भारतीय मानक
IS/ISO 41015 : 2022

Indian Standard

सुविधा प्रबंधन — बेहतर सुविधा परिणामों के लिए संगठनात्मक व्यवहार को प्रभावित करना

Facility Management — Influencing Organizational Behaviours for Improved Facility Outcomes

ICS 03.080.10

भारतीय मानक ब्यूरो
BUREAU OF INDIAN STANDARDS
मानक भवन, 9 बहादुर शाह ज़फर मार्ग, नई दिल्ली - 110002
MANAK BHAVAN, 9 BAHADUR SHAH ZAFAR MARG
NEW DELHI - 110002
www.bis.gov.in   www.standardsbis.in

August 2023   **Price Group 11**

NATIONAL FOREWORD

This Indian Standard which is identical with 'ISO 41015 : 2022 Facility management — Influencing organizational behaviours for improved facility outcomes' issued by the International Organization for Standardization (ISO) was adopted by the Bureau of Indian Standards on the recommendation of the Resource Management Sectional Committee and approval of the Management and Systems Division Council.

The text of the International Standard has been approved as suitable for publication as an Indian Standard without deviations. Certain conventions are, however, not identical to those used in Indian Standards. Attention is particularly drawn to the following:

   a) Wherever the words 'International Standard' appear referring to this standard, they should be read as 'Indian Standard'; and

   b) Comma (,) has been used as a decimal marker while in Indian Standards, the current practice is to use a point (.) as the decimal marker.

In this adopted standard, reference appears to certain International Standard for which Indian Standard also exist. The corresponding Indian Standard, which is to be substituted in its respective place, is listed below along with its degree of equivalence for the editions indicated:

International Standard	Corresponding Indian Standard	Degree of Equivalence
ISO 41011 : 2017 Facility management — Vocabulary	IS/ISO 41011 : 2017 Facility management — Vocabulary	Identical

Annexes A for guidance only.

Contents

Page

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.

Indian Standard

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.

When working with goals, objectives, operating principles and approaches, the organization should adopt the same business terminology as used by the demand organization. This also applies 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 interested party to the demand organization.

The organization may demonstrate value as a key interested party by:

— aligning outputs and outcomes achieved with organizational goals, targets and objectives;

— negating, mitigating or transferring organizational risk;

— reducing direct costs;

— improving efficiency and productivity;

— delivering intangible or indirect value by enhancing reputation through facility appearance, business conduct and interactions with the community.

5 Influencing behaviour

5.1 General

The organization should align itself with the demand organization's goals.

The organization should acquire and maintain a clear and thorough understanding of demand organization needs and expectations. Then, it can identify how to influence behaviour to meet them.

5.2 Ability to influence

Changes in conditions, processes, provisions, policies and attendant behaviours are often involved in reaching objectives at all levels. When a need for change is identified, the organization should carefully consider how to approach implementation. Methodologies should be appropriate in scale to the desired change and should facilitate the ability to adopt the desired behaviour. Clause 6 discusses planning for change in more detail.

The organization should recognize that influence is founded upon:

— how the organizational culture shapes decision-making and behaviour;

— professional attitudes, motivations and skills;

— the level of maturity of the organization;

— the relationship of the FM staff with facility users and others with a stake in facility operation.

The organization should self-assess to identify its level of maturity and competence to influence interested parties. Principal areas to develop are key relationships (see 5.3), principles of behavioural change (see 5.4), perception of value (see 5.5) and identifying opportunities to influence (see 5.6).

5.3 Developing key relationships

Often, the ability to influence behaviour is dependent on the relationship between the influencer and the interested party. This relationship determines the degree to which interested parties can be influenced and the extent to which the behavioural change can be achieved.

The influencer (i.e. the organization) should be perceived as authentic, trustworthy, reliable, responsive, relatable and knowledgeable.

Information and communication are key to developing relationships of influence. The information should communicate the purpose, desired outcomes and benefits, as applicable to the demand organization and relevant interested parties.

The organization should identify and map relevant interested parties and other requirements that can impact the demand organization's ability to achieve its strategic goals. These can include, but are not limited to:

— functional areas within the demand organization, including:

   — leadership;

   — finance;

   — procurement;

   — human resources;

   — information technology (IT);

   — risk management;

   — environment and sustainability;

   — public relations;

   — legal and regulatory requirements;

   — government and community officials;

   — service providers;

   — customers and clients.

