005]

3.1.3
characteristic
distinguishing feature:

— physical (e.g. mechanical, electrical, chemical or biological characteristics);
— sensory (e.g. related to smell, touch, taste, sight, hearing);
— behavioural (e.g. courtesy, honesty, veracity);
— temporal (e.g. punctuality, reliability, availability);
— ergonomic (e.g. physiological characteristic, or related to human safety);
— functional (e.g. maximum speed of an aircraft)

[EN ISO 9000:2005]

3.1.4
product
result of a process

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product categories, as follows:

— services (e.g. transport);
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— software (e.g. computer program, dictionary);
https://standards.iteh.ai/catalog/standards/sist/cb82a60d-f3d7-44da-bfcb-
— hardware (e.g. engine mechanical part) d281595ebb6/sist-en-15221-3-2011

[EN ISO 9000:2005]

3.1.5
service
time-perishable, intangible experience performed for a customer acting as co-producer

3.1.6
facility services
support provision to the primary activities of an organization, delivered by an internal or external provider

NOTE   Facility services are services related to "space and infrastructure" and to "people and organization".

[EN 15221-1:2006]

3.1.7
facility product
one of a defined set of hierarchically organized (classified) and standardised facility services

NOTE   The term product is used in accordance with EN ISO 9000 being the output of a (facility) process which can be a single or a package of material (hardware) or immaterial provisions (software), supplies or services which support the primary activity of the organization and its properties.

[EN 15221-1:2006]

3.1.8
process
set of interrelated or interacting activities which transforms inputs into outputs

[EN ISO 9000:2005]

3.1.9
system
set of interrelated or interacting elements

[EN ISO 9000:2005]

3.1.10
grade
category or rank given to different quality requirements for products, processes or systems having the same functional use

[EN ISO 9000:2005]

3.1.11
service level
complete description of requirements of a product, process or system with their characteristics

NOTE   The described set of characteristics in the SL can be graded within boundaries suitable for measurement and analysis.

3.1.12
indicator
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measured or calculated characteristic (or a set of characteristics) of a product according to a given formula, which assess the status or level of performance at defined time (standards.iteh.ai)

3.1.13
SIST EN 15221-3:2011
key performance indicator (KPI) iteh.ai/catalog/standards/sist/cb82a60d-f3d7-44da-bfcb-
measure that provides essential information about performance of facility services delivery
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 [EN 15221-1:2006]

3.1.14
client key performance indicator
indicator that provides essential information about performance of the client organization

NOTE   The client key performance indicators have to be given by the client organization, based on its strategic goals pursuing the development of the primary activities.

3.1.15
FM-indicator
indicator that measures the quality of facility products

NOTE   They are used on different levels (e.g. strategic, tactical or operational Level) see Figure 6.

3.1.16
FM-key performance indicator (FM-KPI)
FM-indicator influencing the primary activities of the organization by feeding client key performance indicators

NOTE   FM-indicator linked to client's organization objectives and related facility product which directly impacts the primary activities.

3.1.17
FM-top indicator
indicator important for the FM activities without being FM-KPI