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Facility Management - Part 5: Guidance on Facility Management processes

I.S. EN 15221-5:2011

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Facility Management - Part 5: Guidance on Facility Management processes

Facilities management - Partie 5: Guide relatif au développement et à l'amélioration des processus

Facility Management - Teil 5: Leitfaden für Facility Management Prozesse

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Foreword

This document (EN 15221-5:2011) has been prepared by Technical Committee CEN/TC 348 "Facility Management", the secretariat of which is held by NEN.

This European Standard shall be given the status of a national standard, either by publication of an identical text or by endorsement, at the latest by April 2012, and conflicting national standards shall be withdrawn at the latest by April 2012.

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. CEN [and/or CENELEC] shall not be held responsible for identifying any or all such patent rights.

This European Standard is one of the series EN 15221 "*Facility Management*" which consists of the following parts:

- *Part 1: Terms and definitions*
- *Part 2: Guidance on how to prepare Facility Management agreements*
- *Part 3: Guidance on quality in Facility Management*
- *Part 4: Taxonomy, Classification and Structures in Facility Management*
- *Part 5: Guidance on Facility Management processes*
- *Part 6: Area and Space Measurement in Facility Management*
- *Part 7: Performance Benchmarking*

According to the CEN/CENELEC Internal Regulations, the national standards organizations of the following countries are bound to implement this European Standard: Austria, Belgium, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Iceland, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, Netherlands, Norway, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Sweden, Switzerland and the United Kingdom.

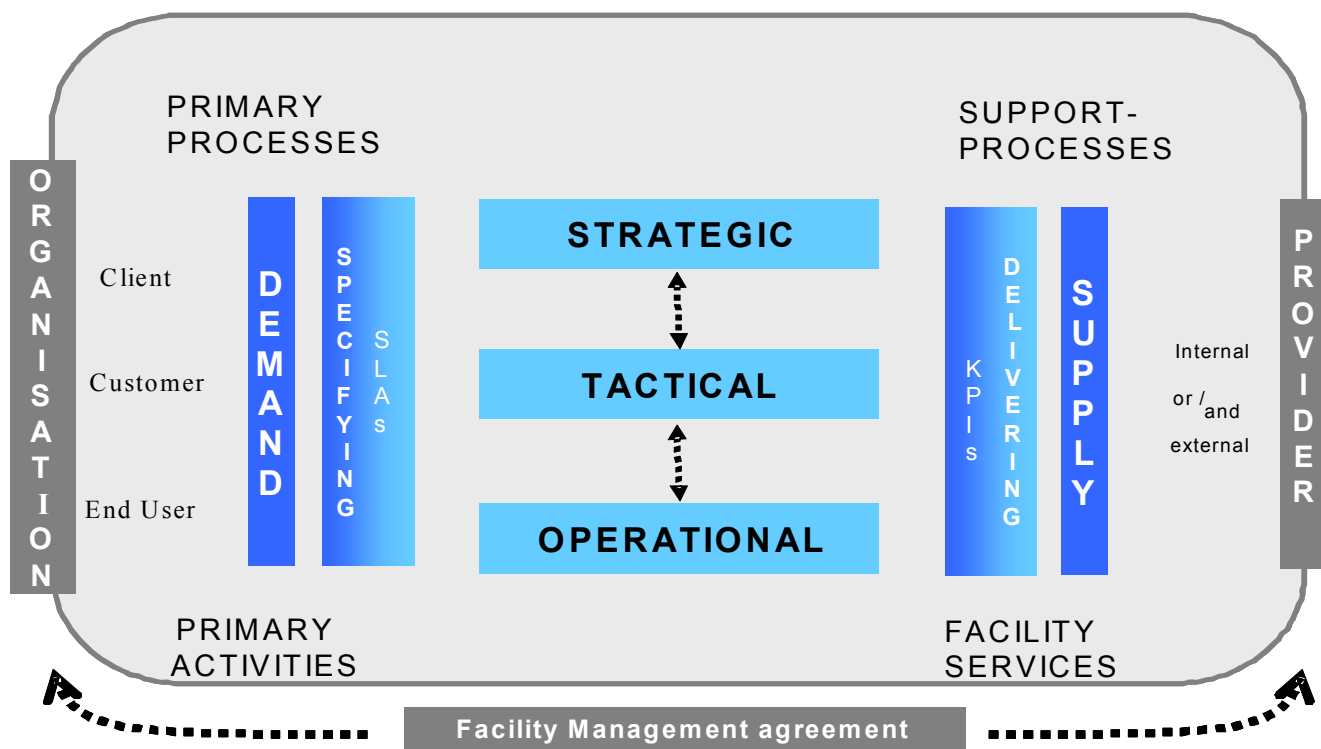
Common Introduction for the European Standards EN 15221-3, EN 15221-4, EN 15221-5 and EN 15221-6

In 2002 the initiative was taken to establish a European Standard for Facility Management benchmarking purposes. It was soon recognized that to reach this objective, preliminary standards had to be elaborated and published. The first result of that process was the standards EN 15221-1:2006 and EN 15221-2:2006. Based on the discussions in the development of those two standards the decision was made to develop four new European Standards for Quality, Taxonomy, Processes and Measurement.