The organization should focus on developing relationships with key interested parties to ensure that:

a) it understands the motivations and drivers of each interested party;

b) interested parties understand how the organization can support the achievement of shared goals.

These interested party relationships are key to achieving behavioural change when a higher level of engagement is necessary to achieve the desired outcome.

5.4   Behavioural change

Behavioural change occurs when an interested party demonstrates a change in thinking and approach to a situation to achieve a different outcome.

The organization should consider how its own business approaches and practices can facilitate the adoption of desired behaviours. By doing so, the organization can ensure that it is not placing undue burden for change on the interested party.

The organization should consider, for example, the following:

— Can the desired outcome be achieved through automation? If so, this does not require action on the part of the interested party. However, the organization should communicate the value to the demand organization as a result of the processes.

— Can the desired outcome be achieved by changes to the physical environment? Even subtle changes can influence individuals to act in a desired manner. Environments free of debris and signs of

deterioration prompt individuals to maintain the desired state. Appropriate signage supports wayfinding. Again, communicating the value of these initiatives increases the understanding of the FM value among interested parties and, as a result, expands its ability to influence future change efforts.

— Does achieving the desired outcome require a high level of engagement from the interested party(ies)? In this case, a change management process can be necessary. The organization should assess its competency in this area.

The change management process should consider what motivates the behaviour of end users and other interested parties. When the motivating factors are understood, the ability to alter the current situation as part of a change management process is simplified.

Whether the change sought will be mandatory or optional can affect the form, timing and level of engagement when planning and implementing a change.

5.5 Value drivers

5.5.1 General

Value drivers can be considered as factors that motivate or influence the demand organization and associated interested party behaviour.

By aligning processes and practices with value drivers, the organization can increase its ability to influence behaviour to achieve valuable objectives and desired outcomes. Being clear about value drivers enables behavioural change to be focused on results, leading to the outcomes envisaged by the demand organization.

This document suggests 15 value drivers for use by the organization to influence the demand organization or interested parties, see Table 1.

Table 1 — Value drivers for organizational influence

Category	Value driver	Realization examples
People	1. Satisfaction	Establishing and maintaining reliable, accessible, even-handed, consistently applied, smoothly integrated, progressive, and objective policies and processes.
	2. Image	Advancing positive perceptions, internal and external, among interested parties, the public, the media and other organizations including competitors and government.
	3. Culture	Demonstrating human-centred culture by encouraging knowledge, proficiency, communication, collaboration, resilience, inclusion and diversity. Preferring process analysis and improvement over politics of blame. In interactions, communications and policies, emphasizing knowledge, proficiency, collaboration, resilience, inclusion and diversity. Utilizing analysis and process improvement to affect how people experience the facility.
	4. Wellness and safety in the workplace	Establishing and maintaining active health and safety policies and programmes responsive to staff, customers and contractors/ suppliers, and anchored in mission.
[a] Product is synonymous with service.		
NOTE The value drivers are adapted from Reference [5].		

Table 1 *(continued)*

Category	Value driver	Realization examples
Process and product[a]	5. Risk and compliance	Recognizing, profiling and managing hazards as risks, prioritizing as to likelihood and severity.
	6. Productivity	Establishing and maintaining smoothly integrated systems and processes. Shepherding staff in the use of time and energy. Encouraging collaboration.
	7. Performance	Substantially involving staff in process design and implementation, especially leading indicators and due responses.
	8. Governance	Establishing and maintaining practical, steady, fair, open and transparent governance, conveniently engaged.
	9. Quality	Building a culture and capabilities of quality and reliability. Adopting technical provisions and engaging staff across disciplines.
	10. Agility/adaptability	Maintaining active awareness of changing demands, circumstances, priorities, opportunities, problems and challenges, within and outside of FM and demand organizations.
	11. Innovation and creativity	Encouraging individuals and collaborations that bring forward innovations and ideas. Tracking those implemented and the results.
Economy	12. Financial matters	Managing all costs attentively, adjusting spending, evaluating present options and informing budgeting.
	13. Value of assets	Calibrating all aspects of asset operations and maintenance (O&M) against market values, depreciation, whether critical for business, replacement cost and availability, and found reliability.
Society	14. Sustainability	Developing, managing, promoting and monitoring throughput of energy and materials and sustainable practices. Communicating with interested parties and maintaining liaison with the local community.
	15. Corporate social responsibility	Becoming a prominent community member and demonstrating good corporate citizenship with programmes, events and sponsorship.
[a] Product is synonymous with service.		
NOTE The value drivers are adapted from Reference [5].		

