
**Facility management — Development
of a facility management policy**

*Facility management — Élaboration d'une politique de facility
management*

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ISO copyright office
CP 401 • Ch. de Blandonnet 8
CH-1214 Vernier, Geneva
Phone: +41 22 749 01 11
Email: copyright@iso.org
Website: www.iso.org

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Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

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 of 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 www.iso.org/iso/foreword.html.

This document was prepared by Technical Committee ISO/TC 267, *Facility management*, in collaboration with the European Committee for Standardization (CEN) Technical Committee CEN/TC 348, *Facility Management*, in accordance with the Agreement on technical cooperation between ISO and CEN (Vienna Agreement).

Any feedback or questions on this document should be directed to the user's national standards body. A complete listing of these bodies can be found at www.iso.org/members.html.

Introduction

0.1 General

Facility management (FM) integrates multiple disciplines in order to have an influence on the efficiency and productivity of economies of organizations, societies and communities, as well as the manner in which individuals interact with the built environment. FM affects the safety, well-being and quality of life of much of the world's societies and population through the services it manages and delivers (see ISO 41001).

This document makes reference to the demand organization and to the organization responsible for FM and facility services. A distinction is necessary because of the variable nature in which FM is organized and where facility services are delivered through personnel within the demand organization, through external service providers or a combination of the two.

The guidance in this document applies principally to the FM organization. In situations where there is presently no formal FM organization, a person (or body) should be appointed to take an active role in developing the FM policy. Unless otherwise stated in this document, "organization" refers to the FM organization.

ISO 41001 makes reference to an FM policy in the context of an FM system.

The benefits of developing an FM policy include:

- a framework for setting FM objectives;
- support for the management of risk;
- a commitment to the continual improvement of the FM system;
- leadership and commitment by top management or an agent of the demand organization to the operation of the FM system;
- reduced likelihood of a disconnect between the FM strategy and operational FM requirements;
- improved efficiency in the provision of FM in general and in the delivery of facility services in particular;
- a commitment to the protection of people, property and the environment;
- strengthening of related policies of the demand organization.

In a hierarchy of decision-making and actions, the FM policy is positioned between the FM strategy and operational plans. The FM policy is derived from the FM system, which is all-encompassing in its scope although not in terms of detailed requirements or recommendations.

This document is intended to complement the current provision of guidance on FM policy in the context of the FM system (see ISO 41001). The aim is to promote awareness, competence development and expertise by providing advice on those decisions that affect the management of the facility and the delivery of facility services.

Specifically, this document is applicable to any organization that wishes to:

- utilize a methodology for developing an FM policy;
- assure itself of the alignment of the FM policy with the FM strategy (see ISO 41014);
- provide a framework for setting FM objectives and operational FM requirements.

This document provides guidance for internal or external audit programmes. Users of this document can compare practices for developing an FM policy with an internationally recognized benchmark, providing sound principles for the effective management of those practices.

0.2 Process approach

This document provides a common basis for understanding the factors that the organization should consider when developing an FM policy. It promotes a methodology to assist the organization in determining the most appropriate approach to, and arrangements for, the development of an FM policy as a basis for the implementation of operational FM requirements to support the demand organization's core business, primarily its business activities.

This document emphasizes the decisions, activities, information, data and interested parties that have to be coordinated into a manageable process for the development of an FM policy and the stages within it, including:

- defining the FM policy framework (see [Clause 4](#));
- compiling the FM policy (see [Clause 5](#));
- implementing the FM policy (see [Clause 6](#));
- review and revision of the FM policy (see [Clause 7](#)).

The methodology is intended to be scalable, meaning that this document's provisions are applicable to any organization to a greater or lesser extent. As such, the organization can determine which of the provisions apply fully or partially to the development of the FM policy.

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Facility management — Development of a facility management policy

1 Scope

This document gives guidance on the development of a facility management (FM) policy when the organization:

- a) intends to establish a framework for setting FM objectives and the effective management of risk;
- b) intends to achieve alignment between the FM strategy and operational FM requirements;
- c) wants to improve the usefulness and benefits provided by the FM system;
- d) aims to meet the needs of interested parties and applicable FM requirements consistently;
- e) aims to be sustainable.

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 terminology databases for use in standardization at the following addresses:

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

3.1

acceptance criteria

evidence required for considering that requirements have been fulfilled

[SOURCE: ISO 22263:2008, 2.1]

3.2

after-action review

structured review or debriefing process for analysing an event, capturing lessons learned and identifying opportunities for improvement

3.3

facility management policy

FM policy

course or principle of action adopted or proposed that is intended to achieve defined outcomes

Note 1 to entry: Example principles include net zero carbon operations, workplace well-being, zero incidents and minimal whole-life cost.

