



**International  
Standard**

**ISO 41002**

**Facility management —  
Development of the facility  
management organization**

*Facility management — Élaboration d'un organisme de facility  
management*

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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 document 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](http://www.iso.org/directives)).

ISO draws attention to the possibility that the implementation of this document may involve the use of (a) patent(s). ISO takes no position concerning the evidence, validity or applicability of any claimed patent rights in respect thereof. As of the date of publication of this document, ISO had not received notice of (a) patent(s) which may be required to implement this document. However, implementers are cautioned that this may not represent the latest information, which may be obtained from the patent database available at [www.iso.org/patents](http://www.iso.org/patents). ISO shall not be held responsible for identifying any or all such patent rights.

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](http://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](http://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 societies, communities and organizations, 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).

ISO 41001 makes reference to the demand organization and to the organization responsible for FM, including the delivery of facility services. A distinction is necessary because of the variable nature in which FM is organized and where facility services can be delivered through personnel within the demand organization, through external service providers or a combination of the two. If FM is efficient and effective, the users of a facility can expect the same quality of service regardless of whether the FM organization is internal or external to the demand organization.

This document is based upon the simple premise that a demand organization requires an arrangement internally, externally or through a combination of the two, to take responsibility for FM, including the delivery of facility services.

The benefits of having a formal FM organization include:

- a ready source of skills, knowledge and experience in FM on the strategic, tactical and operational management levels;
- an efficient, responsive and cost-effective function in support of the demand organization's business objectives, strategy and plans;
- a function for managing compliance with statutory and demand organization requirements affecting the operation of the facility, including the health, safety, security and well-being of users;
- a function for implementing measures to minimize the impact of climate change on the facility and for contributing to goals and targets consistent with sustainable development.

**NOTE** The word "business" in conjunction with terms such as objectives, strategies and plans is intended in a general sense to apply to all organizations irrespective of their sector (e.g. private, not-for-profit and public).

The guidance in this document applies to both an internal and external FM organization.

### 0.2 Process approach

This document underscores a leadership- and management-based approach to FM, including the delivery of facility services of whatever kind. It is explicit in the definition of an FM organization that it is able to function on all three management levels: strategic, tactical and operational. The ability of the FM organization to provide an efficient, responsive and effective function in support of the demand organization's business objectives, strategy and plans necessitates processes that ensure continuity of purpose through all three management levels.

The document emphasizes the mutual interdependence between the demand organization and its FM organization. The former's success depends on the latter and the reverse. For this relationship to succeed and thrive well into the future, top management in the demand organization is tasked with the purposeful application of the guidance in this document. Where the FM organization is external, this task is for the service provider's top management.

The context for an external service provider acting as the FM organization is different to that of an internal (or in-house) service provider. An external service provider acting as the FM organization, and operating on all three management levels, is likely to be serving the needs of multiple demand organizations simultaneously; whereas the internal service provider has one demand organization to satisfy. In many countries, the market for FM comprises few large service providers but many more smaller service providers. Not all of the latter are expected to operate fully on all three management levels, although they can aspire to do so.

## ISO 41002:2026(en)

This document provides guidance with recommendations on how internal and external FM organizations can develop and enhance their capabilities on all three management levels. It identifies the decisions, functions, processes, information, data and stakeholders that enable the demand organization to form the essential foundation for the FM organization, whether it is internal or external. The subject matter includes governance, value drivers, risk, stakeholder engagement, organizational structure and factors impacting the success of the FM organization.

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# Facility management — Development of the facility management organization

## 1 Scope

This document gives guidance on the development of a facility management (FM) organization working on the strategic, tactical and operational management levels to:

- a) satisfy the needs and objectives of the demand organization and users of its facility;
- b) meet the needs of stakeholders and applicable FM requirements consistently;
- c) provide a safe, healthy, secure and efficient environment that enhances the workplace experience for users;
- d) protect the asset value and resource value of the facility;
- e) provide appropriately specified, responsive and cost-effective facility services;
- f) implement measures to minimize the impact of climate change on the facility;
- g) contribute to goals and targets consistent with sustainable development;
- h) improve the usefulness and benefits provided by the FM system.

## 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, definitions and abbreviated terms

### 3.1 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/>

#### 3.1.1

##### **business unit**

discrete and accountable function or sub-function within an organization

[SOURCE: ISO/TS 21089:2018, 3.28, modified — Note 1 to entry deleted.]