5.5.2   Working with value drivers

Demand organization strategic objectives represent aims and targets for the organization, guiding the selection of value drivers to promote to the demand organization and associated interested parties to influence behaviour. The organization should prioritize and determine the scope of initiatives for improvement and change based on value drivers. (7.3 gives extensive FM examples.) Recognizing and applying multiple value drivers furnish additional opportunities to influence behaviour.

The organization can determine the likelihood of success by identifying the critical success factors (CSFs) and applying relevant and appropriate metrics, deriving key performance indicators (KPIs) and adopting service level agreements (SLAs) stemming from value drivers.

5.6   Opportunities to influence

Working with value drivers, the organization should identify specific factors that can influence the demand organization to take advantage of opportunities for positive outcomes. In aiming to achieve the desired outcomes, the organization should manage expectations. In instances where individual perspectives do not reflect the views of the organization, the organization can focus on aligning/ influencing user expectations towards the outcomes sought.

Opportunities to influence will be evident at one or more levels and should lead to planning by the organization as follows:

— Strategic level: aligned with the key objectives and direction of the demand organization including vision, mission, values, planning, guiding principles, objectives, policies and structures.

— Tactical level: aligned with the organization's strategy and the demand organization's strategy for operational performance.

— Operational level: aligned with the organization's strategy and tactical levels and the methods used to respond to interested party interests.

Organizational responsibilities vary widely by region, culture and other factors. The organization should identify business functions within its influence, consider opportunities for improvements to achieve the desired outcomes of the demand organization, and manage expectations for doing so.

When implementing change initiatives, the organization can make effective use of influence founded upon value drivers and managing expectations for change outcomes.

6 Planning for change

6.1 General

Organizations should consider and develop an integrated and systematic approach to making changes that will influence behaviour. Such changes should be supported by top management and encompass all interested parties.

6.2 Change process

When behavioural change involves a high level of engagement from various interested parties, the organization should adopt a process approach to planning, coordinating and controlling the change process.

The approach should include:

— plans to communicate the need for the change and the anticipated goals;

— what changes will occur and when they will be made;

— how interested parties will be affected and how they will benefit from the change;

— what are the CSFs to achieve the desired change outcome(s);

— how the CSFs will be measured and what measurement targets will constitute success;

— how and to whom the change metrics will be reported;

— plans to sustain the change behaviour.

Consultation with interested parties is essential to reduce the risk that dissatisfaction erodes the success of the change initiative. A clear plan should be established that identifies key points when communication should occur. The communication content should be specific and relevant to interested parties. A successful plan addresses the needs and concerns of potentially dissatisfied interested parties.

6.3 Risks and opportunities encountered during changes

There can be multiple risks and opportunities in the process of changing to improve demand organization outcomes associated with FM and facility use. The organization should identify the potential risks and opportunities associated with the proposed changes by engaging relevant interested parties to consider the impacts.

6.4 Framework to support behavioural change

Once the need for change has been determined, perspective benefits evaluated, risks and opportunities identified, and the likely cost and time to achieve the desired outcomes established, the organization should develop a framework to plan the change effort and to sustain the outcomes obtained.

The framework should comprise definitions, processes, guidelines for desired behaviours, metrics to track outcomes and a continuous improvement process, with KPIs established for each work process.

The framework should include:

— setting goals for:

— efficiency goals (efficiency of resources);

— effectiveness goals (user satisfaction, productivity, health and well-being);

— time frames;

— interested party experience focus (roadmap with touchpoints);

— communication plan;

— cost plan;

— risks and opportunities assessment, detailing the impact to the demand organization;

— risks and opportunities register, which should be maintained at all times;

— methods for monitoring, measuring, analysing and evaluation;

— how the outcome will be evaluated and reported.

Use metrics may:

— quantify the strategic objectives of the demand organization;

— consist of dynamic data sets that are agreed to by the demand organization.

The organization should readily inform the demand organization and interested parties about progress. The organization should determine and deliver information on the level and content of feedback matched to the needs and preferences of the demand organization and interested parties.

7 Aligning FM actions to strategic outcomes

7.1 General

Subclause 5.5 introduced value drivers as key to influencing demand organization and associated interested party behaviour. This clause illustrates the role of value drivers in aligning organizational outputs with outcomes sought by the demand organization.

7.2 Outputs and outcomes

The organization should target, implement and monitor outputs within its areas and levels of influence to support the desired outcomes of the demand organization. Value drivers are a primary consideration to drive target outputs.