3.4 operational plan

documented collection of procedures and information that is developed, compiled and maintained in readiness for the conduct of operations

[SOURCE: ISO 24516-3:2017, 3.16]

4 Defining the FM policy framework

4.1 Key principles

The organization should be guided by the demand organization’s business strategy and objectives, and the FM strategy when developing, implementing, maintaining and updating the FM policy. Specifically, the FM policy should be:

- aligned with the business objectives of the demand organization;
- supported by top management;
- appropriate to the nature and scale of the organization and its operations;
- consistent with other relevant organizational policies, including those of the demand organization;
- part of the daily work of the organization;
- clear, unambiguous and actionable, stating the actions that are acceptable and those that are not acceptable;
- coordinated with interested parties, with interdependent policy and with statutory and regulatory requirements;
- communicated to interested parties responsible for implementation and maintenance;
- periodically reviewed and updated.

NOTE ISO 41001 provides requirements for an FM system. ISO 41014 gives guidance with recommendations for the development of an FM strategy.

4.2 Strategic intent

The FM policy should inform FM procedures and operations.

The distinction between the strategic, tactical and operational levels of the organization’s management should be made clear. Policy declares the intent or guiding principle. Processes and procedures are then the tactical level output that implements the policy in terms of operations. [Figure 1](#) shows the relationships.

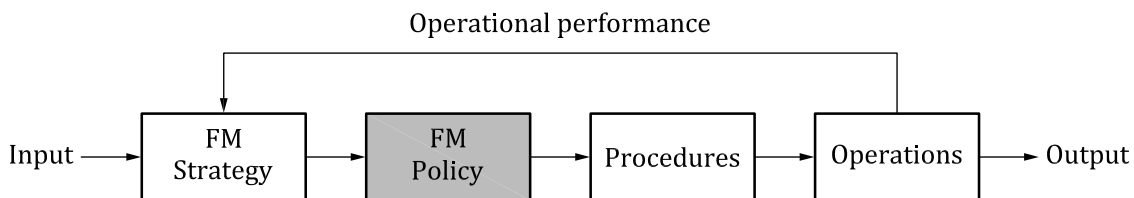


Figure 1 — Relationship between FM policy and FM strategy, procedures and operations

There can be overlap where the organization influences other demand organization objectives [e.g. occupational health and safety (OH&S), environmental impact and sustainability]; however, in a hierarchical context, FM should yield to, adopt and support, as applicable, policies developed by

the demand organization (e.g. sourcing, procurement, information and data, quality, employment, inclusiveness and equity, and corporate social responsibility).

The FM policy should provide guidance on the following:

- approach to work and or other human-centred activities and functions;
- the way in which business is conducted in the organization, including environmental, social and corporate governance;
- beliefs, values, attitudes and behaviour of people within the organization, taking into account cross-cultural impacts;
- roles, responsibilities and relationships with external bodies.

4.3 Expected impacts

4.3.1 General

Appropriate behaviour can be expected to create a safe, healthy and secure environment for users and visitors. For the demand organization, there are likely to be benefits in terms of more efficient and effective FM operations, which can be expected to continue to support the core business. The FM policy should raise awareness of what is acceptable and what is not, and have the potential to reform inappropriate behaviour.

The FM policy should provide users and all other interested parties with a frame of reference for their day-to-day work, or other role, as well as guidance on the operation and use of the facility and expected behaviour. In framing the FM policy, the organization should make explicit the type and nature of facility services that are delivered so that expected outcomes (see [4.3.2](#)) are achieved and unintended consequences are avoided (see [4.3.3](#)).

The extent to which users are satisfied or dissatisfied with any aspect of FM and the delivery of facility services should be established through periodic surveys or other forms of inquiry. Care should be exercised when canvassing the opinions of users so that it is seen as a genuine attempt to understand the suitability of the facility and facility services.

NOTE User satisfaction is a key success factor in FM. ISO 10001 gives guidelines for planning, designing, developing, implementing, maintaining and improving customer satisfaction codes of conduct.

4.3.2 Expected outcomes

Policies that are intended to create awareness and appropriate behaviour are more likely to succeed if they are explained, practicable and backed-up by leadership and commitment from top management (see [4.5](#)).

Top management should review its decisions before committing to them to determine if they are likely to achieve the expected outcomes.

