



BSI Standards Publication

Facility management — Influencing organizational behaviours for improved facility outcomes

National foreword

This British Standard is the UK implementation of EN ISO 41015:2023. It is identical to ISO 41015:2023.

The UK participation in its preparation was entrusted to Technical Committee FMW/1, Facilities management.

A list of organizations represented on this committee can be obtained on request to its committee manager.

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COMITÉ EUROPÉEN DE NORMALISATION
EUROPÄISCHES KOMITEE FÜR NORMUNG

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European foreword

This document (EN ISO 41015:2023) has been prepared by Technical Committee ISO/TC 267 "Facility management" in collaboration with Technical Committee CEN/TC 348 "Facility Management" the secretariat of which is held by SN.

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of an identical text or by endorsement, at the latest by October 2023, and conflicting national standards shall be withdrawn at the latest by October 2023.

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Endorsement notice

The text of ISO 41015:2023 has been approved by CEN as EN ISO 41015:2023 without any modification.

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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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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

This document is intended for owners, operators and service providers (internal and/or external) at a facility. It identifies the different ways in which facility improvements can positively influence behaviours which can increase the contribution of the facility to the demand organization. While behaviours are subjective, guidance on how these can be clearly specified 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 (FM) 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 can align and deliver its services accordingly. This document provides guidance on the appropriate operation of the facility so that its contribution to meeting the demand organization's mission and goals can be clearly specified and measured.

[Annex A](#) provides examples and more guidance related to the specific clauses.

Facility management — Influencing organizational behaviours for improved facility outcomes

1 Scope

This document gives guidance on the ways in which a facility management (FM) organization can influence organizational behaviours to achieve improved facility outcomes, including how it can engage, empower and influence users, service providers and other interested parties with one another for improved outcomes and user experience while interfacing with the built environment.

Consequently, and simultaneously, these behaviours can be harnessed to contribute to the achievement of the demand organization's objectives and goals in an organizational sense, regardless of the type of organization or built environment involved. This is the fundamental link to the role of FM as defined in ISO 41001.

This document is intended to build upon the requirements in ISO 41001, which adheres to the Plan-Do-Check-Act methodology.

This document is applicable to organizations both large and small.

NOTE 1 For the purposes of this document, the term "organization" refers to the FM organization unless otherwise stated.

NOTE 2 The terms "facility management" and "facilities management" can be used interchangeably.

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

organizational behaviour

result of how interested parties interact with one another and the built environment within a demand organization

Note 1 to entry: These interactions subsequently influence how the demand organization itself behaves and how well it performs.

3.2

outcome

final result or consequence of an *output* (3.3)

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

3.3

output

end product or service of a process

Note 1 to entry: Outputs and *outcomes* (3.2) may affect each other through a circular process.

3.4

value driver

factor that has perceived worth to the demand organization or interested party

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 identify, align with and give prompt priority to demand organization needs and initiatives. These may arise from external or internal issues.

4.2 Understanding the organization

The organization has a direct role in the delivery of outputs supporting the core business of the demand organization. It also contributes to the outcomes and competitive advantage of the demand organization. The organization is situated to influence demand organization behaviours, actions and decisions that can affect the 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 have in carrying out the mission of the demand organization. It should recommend policies and processes that have potential for successful performance within the constraints of the demand organization context, and consistent with demand organization culture.

The organization should communicate to the demand organization the context in which it operates and its FM strategy, and the 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;

- risks and opportunities;
- compliance;
- performance;
- executive team;
- productivity;
- culture;
- technology;
- quality;
- geopolitics;
- innovation.

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

- External context: economic, social, spatial and environmental issues, 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) issues.

To map the external and internal issues that apply to FM and the impact outcomes sought by the demand organization, the organization should remain aware of current demand organization principles, policies, strategies and initiatives

The organization should periodically identify how external and internal issues impact and influence demand organization behaviours and actions, and facility user experiences and outcomes, throughout the facility life cycle and across strategic and tactical levels of operation.

4.3 Identifying organizational strategic goals and objectives

4.3.1 General

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

4.3.2 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. It should then recommend changes, as necessary, to ensure that FM can provide effective support.

Changes to organizational 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 the use of scheduled reviews.