7.3 Applying value drivers

Targeting which outputs to implement should take into consideration value drivers (see 5.5) to influence behaviours that aid the outcomes intended by the demand organization. Value drivers inform

behaviours at every stage, with emphasis shifting as a project or programme progresses. Table 2 illustrates important value drivers by the stage of a demand organization generic initiative (e.g. renovation of an occupied building or upgrading O&M technology).

Table 2 — Effective value drivers in an FM engagement

Stage	Facility management role as a project or programme progresses	Value drivers to emphasize (see Table 1)
Prior to demand organization initiative	Executing ongoing O&M, risk management, condition assessment, and operational expense and capital expense projections. Responding to issues and interests of FM customers and interested parties. Applying continuous improvement. Maintaining awareness of facilities trends and market conditions as they can impact the demand organization.	All (1 to 15)
When the demand organization initiates new or changed strategies, policies, programmes, or projects	Recognizing FM areas of influence, clarifying outcomes, understanding contexts.	Governance (8), culture (3), image (2), performance (7), financial matters (12)
Preparing to produce outputs	Establishing and refining target outputs and budget. Identifying threats. Evaluating and mitigating risks.	Performance (7), innovation and creativity (11), risk and compliance (5), financial matters (12), asset management (13), agility and adaptability (10)
Producing outputs	Implementing processes and measures. Communicating with the demand organization. Maintaining liaisons with all participating units and interested parties.	Productivity (6), quality (9), agility/adaptability (10), financial matters (12), wellness in the workplace (4), sustainability (14), corporate social responsibility (15)

Value drivers are applicable over to the full range of organizational activities to target and produce outputs that lead to intended outcomes. Clause A.7 identifies value drivers over a sampling of FM activity areas.

Identifying, accepting and specifying key outputs to targets is mainly the responsibility of the organization. How does the organization remain on target, ensuring delivery of value to the demand organization? The organization should utilize value drivers when forming and managing processes to meet output targets. Value drivers unquestionably influence design, planning and production.

7.4 Target outputs

Identifying matches between FM areas of influence and the needs or opportunities of the demand organization enables the organization to target the outputs that best lead to the outcomes envisioned by the demand organization. When setting target outputs, familiarity with demand organization structure, leadership, culture, business environment and ways of operating informs the organization in applying value drivers.

The organization should identify and meet target outputs that are key to FM performance and value in the view of the demand organization.

8 Performance evaluation

8.1 General

The organization should measure the success of its initiatives in terms of the demand organization outcomes achieved.

8.2 Outcome evaluation

Evaluation enables the organization to track and measure progress toward achieving strategic goals or initiatives, and to fulfil the mission of the demand organization. An evaluation of outcomes shows how well a change or initiative has achieved its goals, consistent with frameworks, models and priorities (see 6.4).

An outcome evaluation should give an account of what the project has achieved, or not achieved, and should compare this with expectations. It should address the following key questions in sufficient detail to improve ongoing and future projects:

— What behavioural changes took place during the project and what is their relationship to the outcome(s)? Recognizing and attributing behaviours of the demand organization to organizational processes and outputs aids in understanding how to bring success to projects.

— What outcome(s) were obtained and what are the reasons for success or failure? It is important to know why things happened as they did and to analyse the factors which influenced the way the project progressed.

— Were there unexpected outcomes – positive or negative? It is common for changes to produce unintended consequences. It is important to understand the impacts on the demand organization and other interested parties.

— What actions should be taken? The output of the evaluation should be an action plan to sustain positive outcomes, correct negative outcomes, and improve the outcomes of ongoing and future projects.

8.3 Performance indicators

8.3.1 General

To evaluate performance, the organization should measure and analyse the outcomes of the demand organization. It should also measure its own outputs which give rise to outcomes. The organization should identify performance indicators to use for evaluation. A performance indicator is a specific, observable and measurable accomplishment or change that shows progress toward achieving the desired output or outcome.

8.3.2 Focus

Performance indicators can focus on any aspect of FM. Performance indicators employ one or more of the following:

— People: personnel related to their competence, learning and development, communications and presence in every workplace and process.

— Place: the built environment supporting outputs and outcomes.

