



**SLOVENSKI STANDARD**  
**oSIST prEN 15221-8:2023**  
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**Upravljanje objektov in storitev - 8. del: Načela in procesi**

Facility Management - Part 8: Principles and processes

Facility Management - Teil 8 : Grundsätze und Prozesse

Facility Management - Partie 8 : Principes et processus

**Ta slovenski standard je istoveten z: prEN 15221-8**

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English Version

## Facility Management - Part 8: Principles and processes

Facility Management - Principes et processus

Facility Management - Grundsätze und Prozesse

This draft European Standard is submitted to CEN members for enquiry. It has been drawn up by the Technical Committee CEN/TC 348.

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EUROPEAN COMMITTEE FOR STANDARDIZATION  
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EUROPÄISCHES KOMITEE FÜR NORMUNG

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

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**prEN 15221-8:2023 (E)****European foreword**

This document (prEN 15221-8:2023) has been prepared by Technical Committee CEN/TC 348 “Facility Management”, the secretariat of which is held by SN.

This document is currently submitted to the CEN Enquiry.

This document will supersede EN 15221-3:2011, EN 15221-4:2011, EN 15221-5:2011 and EN 15221-7:2012, see [1], [2], [3] and [5].

New content on sustainability (4.7.2 and Annex H), competences (4.7.3) and digitalisation and Building Information Modelling (BIM) (Clause 11) have been added.

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## Introduction

This document is based on the withdrawn European standards EN 15221 Parts –1 to –5 and –7 (except EN 15221 Part –6 about space measurement [4]) and on the EN ISO 41000 series of FM standards, see Clause 2 and Bibliography [8] to [14].

The aim of the European FM standards is to provide guidance to Facility Management (FM) organizations on the development and improvement of their FM processes in order to support and enable the function of the primary activities in a safe and motivating work environment. It supports organizational development, innovation and improvement and forms a foundation for further professional development of FM and its advancement in Europe. Generic examples are provided in the standard to assist organizations in its application.

The European FM standards are for use by management, practitioners, and consultants and are applicable to:

- FM in public and private/commercial organizations;
- demand organization and service provider relationships;
- both types of service providers in FM (internal and external);
- professionals in the full range of facility services or facility products;
- all types of working environments (e.g. industrial, commercial, administration, military, healthcare, housing, etc.).

EN ISO 41011 defines FM as an “organizational function which integrates people, place and process within the built environment with the purpose of improving the quality of life of people and the productivity of the core business”.

From a European perspective, this definition contains the following, additional aspects:

- An ‘organizational function’ means, FM has a responsibility within the organization to actively contribute to and be partly accountable for reaching its goals (productivity of the core business);
- The parts integration of ‘people, place and process’ (= workplace) and ‘improving the quality of life of people’ require that FM has a responsibility in the definition of the demand of the core business for space and other resources in order to optimize costs, efficiency, and functionality;
- The part ‘within the built environment’ consequently points to another responsibility in the field of sustainability.

Missing from this perspective are e.g. the anticipation of and adaptation to change.

Benefits or effects and outcome of FM are:

- Effectively operating primary processes;
- Satisfied, motivated and creative employees and external users;
- Safe and functional working/built environment according to user’s needs;
- Improved quality of support services
- Optimized use of resources within budgetary restrictions;



This document provides additional information in conjunction with EN ISO-standards on how to organize FM within an organization from a European perspective:

- It specifies fundamentals, principles, and processes for Facility Management and provides methods which enable the implementation and use of these within any organization;
- It specifies criteria to support organizational decisions;
- It gives guidance for development and improvement of the FM processes to support and enable the function of the primary activities.

It also points to the responsibilities and accountability of FM as an organizational function that enables the primary processes. It helps to demonstrate the benefits of FM to the organization and to create maximum value by enabling the organization to function in an optimal way.

Main users of the standard (target audience):

- Persons ordering FM: CEOs, COO's, head of department (overview);
- Internal professionals: Facility managers, Facility services managers (detail);
- External professionals: Consultants, service providers, software producers;
- Educational professionals: Persons involved in teaching, learning and research in FM. (suggest to move this to the introduction).

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**prEN 15221-8:2023 (E)****1 Scope**

This document:

- specifies fundamentals, principles, and processes for Facility Management and provides methods which enable the implementation and use of these within any organization;
- specifies criteria to support organizational decisions;
- gives guidance for development and improvement of the FM processes to support and enable the function of the primary activities.

This document is based on and replaces EN 15221-3, EN 15221-4, EN 15221-5 and EN 15221-7.

