



# SLOVENSKI STANDARD

## SIST EN 15221-5:2011

01-december-2011

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### Upravljanje objektov in storitev - 5. del: Navodilo za procese upravljanja objektov in storitev

Facility Management - Part 5: Guidance on Facility Management processes

Facility Management - Teil 5: Leitfaden für Facility Management Prozesse

Facilities management - Partie 5 : Guide relatif au développement et à l'amélioration des processus

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#### **ICS:**

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

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EUROPEAN STANDARD

EN 15221-5

NORME EUROPÉENNE

EUROPÄISCHE NORM

October 2011

ICS 03.080.99; 91.140.01

English Version

## Facility Management - Part 5: Guidance on Facility Management processes

Facilities management - Partie 5: Guide relatif au développement et à l'amélioration des processus

Facility Management - Teil 5: Leitfaden für Facility Management Prozesse

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.

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

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## Foreword

This document (EN 15221-5:2011) 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of an identical text or by endorsement, at the latest by April 2012, and conflicting national standards shall be withdrawn at the latest by April 2012.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.

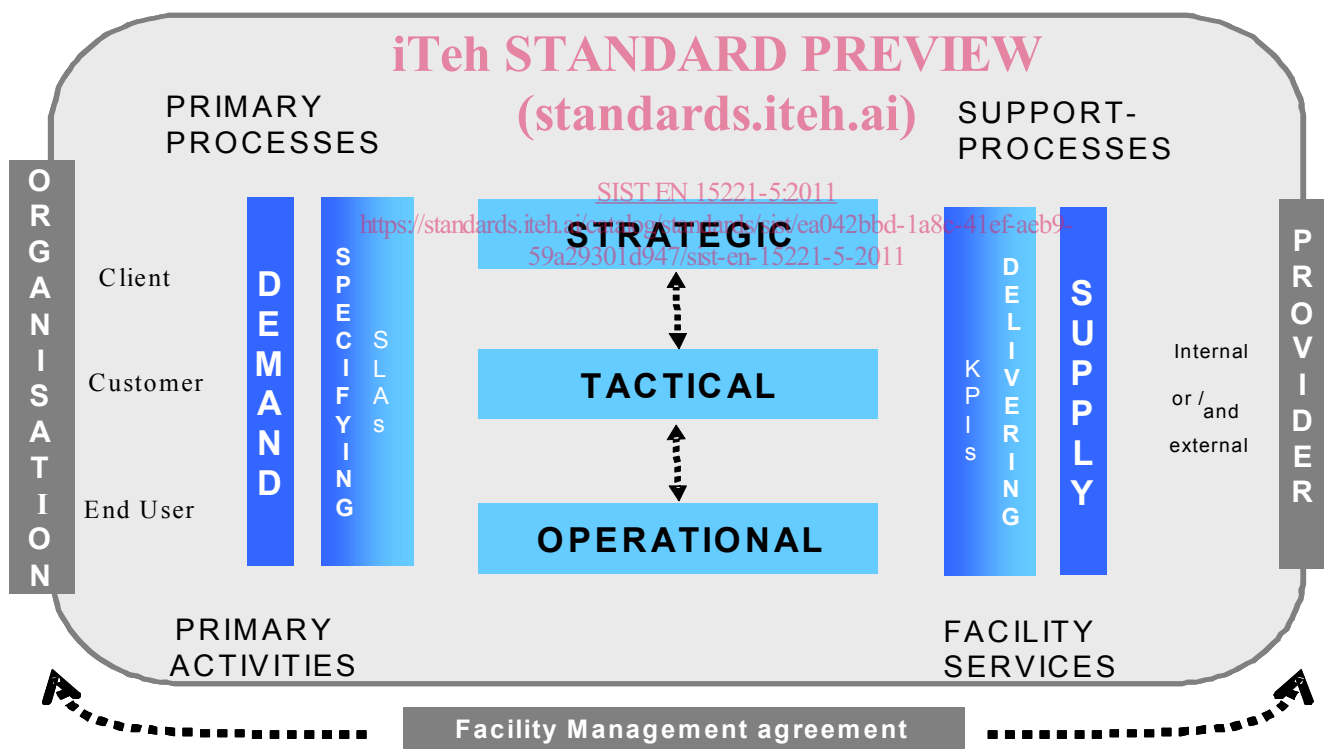
## Common Introduction for the European Standards EN 15221-3, EN 15221-4, EN 15221-5 and EN 15221-6

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*.