— Process: policies, actions, provisions, governance, strategic and tactical focus, operations, productivity, risk management, finance, marketing and sales, supply chain and change management

8.3.3 Attributes

Performance indicators should possess several attributes to ensure appropriateness of use, both in the development stage and in use, including:

— key to performance;

— SMART (specific, measurable, achievable, relevant, timely);

— direct and plain effects on outcomes or outputs;

— simple, convenient, quick and economical to utilize;

— deliberately formed, specified, named, maintained and integrated into work processes;

— indicating performance status, "leading" or already obtained, or "lagging" (if leading, explicitly identifies actions due; if lagging, identifies areas to improve);

— informing a process of continual improvement.

8.4 Evaluation

8.4.1 General

When developing a performance measurement methodology, the scope and criteria for evaluation should be specified.

8.4.2 Evaluation attributes

Evaluation attributes include:

— scope, which assesses the worth and merit of a prospective evaluation;

— criteria that the evaluation should demonstrate.

Subclause A.8.2 addresses the fundamentals of whether a potential evaluation is valid. An evaluation should possess a clear purpose and provide value if carried out.

8.4.3 Indicators of success

Subclause A.8.3 addresses considerations when identifying CSFs for use as indicators in an evaluation. CSFs can arise from diverse circumstances ranging from internal to the organization to external economic or social issues, and to developments in the FM industry.

8.4.4 Evaluation methodologies

Subclause A.8.4 provides guidance on implementing evaluations framed around three distinct methodologies:

— goal-based;

— process-based;

— outcome-based.

Clause A.9 provides a partial list of generic tools to employ in an organization with performance indicators to gauge whether a target result is improving, remaining essentially the same, or becoming worse and in need of correction.

9 Improvement

9.1 General

Behaviour can be the most adaptable or the most inflexible of human characteristics. Even when the organization becomes an expert in change, whether the organizational outputs contribute to the demand organization outcomes can depend strongly on the behaviour in the demand organization. The organization should evaluate and improve choices of target outputs and their influence and effects on the demand organization.

9.2 Continual improvement

Continual improvement is demonstrable, ongoing enhancement of outcomes and outputs, whether resulting from incremental refinements or breakthroughs. Improvement requires that outputs and outcomes align with organizational goals, targets and objectives.

The organization should evaluate performance competently and consistently to reveal opportunities for it to discover and implement improvements. Of particular interest in this document are improved outcomes associated with the behaviour of interested parties and experiences of facility users in response to organization outputs.

9.3 Demonstrating improvement

The organization can demonstrate improvement through value that is meaningful to the demand organization. Value may be realized in any setting influenced by the organization. Value gains may be direct (e.g. reduced costs or increased efficiencies), estimated (e.g. mitigating risks to lessen exposure) or indirect (e.g. enhancement of the reputation of the demand organization).

Value derives from performance. The organization should derive benchmarks in consideration of:

— interested party positions and roles that relate to FM;

— productivity levels of end users and of FM;

— key relationships that exist within the organization;

— FM perspectives relating to performance, risk and value.

Current performance is often a useful benchmark for the outputs and outcomes of distinct processes. In generic cases, industry benchmarks can be available.

Annex A
(informative)

Guidance

A.1 Scope

No guidance needed.

A.2 Normative references

No guidance needed.

A.3 Terms and definitions

No guidance needed.

A.4 Context of the organization

A.4.1 General

Organizations take many forms: small to large; local to international; vertical, horizontal or matrix. The range of interested parties can be small or wide and include visitors to the facility. These variations should be considered as the plan is developed.

The complexity of an overall organization should be recognized. Small organizations with limited facilities portfolios can be straightforward. However, for large or global organizations, there can be complex internal structures (e.g. multiple business units, service lines or even distinct companies) with regional and cultural differences. Variations in decision-making processes are possible. It is important to ensure an understanding of the hierarchy of organizational structures and potentially differing strategies.

An organization's position or maturity within the facility life cycle or stage of service life is also important when the analysis is undertaken. Analysis of conditions for a new facility can yield markedly different results compared with an existing facility that has been in use for many years. The analysis approach is independent of facility age, but the age of the facility should not be ignored.

A.4.2 Understanding the organization

Goals and objectives are not static, but time centric. Organizational goals change with evolving corporate strategies and need to be re-assessed on a periodic basis. How often the organization should revisit organizational goals and objectives depends on the general frequency of the demand organization's strategic planning process. External factors such as major economic, market segment or even regional geo-political changes can also necessitate a revision of an organization's goals and objectives. While an organization's culture and long-term financial goals are often relatively constant, short- and mid-term objectives can vary more frequently. It is important that the organization find the right technique for revisiting goals and objectives to ensure strategic alignment.

