



SLOVENSKI STANDARD

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Upravljanje objektov in storitev - 3. del: Navodilo za zagotavljanje kakovosti 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

Facility management - Partie 3 : Guide relatif à la qualité en facility management

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ICS:

03.080.10	Vzdrževalne storitve. Upravljanje objektov	Maintenance services. Facilities management
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EUROPEAN STANDARD
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English Version

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

Facility management - Partie 3 : Guide relatif à la
qualité en facility management

Facility Management - Teil 3: Leitfaden für Qualität im
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.

If this draft becomes a European Standard, 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.

This draft European Standard was established by CEN 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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Recipients of this draft are invited to submit, with their comments, notification of any relevant patent rights of which they are aware and to provide supporting documentation.

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

CEN-CENELEC Management Centre: Rue de la Science 23, B-1040 Brussels

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prEN 15221-3:2018 (E)**European foreword**

This document (prEN 15221-3:2018) 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.

This document will supersede EN 15221-3:2011.

This European Standard is one of the series ISO-EN 41000 and EN 15221 “*Facility Management*” which consists of the following parts:

- *EN ISO 41011:2017 Facility Management - Vocabulary*
- *EN ISO 41012:Facility Management – Guidance on strategic sourcing and the development of agreements*
- *ISO/TR 41013 Facility Management – scope, key concepts and benefits*
- *EN 15221 Part 3: Guidance on quality in Facility Management*
- *EN 15221 Part 4: Taxonomy, Classification and Structures in Facility Management*
- *EN 15221 Part 5: Guidance on Facility Management processes*
- *EN 15221 Part 6: Area and Space Measurement in Facility Management*
- *EN 15221 Part 7: Performance Benchmarking*

Note With the addition of the ISO standards, Part 1 and Part 2 of EN 15221 are withdrawn.

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Introduction

In 2013 the initiative was taken to interest parties at ISO level for the FM suite of standards of Europe, the EN 15221 parts 1 to 7. This resulted in the re-development of the standards for vocabulary, sourcing and agreements.

The result consists of the parts:

- EN-ISO 41011 Facility Management – Vocabulary
- EN-ISO 41012 Facility Management – Guidance on strategic sourcing and the development of agreements.
- ISO/TR 41013 Facility Management – Scope. Key concepts and benefits.

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.

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.

prEN 15221-3:2018 (E)

- This standard is based on: the existing FM standards EN-ISO 41011, EN-ISO 41012 and EN-ISO 41013 which define FM, FM sourcing and FM agreements as well as Scope key concepts and benefits. The EN ISO 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 ensure their continuous improvement;
- improve communication between stakeholders;
- improve effectiveness of the FM processes;
- and other aspects related to quality in FM.

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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);
- 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.

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-ISO 41011:2017 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-ISO 41011 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.

“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.

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 sub clause, the terms “facility services” and “classified facility products” are used in this standard.

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prEN 15221-3:2018 (E)**1 Scope**

This document 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 ISO 41012 within the framework of EN ISO 41011 and ISO/TR 41013. 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 document is applicable to business services (not consumer oriented).

This document 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 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.

EN-ISO 41011:2017 *Facility Management – Vocabulary*

ISO/TR 41013 *Facility Management – Scope, key concepts and benefits.*

EN ISO 41012:2018 *Facility Management – Guidance on strategic sourcing and the development of agreements (ISO 41012:2017)*

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.

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

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

3.1.1

quality

degree to which a set of inherent characteristics fulfils requirements

[EN ISO 9000:2015]

3.1.2

requirement

need or expectation that is stated, generally implied or obligatory

[EN ISO 9000:2015]

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 9000:2015]

3.1.4

product

result of a process

product categories, as follows:

- services (e.g. transport);
- software (e.g. computer program, dictionary);
- hardware (e.g. engine mechanical part)

[EN ISO 9000:2015]

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prEN 15221-3:2018 (E)**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 1 to entry: Facility services are services related to “space and infrastructure” and to “people and organization”.

[EN -ISO 41011 and ISO/TR 41013]

3.1.7**facility product**

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

Note 1 to entry: 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-ISO 41011 and ISO/TR 41013]

3.1.8**process**

set of interrelated or interacting activities which transforms inputs into outputs

[EN ISO 9000:2015]

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3.1.9**system**

set of interrelated or interacting elements

[EN ISO 9000:2015]

3.1.10**grade**

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

[EN ISO 9000:2015]

3.1.11**service level**

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

Note 1 to entry: The described set of characteristics in the SL can be graded within boundaries suitable for measurement and analysis.

3.1.12**indicator**

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

3.1.13**key performance indicator (KPI)**

measure that provides essential information about performance of facility services delivery

[EN-ISO 41011 and ISO/TR 41013]

3.1.14**client key performance indicator**

indicator that provides essential information about performance of the client organization

Note 1 to entry: 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 1 to entry: 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 1 to entry: 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

Note 1 to entry: Not directly linked to the client organization objective.

3.1.18**sustainability**

ability of system to be maintained for the present and future generations

Note 1 to entry: In this context "system" comprises environmental, social and economic aspects.

[EN 15643-2:2011]

3.2 Abbreviations

FM	facility management
SL	service level
SLA	service level agreement
KPI	key performance indicator
PDCA	plan, do, check, act
QM	quality management
QMS	quality management system