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

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## Introduction to Guidance on Facility Management Processes

The aim of the standard is to provide guidance to all stakeholders concerned by Facility Management (FM), especially providers and their clients on the development and improvement of their processes to support the primary activities. This will support organisational development, innovation and improvement and will form a foundation for the further professional development of FM and its advancement in Europe.

Facility Management is defined in EN15221:1:2006, *Facility Management – Terms and definitions* as the "integration of processes within an organisation to maintain and develop the agreed services which support and improve the effectiveness of primary activities". Underlying this definition is a process-based, management systems approach, as defined in the EN ISO 9000 series.

Further development of European Standards in Facility Management, based on EN 15221-1:2006 will rely therefore on a better understanding of the processes involved and the mechanisms for their integration. These processes need to be identified and described, mapped and modelled to produce a framework for Facility Management.

This standard lays the foundations of further work in developing Facility Management standards and further develops the processes involved in creating FM agreements as described within EN 15221-1:2006. The guidance provided in this standard established the need for the FM processes to start with analysing and having a clear picture of the client organisation and its primary processes as a basis for the development of the FM strategy. All major decisions along the route to final specification of service levels and qualities, choice of delivery model and eventually preparation of the appropriate form of procurement and agreements flow from this basis.

This standard has been developed as one of four new standards and adopted an agreed set of principles, underlying the Facility Management approach, to ensure consistency. These are incorporated in the basic principles of a process-based management system upon which this standard is founded.

The standard aligns 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 standard also builds on widely accepted management principles, in particular value chain (Porter, 1985) and quality control (Deming, 1986) which underlie process-based management systems.

The process approach, described in this standard, should be widely applicable across the European member countries. In order to do this they must build from the existing model in the previous standard (EN 15221-1:2006), be generic, and should not be too prescriptive and enable companies and organisations to adapt them to their own processes.

Through applying the standard, organisations should be able to understand the importance of facility management processes to their effectiveness and understand the need to assess the maturity of their existing processes. This will provide a basis for developing and improving the facilities management processes through a consistent, process-based management approach. Generic examples are provided in the standard to assist organisations.

Facility management processes are integrated at three organisational levels - operational, tactical and strategic. Agreements about the outcomes of these processes need also to be made at these three levels: operational agreements with end-users, tactical agreement with business units and strategic agreement with the senior management group (board, managing directors).

### References:

- Porter, M E, (1985), "Competitive Advantage: creating and sustaining superior performance", Free Press, New York;  
Deming, W E (1986), "Out of the Crisis", MIT, Cambridge.



## 1 Scope

This European Standard provides guidance to FM organisations on the development and improvement of their processes to support the primary processes.

This standard also sets out basic principles, describes high-level generic FM processes, lists strategic, tactical and operational processes and provides examples of process workflows.

The standard is written from a primary processes, demand perspective for an audience of all stakeholders in FM processes.

## 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 15221-3, *Facility Management — Part 3: Guidance on quality in Facility Management*

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

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## 3 Terms and definitions (standards.iteh.ai)

For the purposes of this document, the terms and definitions given in EN 15221-1:2006 and the following apply.

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NOTE Key definitions from this standard are provided for completeness, in order that the standard can be more easily used.

### 3.1 activities

tasks that are needed to complete deliverables

### 3.2 client

organisation that procures facility services by means of a Facility Management agreement

NOTE The client acts on a strategic level and has a general and/or key function in all stages of the relationship with the service provider. The customer specifies the facility services.

[EN 15221-1:2006]

### 3.3 customer

organisational unit that specifies and orders the delivery of facility services within the terms and conditions of a Facility Management agreement

NOTE The customer acts on a tactical level.

[EN 15221-1:2006]

**EN 15221-5:2011 (E)****3.4****end user**

person receiving facility services

NOTE A visitor could also be an end user.