There are several evaluation tools that may be used to refine information derived from organizational goals and objectives, including SWOT (strengths, weaknesses, opportunities, threats), MOST (mission, objectives, strategies, tactics) and RACI (responsible, accountable, consulted, informed). The analysis should use those tools most appropriate for the organization and participants.

A.4.3 Identifying organizational strategic goals and objectives

No guidance needed.

A.4.4 Demonstrating and communicating value

The organization can play an important role in managing expectations by the correct alignment of goals, especially on a short- to mid-term perspective. Its ability to influence the achievement of improved outcomes relies on the fact that the organization can support the demand organization in avoiding ambiguous goals or unclear messages across business units, organizations and departments. While this is not always a critical factor in smaller and less-complex demand organizations, it can become an important aspect to be addressed in larger and more-complex ones.

A.4.5 Interested party evaluation

The size and complexity of the organization, breadth of the plan and scope of the organization helps determine the appropriate interested parties to identify and specify metrics to measure changes. The use of graphical methods, networks, flowcharts, tables and other tools can assist with the identification of interested parties and priorities.

A relationship map can provide a clear understanding of how the individual parts of the demand organization and the organization interact. Other tools such as surveys and interviews can help identify those interested party measures that can be used to monitor the success of the plan.

Efficient cooperation between interested parties is important to achieve the best results for the demand organization. A key to success for changing behaviour is the cooperation between FM, estates and facility management (E&FM), human resourced management (HRM), information technology (IT) and real estate. The best outcomes result from interested parties cooperating in a change of behaviour.

A.5 Influencing behaviour

A.5.1 General

No guidance needed.

A.5.2 Ability to influence

Examples of dimensions that can influence the organization's ability to exert influence over different dimensions include:

— risk appetite;

— external opportunities;

— change management processes;

— culture and established policies.

A.5.3 Developing key relationships

No guidance needed.

A.5.4 Behavioural change

Examples of factors and elements that influence the behaviour of end users and other interested parties are:

— alignment between the organization and the delivery of the demand organization's strategic intent;

— the organizational culture for both individuals and the core business;

— how the demand organization's culture shapes decision-making and behaviours;

— professional attitudes, motivations and skills;

— the level of maturity of both the demand organization and the organization;

— the relationship of the FM staff with the end users and other interested parties;

— the real and perceived authority of the organization.

A.5.5 Value drivers

When deciding which value drivers to utilize when two or more apply, a decision matrix can be helpful (see Figure A.1). The matrix combines effort (time and resources) with outcome impact if successful, suggesting which drivers can deliver best in terms of behaviour. The rectangles in Figure A.1 show a representative map of value drivers that produce varying levels of impact and effort. The preferred choices are those that involve low effort and yield high positive impacts. These are circled in the upper right quadrant.
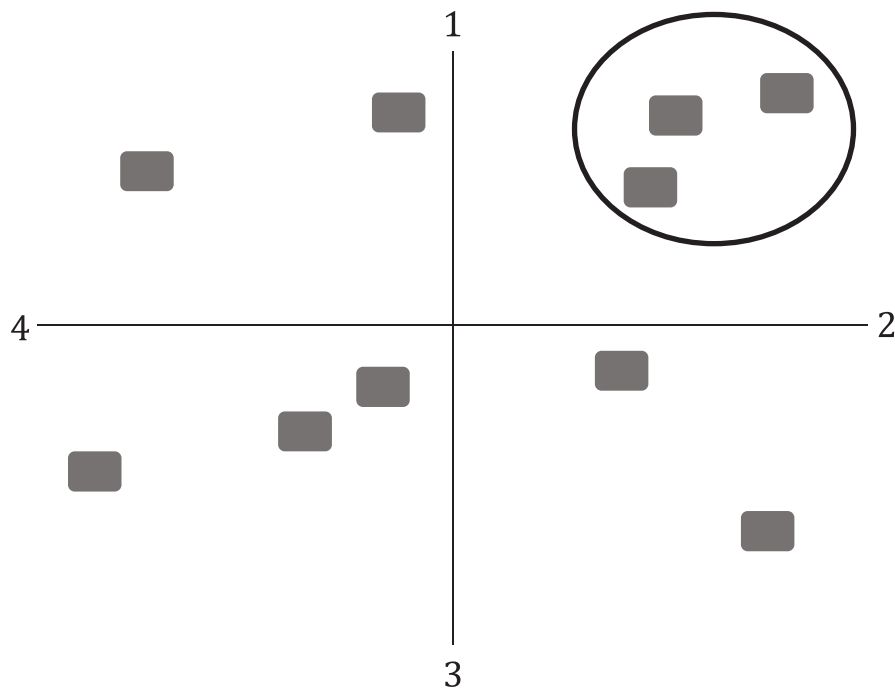
Key

1   high impact
2   low effort
3   low impact
4   high effort

Figure A.1 — Matrix to assist in the selection of value drivers

Table A.1 outlines the alignment of FM activities with a sampling of value drivers.