After the realization of those six standards it was possible to pursue developing a European Standard for Benchmarking prEN 15221-7.

The standards, EN 15221-3, EN 15221-4, EN 15221-5 and EN 15221-6 have been developed, adopted and agreed as a set of principles, underlying the Facility Management approach on EN 15221-1, to ensure consistency. These are incorporated in the basic principles of a process-based management system, upon which these standards are founded.

The FM-model of EN 15221-1 is shown below.



Model EN 15221-1:2006

These standards also build on widely accepted management principles, in particular value chain (Porter, M E, (1985), "Competitive Advantage: creating and sustaining superior performance", Free Press, New York) and quality control (PDCA (Plan, Do, Check, Act). Deming, W E (1986), "Out of the Crisis", MIT, Cambridge). Reference to ISO 10014:2006, *Quality management – Guidelines for realizing financial and economic benefits*.

The principles of the Deming cycle (PDCA) underpin all of the standards but are applied to a different extent and depth in each. In fact there are different types of PDCA cycles depending of the term (e.g. long term, short term).

These standards align to EN ISO 9000 family of standards for Quality Management Systems and applies specific guidance on the concepts and use of a process-based approach to management systems to the field of Facility Management.

The term "facility services" is used as a generic description in the standards. The term "standardized facility products" refers to the "standardized facility services" defined and described in EN 15221-4, *Facility Management – Part 4: Taxonomy, Classification and Structures in Facility Management*.

Countries can decide to substitute the term "product" into "service", when they consider that it is important for a good acceptance and use of the standards in their own country.

The aim of all the standards is to provide guidance to Facility Management (FM) organizations on the development and improvement of their FM processes to support the primary activities. This will support organizational development, innovation and improvement and will form a foundation for the further professional development of FM and its advancement in Europe. Therefore, generic examples are provided in the standard to assist organizations.

These standards lay the foundation of the work that has to be done further more in developing Facility Management, for e.g. benchmark standards prEN 15221-7

Introduction to Guidance on Facility Management Processes

The aim of the standard is to provide guidance to all stakeholders concerned by Facility Management (FM), especially providers and their clients on the development and improvement of their processes to support the primary activities. This will support organisational development, innovation and improvement and will form a foundation for the further professional development of FM and its advancement in Europe.

Facility Management is defined in EN15221:1:2006, *Facility Management – Terms and definitions* as the "integration of processes within an organisation to maintain and develop the agreed services which support and improve the effectiveness of primary activities". Underlying this definition is a process-based, management systems approach, as defined in the EN ISO 9000 series.

Further development of European Standards in Facility Management, based on EN 15221-1:2006 will rely therefore on a better understanding of the processes involved and the mechanisms for their integration. These processes need to be identified and described, mapped and modelled to produce a framework for Facility Management.

This standard lays the foundations of further work in developing Facility Management standards and further develops the processes involved in creating FM agreements as described within EN 15221-1:2006. The guidance provided in this standard established the need for the FM processes to start with analysing and having a clear picture of the client organisation and its primary processes as a basis for the development of the FM strategy. All major decisions along the route to final specification of service levels and qualities, choice of delivery model and eventually preparation of the appropriate form of procurement and agreements flow from this basis.

This standard has been developed as one of four new standards and adopted an agreed set of principles, underlying the Facility Management approach, to ensure consistency. These are incorporated in the basic principles of a process-based management system upon which this standard is founded.

The standard aligns to EN ISO 9000 family of standards for Quality Management Systems and applies specific guidance on the concepts and use of a process-based approach to management systems to the field of Facility Management. The standard also builds on widely accepted management principles, in particular value chain (Porter, 1985) and quality control (Deming, 1986) which underlie process-based management systems.

The process approach, described in this standard, should be widely applicable across the European member countries. In order to do this they must build from the existing model in the previous standard (EN 15221-1:2006), be generic, and should not be too prescriptive and enable companies and organisations to adapt them to their own processes.

Through applying the standard, organisations should be able to understand the importance of facility management processes to their effectiveness and understand the need to assess the maturity of their existing processes. This will provide a basis for developing and improving the facilities management processes through a consistent, process-based management approach. Generic examples are provided in the standard to assist organisations.

Facility management processes are integrated at three organisational levels - operational, tactical and strategic. Agreements about the outcomes of these processes need also to be made at these three levels: operational agreements with end-users, tactical agreement with business units and strategic agreement with the senior management group (board, managing directors).

References:

Porter, M E, (1985), "Competitive Advantage: creating and sustaining superior performance", Free Press, New York;
Deming, W E (1986), "Out of the Crisis", MIT, Cambridge.

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