INTERNATIONAL STANDARD

ISO
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Facility management — Management systems — Requirements with guidance for use

Facility management — Systèmes de management — Exigences avec directives d'utilisation

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Foreword

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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).

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).

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

For an explanation on 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.

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.

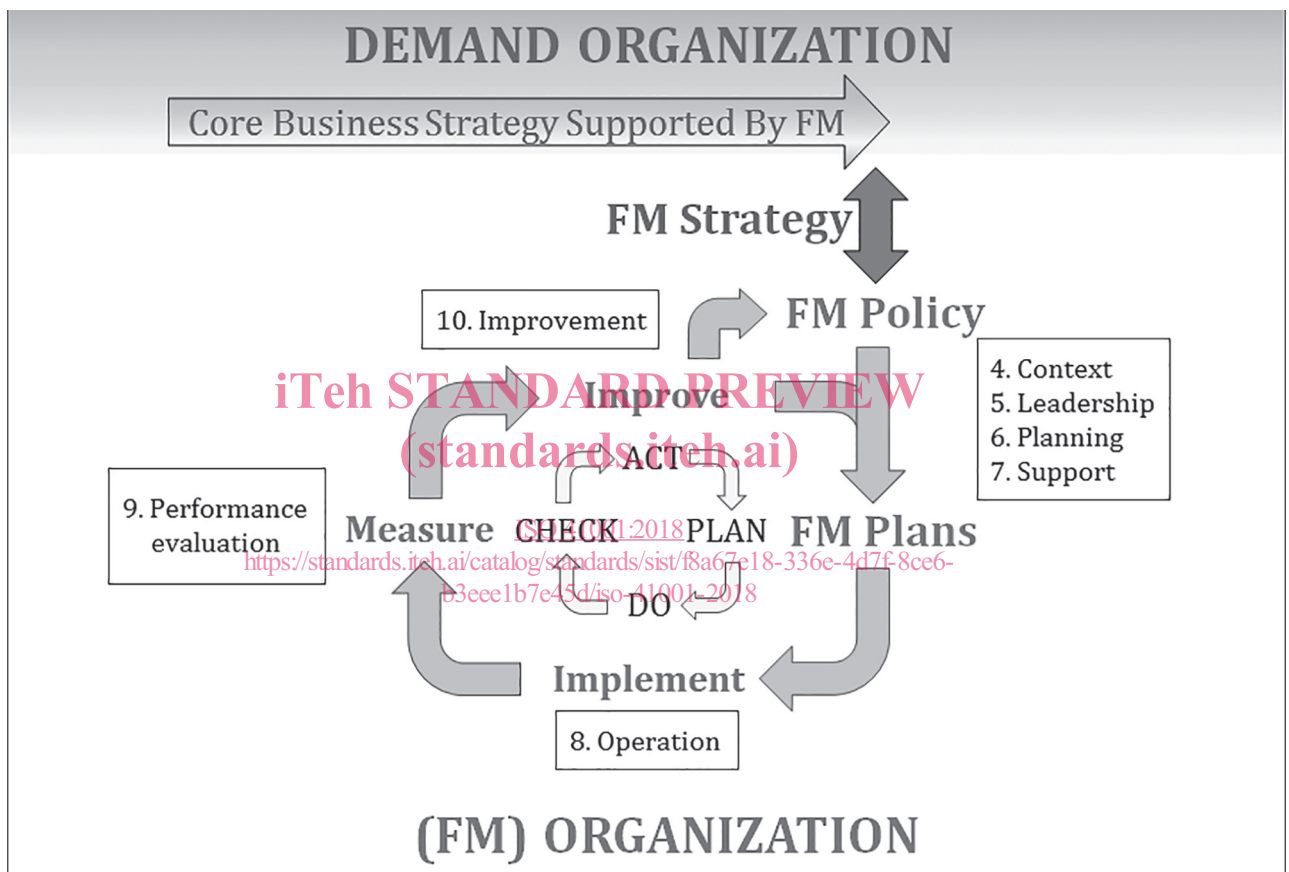**Act:** take actions to continually improve process performance.

Figure 1 — Process approach methodology in facility management

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Facility management — Management systems — Requirements with guidance for use

1 Scope

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;