[EN 15221-1:2006]

**3.5****facility**

tangible asset that supports an organisation

[EN 15221-1:2006]

**3.6****facility management**

integration of processes within an organisation to maintain and develop the agreed services which support and improve the effectiveness of its primary activities

[EN 15221-1:2006]

**3.7****facility management service provider**

organisation that provides the client with a cohesive range of facility services within the terms and conditions of a Facility Management agreement

NOTE A Facility Management service provider can be internal or external to the client.

[EN 15221-1:2006]

**3.8****facility service**

support provision to the primary activities of an organisation, delivered by an internal or external provider

NOTE Facility services are services related to Space & Infrastructure and to People & Organisation.

[EN 15221-1:2006]

**3.9****key performance indicator (KPI)**

measure that provides essential information about the performance of facility services delivery

[EN 15221-1:2006]

**3.10****primary activities**

activities that constitute the distinctive and indispensable competencies of an organisation in its value chain

NOTE The distinction between the primary activities and support services is decided by each organisation individually; this distinction has to be continuously updated.

[EN 15221-1:2006]

**3.11****primary processes**

processes, identified by an organisation, as essential to the provision of a service or product in its value chain, direct to its customers

[EN 15221-1:2006]

**3.12****process**

set of interrelated or interacting activities, which transforms inputs into outputs

[EN ISO 9000]

**3.13****service level**

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

Note The described set of characteristics in the service level can be graded within boundaries suitable for measurement and analysis.

[EN 15221-1:2006]

**3.14****service level agreement (SLA)**

agreement between the client or customer and the service provider on performance, measurement and conditions of services delivery

NOTE A Facility Management agreement consists of general clauses, applicable to the whole agreement, and SLA specific clauses, only applicable to a facility service. In a Facility Management agreement several SLAs are included.

[EN 15221-1:2006]

**3.15****sub process**

discrete process operating within the bounds of another broader process

**3.16****system**

entity of interrelated processes, technologies or (business-) structures

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processes, technologies or (business-) structures  
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**4 Principles of Facility Management processes****4.1 General**

This section summarises a set of underlying principles that have been applied in developing the guidance on Facility Management processes and have been used consistently in the EN 15221 series of standards.

**4.2 Summary**

- a) FM processes are triggered by changes on every level of the organisation (requests for change by end-user, customers and clients). In addition, the outputs of processes may also trigger the starting of other processes. A process has a specific acknowledged starting point (with inputs) and a definite end point (outputs);
- b) a process consists of inputs, process activities and creates outputs. The output could be a delivered facility service, a standardised facility product but for example also a negotiated contract, a completed invoice or a final decision (which then may be an input for another process). The outcome of a process is the satisfaction of requirements;
- c) a process is a set of activities which plan, prepare, do, evaluate, check and report the process;
- d) these activities are carried out in execution of identified responsibilities;

**EN 15221-5:2011 (E)**

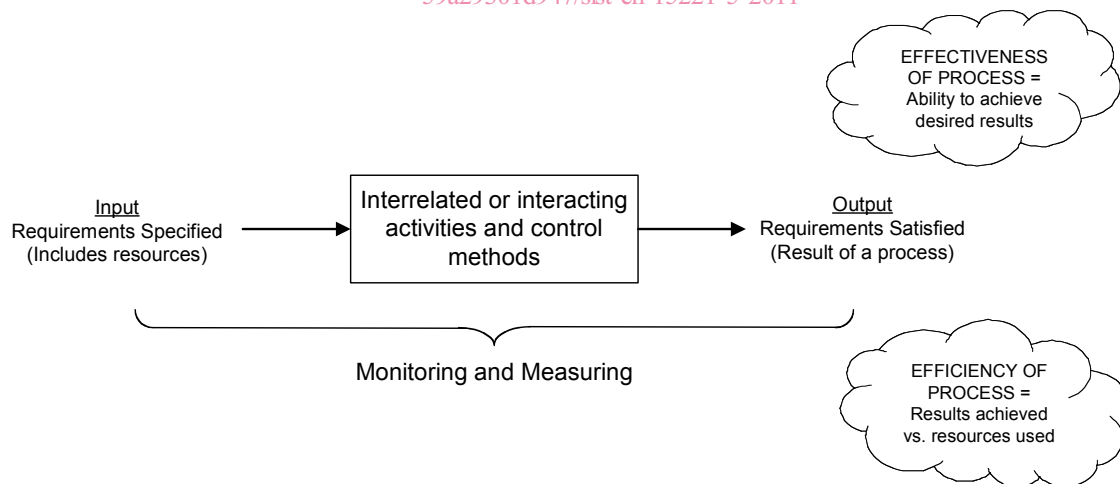
- e) a process is described as the workflow of the activities carried out, checking the quality, supervision of the process (including the response to defaults), and evaluation of the quality of the outputs;
- f) FM processes are linked to the demand of the organisation;
- g) demands may arise at the strategic, tactical and operational level;
- h) these demands that are identified are transformed into FM requirements;
- i) inputs into the FM processes are tangible assets, resources, data/information and conditions;
- j) outputs from FM processes are facilities, decisions, proposals, data/information and results;
- k) FM processes influence the effectiveness of the primary processes;
- l) FM processes can be triggered by changes on every level of the organisation (requests for change by end users, customers and clients). It might be helpful to use the PDCA Cycle for controlling and managing quality;
- m) processes should be continuously improved.