**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, *Facility management - Vocabulary (ISO 41011)*

EN ISO 41012:2018, *Facility management - Guidance on strategic sourcing and the development of agreements (ISO 41012:2017)*

EN 13306, *Maintenance - Maintenance terminology*

**3 Terms, definitions, and abbreviations**

For the purposes of this document, the terms and definitions given in EN ISO 41011 and the following apply.

**3.1 Terms, definitions****3.1.1****FM business concept**

description of a model like implementation of the support function in an organization using best practice

**3.1.2****facility manager**

individual responsible for managing demands and/or provision of facility services

[SOURCE: ISO 6707-4:2021, 3.7.12 – Modified: Note 1, 2 and 3 to entry are added]

Note 1 to entry: Depending e.g. on the size, type, complexity or culture of the organization, the role of the facility manager may be defined differently. It could be limited to strategic procurement (managing demands) and/or integration of facility services (managing provision) or could include responsibility for tactical and operational tasks. The role could also be split between the demand and the supply side.

Note 2 to entry: In the FM business concept described in this standard, the facility manager is the head of the FM organization and consequently the single point of contact for the top management on strategic level; in this case, the facility manager leads the FM organization (leadership), conducts strategic projects and tasks (planning), ensures supply (support operation), quality (performance evaluation), and continuous improvement.

Note 3 to entry: The verb managing refers to demands as well as to the provision of facility services.

**3.1.3****facility professional**

trained and/or competent person working in a FM-organization

**3.1.4****support processes**

workflow of activities not designated as primary activities (non-core activities)

Note 1 to entry: Support processes on which are integrated and delivered by FM are called facility processes.

**3.1.5****performance indicator**

parameter, or a value derived from parameters, which provides information about performance

Note 1 to entry: Performance indicators are typically expressed as ratios between variables. These ratios may be commensurate (e.g. %) or non-commensurate (e.g. \$/m<sup>3</sup>).

[SOURCE: ISO 24523:2017, 3.13 – Modified: Note 2 to entry is omitted.]

**3.1.6****key performance indicator****KPI**

measure that provides essential information about the performance

[SOURCE: EN ISO 41011:2018, 3.8.4]

**3.2 Abbreviated terms**

For the purposes of this document, the following abbreviated terms apply.

AIM	Asset information modelling
AM	Asset management
BIM	Building information modelling
BIMC	BIM implementation maturity checklist
CAFM	Computer aided FM
CAPEX	Capital expenditure
CEO	Chief executive officer
CDE	Common data environment
COO	Chief operating officer
CFMO	Chief FM officer
CSO	Chief Services Officer
ERP	Enterprise resource planning
ESG	Environment Social Governance
FM	Facility Management
FS	Facility service(s)
GMP	Generic management processes

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HR	Human Resources
HSSE	Health, Safety, Security and Environment
ICT	Information and communication technology
KPI	Key Performance Indicator
M&O	Maintenance and operation
OIM	Object information modelling
OPEX	Operational expenditure
PDCA	Plan, Do, Check, Act
PIM	Project information modelling
QM	Quality management
QMS	Quality management system
REM	Real estate management
SLA	Service Level Agreement

**4 Organization****4.1 Introduction**

The organizations which can utilize this standard are all kinds of business organizations. The commercial sector can encompass a variety of organizations e.g. production companies, trade companies, insurance and bank companies, chemical and medical companies as well as automotive, electronics, computer, software, traffic and sales companies. Core business areas in the public sector can encompass e.g. administration, schooling, education, public safety (police, fire fighting), public transport, military, health care, justice, energy supply, etc.. Non-Governmental Organizations and Non-Property Organizations, include e.g. churches, political parties, trade unions, environmental protection associations, sports clubs, etc. Each one of these organization has specific and characteristic primary processes (core business), performed by business units like senior management, administration, research and development, production, storage, sales, after-sales, logistics, etc.

In order to execute its primary processes every organization needs support processes like human resources, accounting, controlling, customer relation, ICT, and needs space, infrastructure, equipment, and other assets. All primary processes and support processes have in common their need for a functional, motivating and creativity supporting working environment that enables their primary processes and offers the employees a good, comfortable, and safe well-being.

FM is the organizational function that takes responsibility to fulfil these support needs in an optimal way and thus enables the core business to function effectively.

In small organizations like start-ups or small consulting firms the owners and employees often carry out their support processes by themselves, as the complexity of the built environment and of the equipment is not too high.

To summarize: Every organization, be it private, commercial, public or non-profit, needs support in the form of managed services (FM or other support management) in order to function. Every organization is also individual and so is every implementation of the FM function in an organization.

FM as a discipline or profession can also be understood as a range of competences and knowledge delivered in institutions at different levels. To support the development of the discipline or profession, research activities are carried out on a regular basis and key results of the findings published to the market.