



SLOVENSKI STANDARD

oSIST prEN ISO 41015:2022

01-september-2022

Upravljanje objektov in storitev - Vplivanje na organizacijsko vedenje za izboljšanje rezultatov objektov (ISO/DIS 41015:2022)

Facility management - Influencing organizational behaviours for improved facility outcomes (ISO/DIS 41015:2022)

Facility Management - Beeinflussung des Verhaltens zur Verbesserung der Ergebnisse von Einrichtungen und der Benutzererfahrung (ISO/DIS 41015:2022)

Facility management - Influencer les comportements organisationnels pour obtenir de meilleurs résultats en matière d'installations (ISO/DIS 41015:2022)

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ICS:

03.080.10	Vzdrževalne storitve. Upravljanje objektov	Maintenance services. Facilities management
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Facility management — Influencing organizational behaviours for improved facility outcomes

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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).

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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*.

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

The International Standards on facility management (FM) developed by ISO/TC 267 describe the characteristics of facility management and are intended for use in both the private and public sectors.

NOTE The terms “facility management” and “facilities management” can be used interchangeably.

International cooperation in the preparation of these International Standards has identified common practices that can be applied across a wide variety of market sectors, organizational types, process activities and geographies, and their implementation will help to:

- improve user experience quality, productivity and performance.
- promote and enhance sustainability and reduce negative environmental impact.
- develop functional, inclusive and motivating work environments.
- maintain regulatory compliance and provide safe workplaces.
- optimize asset life cycle performance.
- improve resilience and relevance.
- manage expectations and demands of end users and other interested parties.
- project an organization’s identity and image more successfully.

This standard is intended for owners, operators, and service providers (internal and/or external) at a facility. The aim is to identify the different ways facility improvements can positively influence behaviours to improve the contribution that the facility makes to the demand organization. Whilst behaviours are subjective, the recommendations and guidance on how these can be clearly defined and measured will enable a collective, collaborative and common objective to be reached by all parties. Influencing behaviour should be seen in the context of the ways in which individuals act or conduct themselves.

Efficient and effective facility management will ultimately fulfil the demand organization’s requirement for optimal performance and allow for a more agile organizational approach. The organization should be able to determine the potential impact that its approaches have on meeting the demand organization’s mission so that the organization aligns and delivers its services accordingly. The aim is to provide recommendations and guidance on the appropriate operation of the facility so that its contribution to meeting the demand organization’s mission and goals can be clearly defined and measured.

Facility management — Influencing organizational behaviours for improved facility outcomes

1 Scope

The standard provides guidance on the ways the organization can:

- Engage, empower, and influence facility managers, users, and other interested parties for improved outcomes and user experience; and
- Contribute to the performance of the demand organization objectives and goals.

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 41001:2018, *Facility management — Management systems — Requirements with guidance for use*

ISO 41011:2017, *Facility management — Vocabulary*

ISO 41012:2017, *Facility management — Guidance on strategic sourcing and the development of agreements*

ISO 41014:2020, *Facility management — Development of a facility management strategy*

ISO 41018:2022, *Facility management – Development of a facility management policy*

3 Terms and definitions

For the purposes of this document, the terms and definitions given in ISO 41011:2017 – *Facility management – Vocabulary* 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 <https://www.electropedia.org/>

NOTE For the purposes of this document, the term “organization” will refer to the FM organization unless otherwise stated.

3.1

output

end product or service of a process

Note 1 to entry: The outputs and outcomes may affect each other through a circular process.

3.2

outcome

final result or consequence of the output

Note 1 to entry: The outputs and outcomes may affect each other through a circular process.

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4 Context of the organization

4.1 General

The organization supports the demand organization in circumstances determined substantially by behaviours in the demand organization. To deliver value to the demand organization, the organization should be recognized for knowing, aligning with, and giving prompt priority to demand organization needs and initiatives. These may arise from internal or external factors.

4.2 Understanding the organization

The organization has a direct role in delivery of outputs supporting the core business and contributes to the outcomes and competitive advantage of the demand organization. The organization is well situated to influence demand organization behaviours, actions, and decisions that can affect achievement of demand organization goals in areas such as economy, productivity, resilience, and reputation.

The organization should determine the potential impact that FM processes and activities can have in carrying out the mission of the demand organization and recommend policies and processes with consideration of potential for successful performance within the constraints of the demand organization context, consistent with demand organization culture.

It is key for the demand organization to appreciate the context under which the FM strategy and the organization itself have developed, and FM impact on elements, such as:

- mission
- vision
- values
- infrastructure
- workspace
- processes
- marketing relationship
- attracting and retaining talent
- people development
- communication
- sustainability
- health and safety
- finance
- risk & opportunities
- compliance
- performance
- executive team
- productivity
- culture
- technology

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- quality
- innovation

In addition, the organization should map the external and internal factors that could impact or influence the demand organization. These factors could include:

- External context: economic, social, spatial, environmental, as experienced by end users at present and in the foreseeable future.
- Internal context: people (user experience, organizational culture), place (image, collaboration, flexibility, cost), and process (productivity, reliability, innovation)

To map the internal and external contexts that apply to FM and impact outcomes sought by the demand organization, it is critical for the organization to remain aware of current demand organization principles, policies, strategies, and initiatives

The organization should periodically identify how elements of context impact and influence demand organization behaviours, actions, and facility user experiences and outcomes throughout the facility lifecycle and across strategic and tactical levels of operation.

4.3 Identifying organizational goals and objectives

The organization should identify demand organization goals and objectives that can be influenced to achieve positive outcomes and user experiences. The organization will determine goals, objectives, and targets, including factors critical to success, their measurement, and the environment for achieving them. To do so, the organization must remain familiar with and align with demand organization goals, objectives, and stakeholders affected. The demand organization should support the organization with information pertaining to its goals and objectives.

4.3.1 Aligning with organizational goals

In preparation for influencing behaviour, the organization should map how its business approaches, activities, and practices can affect the achievement of demand organization goals and objectives, then recommend change, as necessary, to ensure that FM can provide effective support.

Change to organization policies, processes, or procedures should be considered whenever a misalignment between goals and anticipated results becomes evident. The organization should also consider incidental impacts on existing outputs when proposing a change. The effectiveness of this provision can be enhanced by use of scheduled reviews.

When working with goals, objectives, operating principles, and approaches it is important for the organization to adopt the same business terminology as used by the demand organization. This applies as well to subsequent control, planning, and monitoring activities.

4.4 Demonstrating and communicating value

Before the organization can influence organizational behaviour, it should demonstrate its value as a key stakeholder to the demand organization.

The organization may demonstrate value as a key stakeholder by:

- Aligning outputs and outcomes achieved with organizational goals, targets, and objectives
- Negating, mitigating, or transferring organizational risk
- Reducing direct cost
- Improving efficiency and productivity
- Delivering intangible or indirect value through reputation or other tactics