EXAMPLE A procedure for waste reduction and elimination is more likely to be followed by users if understood from their perspective and supported by practical guidelines.

4.3.3 Unintended consequences

A well-intended policy can fail to meet its intended outcome for a variety of reasons. The following factors should be avoided:

- its impracticality for users to implement;
- a conflict with an individual's beliefs or values;
- an implicit conflict of interest with an individual's performance expectations;

- failure to consider the impact on related functions.

Depending on location, many workforces and interested parties are likely to reflect a mix of different ethnic, religious and cultural backgrounds.

The organization should consider the implications of its policymaking so that it avoids unintended consequences for users, its own personnel and other interested parties arising from incompatibilities between their beliefs and values, and the organization's policies.

NOTE A health, safety, security and environment policy that has the aim of minimizing accidents and which is linked with a reward scheme, even if unintentional, can result in the underreporting of accidents.

4.4 Sustainability goals

4.4.1 Environmental performance

The organization should document the legislation applicable to environmental performance in the context of achieving the FM objectives (e.g. energy use, CO₂ emissions, water quality, water consumption, waste reduction, recycling) and all supporting standards and procedures in the FM system.

The organization should state how it intends to be compliant with the legislation and supporting standards and procedures. This statement should form part of the FM policy (see [Clause 5](#)).

Actions to improve the organization's environmental performance over the short-, medium- and long-term should be recorded, for example:

- reduction in energy use from non-renewable sources;
- reduction of greenhouse gas emissions and airborne pollutants;
- reduction in water consumption;
- increased recycling of water and rainwater harvesting;
- reduction of waste to landfill or other environmentally damaging location;
- increased re-use or recycling of materials and products;
- reduction in the use of toxic and hazardous substances in new-built, refurbished and repurposed facilities;
- recovery and regeneration of products and materials at the end of their service life;
- more efficient use of space;
- more efficient use of resources (e.g. consumable resources and materials during operation and use).

NOTE ISO 14001 provides requirements for an environmental management system. ISO 50001 provides requirements for an energy management system. ISO 14005 provides advice on the integration and use of environmental performance evaluation techniques. ISO 46001 provides requirements and guidance on a water efficiency management system.

4.4.2 Social performance

The organization should identify social performance factors that are applicable to FM and state how it intends to support the demand organization's social strategic objectives, for example:

- responsibility, accountability, transparency and ethical behaviour towards all interested parties;
- inclusiveness, well-being, safety and security of users.

The organization should state how it intends to be compliant with legislation and supporting standards and procedures in regard to social performance. This statement should form part of the FM policy (see [Clause 5](#)).

NOTE ISO 26000 provides guidance on how businesses and organizations can operate in a socially responsible way.

4.4.3 Economic performance

The organization should express its business plans in terms of clear, measurable financial objectives for its FM so that the economic performance in regard to FM is not in conflict with the organization's business objectives.

4.5 Leadership and commitment

4.5.1 Alignment with the demand organization

The organization's top management should verify that the FM policy is compatible with the FM strategy and the business objectives of the demand organization.

The organization should consider its resources in terms of capability and capacity when developing the FM policy.

4.5.2 Management decision-making

The organization should make its decision-making process explicit, including identifying the role(s) within the organization and demand organization where decision-making affecting FM takes place.

The organization should verify that management decision-making in regard to the FM policy is consistent with decision-making in other functional areas. In all instances, account should be taken of the needs of interested parties before decisions are finalized.

NOTE An organization's culture and management practices will dictate decision-making behaviour for estate-related, operational, performance-related, financial and personnel matters (see ISO 26000).

The organization should recognize the importance of collective agreement in organizing and managing change, and that a risk-based approach to decision-making is necessary (see [4.6.4](#)). All approved changes affecting FM should be documented in the FM system and their implications for the FM policy should be determined.

4.5.3 Access, inclusiveness and equality

The organization should make its arrangements for accommodating people with mobile, sensory or cognitive impairment clear in the FM policy.

The organization should promote understanding and acceptance of diverse opinion, beliefs, culture and experience so that no individual or group of people should be disadvantaged in their use of the facility (see ISO 41014).

4.5.4 Health, safety and security

The organization should communicate the importance of health, safety and operational security to all users, including service personnel and visitors, to the extent that everyone has a duty to report any act, event or other occurrence where health, safety or security is called into question.

NOTE 1 Security has become a major concern for some organizations because of the threat of criminal activity, including the supply chain for goods and services, and the need to remain vigilant at all times.

The organization should document how it intends to reduce the risk of incidents that have the potential to cause injury or harm to users, property and the environment.