Table A.1 — Alignment of FM activities against value drivers — A sampling

FM activity	Value drivers (see Table 1)
Building life cycle, leased or owned (see A.5.6.2)	Satisfaction (1)
	Image (2)
	Culture (3)
	Wellness and safety in the workplace (4)
	Risk and compliance (5)
	Productivity (6) and performance (7)
	Quality (9)
	Financial matters (12)
Compliance matters	Risk and compliance (5)
	Value of assets (13)
Environmental, social and governance (ESG)	Sustainability (14)
	Corporate social responsibility (15)
Health and safety	Wellness and safety in the workplace (4)
Innovation	Productivity (6)
	Performance (7)
	Agility/adaptability (10)
Design of occupant experience	Satisfaction (1)
	Image (2)
	Wellness and safety in the workplace (4)
	Corporate social responsibility (15)
Procurement: — contract management — SLA — strategic sourcing	Risk and compliance (5)
	Productivity (6)
	Performance (7)
	Governance (8)
	Quality (9)
	Financial matters (12)
Productivity optimization	Productivity (6)
	Agility/adaptability (10)
Project management (construction)	Satisfaction (1)
	Wellness and safety in the workplace (4)
	Risk and compliance (5)
	Productivity (6)
	Performance (7)
	Governance (8)
	Quality (9)
	Financial matters (12)
	Sustainability (14)
Quality	Quality management (9)
Recruitment and hiring	Satisfaction (1)
	Image (2)
	Corporate social responsibility (15)

Table A.1 *(continued)*

FM activity	Value drivers (see Table 1)
Real estate/tenant management	Governance (8)
	Quality (9)
	Value of assets (13)
Risk management: — business continuity — emergency preparedness	Image (2) Risk and compliance (5) Performance (7)
Services, such as: — catering — concierge services — janitorial — landscaping — security — waste management	Satisfaction (1) Quality (9) Financial matters (12) Sustainability (14)
Space management and optimization	Satisfaction (1)
	Productivity (6)
Transportation and logistics	Productivity (6)
	Performance (7)

A.5.6 Opportunities to influence

A.5.6.1 General

Examples of factors, dimensions, gaps and elements that can influence behaviours or impact outcomes are given in A.5.6.2 to A.5.6.3.

A.5.6.2 Building life cycle

Building life cycle factors include the following:

— Feasibility: aligned with the demand organization's overall goals for facility performance and preferred delivery methods.

— Design: descriptive information addressing physical size, operational expectations, location, environmental characteristics, facility systems, facility information tools, sustainability goals, maintenance plans, security, health and safety, and local resources.

— Document production: description of facility contextual data required for the facility construction and service life O&M.

— Construction.

— Occupation and use: end user fit out.

— O&M, including repairs and utilities.

— Renewal and repurpose: periodic refurbishment of the facility.

— End of use: policy on disposal of excess or redundant facilities.

A.5.6.3 Resource, response and influence gaps

Resource gaps result from shortfalls in time, money, people, facilities, materials, supplies or equipment. These gaps can include:

— time available or allowed;

— funding allocation;

— amount and skill level of labour accessible;

— facilities accessible, such as availability of suitable facilities;

— materials and supplies provided;

— equipment obtainable.

Response gaps include:

— bureaucratic procedures that conflict with flexible customer needs;

— FM department structure that is mismatched to organizational needs;

— current demands that interfere with future needs planning.

Perception gaps include:

— customer quality demands unmet by the FM quality provided;

— customer perceptions regarding the FM department;

— customer perceptions regarding FM perceptions of customers.

A.6 Planning for change

No guidance needed.

A.7 Aligning FM actions to strategic outcomes

When the organization adopts the demand organization's objectives, certain factors should be recognized as critical to success. Such CSFs should be kept in objective focus for desired output planning purposes. Once CSFs are set, suitable metrics should be put in place to ensure that each CSF can be measured and that the metric outputs satisfy the desired outcome of the associated CSF. Such metrics are termed "KPIs". The output of a KPI in this context determines whether the CSF in question is being met or not, and if not, suitable actions may be taken accordingly. Any system or service under control of the organization that affects the demand organization significantly is a key process and warrants a KPI.