**4.3 Basic principles**

The description of basic principles in this section of the standard connects a variety of different aspects like general management concepts and principles with the content and construction of processes in Facility Management. It will indicate the different levels, it will also show the interfaces between single processes and introduces the systematic application of process thinking in this field.

Consistent with EN 15221-1, the process approach in this standard is derived from the ISO Guidance on the Concept and Use of the Process Approach for management systems applied specifically to the field of Facilities Management.

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**Figure 1 — Generic process**

A key principle in this guidance refers to the output of processes as the satisfaction of the demands of the primary processes.

Guidance on how to define, achieve and measure quality in facility management is found in EN 15221-3. The classification of process inputs and outputs is to be found in EN 15221-4.

The user of the standard will be guided from a detailed level (4.5 Structure of FM processes) to a general overview of processes (in Clause 5) and get an indication of relations and influences of the processes in Facility Management. Although many other aspects would also show important aspects, this section has the aim to provide a useful depth and broadness of the basic principles.

The relevance of the single processes varies according to the context of the organisation (and its primary processes) in which these processes are applied. An industrial environment, for instance, may place an emphasis on operations and maintenance processes, in contrast to an administrative environment, although both might happen in the same organisation. In the same way, the status of an organisation (expanding, stagnating and shrinking) will impact on processes, as cost reduction, reduction of usable space or maintenance strategies. Therefore, it is crucial to stress that the principles of processes should be seen in the context of the overall processes of an organisation. They are considered within the relationship between the organisation and Facility Management and are shown, in the standard, as embedded in the FM Model in EN 15221-1:2006.

## 4.4 Facility management processes

### 4.4.1 General

The basis of the standardisation of processes is the FM-model of EN 15221-1 on one hand, and the classification of facility products on the other (EN 15221-4). The FM model defines and describes demands of primary processes and supply by internal workforce or external providers. Connectivity and coordination is required at 3 levels – the strategic, tactical and operational level.

Processes are sets of activities, with a specific order of these activities (workflow), a starting point and end points and clearly defined inputs and required outputs. Processes have to be set up for the specific circumstances and requirements of an organisation.

### 4.4.2 Standardised facility products

EN 15221-4 sets up a new approach to the structure of facility services by forming a defined set of hierarchically structured facility services called standardised facility products.

The classification identifies a product in a hierarchy. For a given organisation or a given provider respectively facility products should be classified according to the standard. There is no necessity to demand or supply the complete range of products.

The classification structure covers all 3 levels. The "facility product" on the strategic level is called FM strategic integration and contains the integration of all purchased and used or consumed facility products of an organisation. It is considered as integration and not just a bundle of facility products.

At the tactical level, space and infrastructure and the integration for people and organisation are integrated.

At the operational level, there are standardised products. The classification is just an identification code; there is no standardisation in terms of internal quality or quantity of the facility product for both, the provider and the purchasing and using or consuming organisation.

## 4.5 Structure of FM Processes

### 4.5.1 General

According to EN ISO 9001:2008, processes consist of inputs, the workflow and outputs. In guidance on the concept and use of the process approach for management systems the outputs, as a result of the processes, are considered as satisfied requirements.