The example given in Table A.2 details a typical CSF and its corresponding KPI.

Table A.2 — Example of a typical CSF and its corresponding KPI

CSF	Corresponding KPI
FM staff and contractor payrolls within budget	Payroll expenses tracked and work undertaken and accomplished versus budget
Indoor air quality consistent with safe and productive work	Measured indoor air quality parameters within adopted standards

A.8 Performance evaluation

A.8.1 General

No guidance needed.

A.8.2 Outcome evaluation

A.8.2.1 General

A structured approach to establishing the scope of the evaluation typically considers the criteria given in A.8.2.2, and the questions and answers given in Table A.3 in respect of this document.

A.8.2.2 Evaluation criteria

Another key evaluation attribute is criteria that should be considered when shaping the evaluation questions. These criteria include the following:

— Effectiveness: Is the project meeting its desired objectives? Achievements at this level are project outputs, or what was done. The inputs are the human, financial and material resources that were provided to achieve the objectives.

— Efficiency: What is the cost of achieving the objectives? To be efficient, the project should be sustainable, meaning that the objectives are being met within a specified programme and budget. These factors are intrinsically linked.

— Relevance: Is the project relevant? The overall approach and strategy of the project should be consistent with the aims of the project and intended or expected outcomes.

— Outcomes: What were the outcomes of the project? Can the outcomes be measured, and do they suggest that the project has succeeded in full or in part? In this instance, the desired outcome would lead to a positive change in behaviour and user experience.

— Sustainability: Will behaviours continue to change in a positive way towards FM initiatives and activities beyond the initial project scope? Another aspect of sustainability is the effect the project has on the environment and natural resources.

— Progress: Is the project achieving the intended or desired objectives, or have these changed? An evaluation can also question the objectives and design of the project itself. It may be concluded that a project is progressing very well, even though it is far from meeting the original objectives. It is possible these were too ambitious or irrelevant.

Table A.3 — Guiding questions for setting the scope of an evaluation

Question to be answered	Answer to the question
What is the purpose of the evaluation?	The purpose of the evaluation is to measure the overall organization culture, behaviours of interested parties and their satisfaction in meeting expectations.
What is the focus and the primary evaluation?	The focus and the primary evaluation are determined based on whether all interested parties are satisfied with the outputs from FM.
What is the knowledge basis of the evaluation?	A comprehensive knowledge basis is established for the evaluation which can include, but is not limited to, reports and data for FM system (e.g. minutes of meetings, surveys and documents).
What resources are available for the evaluation?	The evaluation is planned according to the available resources (e.g. time, economy, competencies).
What is the methodological approach in relation to the purpose?	A comprehensive methodological approach is chosen, including a qualitative and quantitative evaluation relevant to the behaviour of the interested parties.

A.8.3 Performance indicators

There are a number of factors to consider when establishing CSFs and KPIs, including the following:

— Cultural factors (organization): Internal policies and guidelines that can have an influence on the organization's culture.

— Industry factors: The characteristics that reflect the aspects important to the FM sector. Typically, these are cost, quality, availability, etc.

— Environmental factors: The macro-environmental influences on the organization (e.g. economy, business climate, competition, technological advantages). A PESTLE (politics, economic, social, technology, legal and environment) analysis helps to gain a better understanding of the environmental factors.

— Strategic factors: Based on the competitive strategy that an organization follows. This can include the way the organization choses to position itself in terms of cost, services delivered and targeted sectors.

— Temporary factors: The factors which result from organizational changes and are usually short lived.

Once the CSFs are specified, metrics can be developed. The metrics determine whether the CSFs have been met.

A.8.4 Evaluation

A set of balanced perspectives, influence metrics and outcome planning which forms a measurement framework should be designed and developed so that the results and outputs are compelling and enable key decisions to be made to inform positive outcomes and user experiences.

A measurement framework should be adopted to ensure that the planning system and key inputs can be effectively measured in a balanced way that meets the cross-sectional needs of all interested parties, with the ultimate aim of establishing an improved user experience and outcomes for interested parties.

Evaluation methodology describes the criteria for evaluating the success of the project. Evaluation methodology is the process for establishing whether the project goals and objectives have succeeded. An evaluation plan should be prepared to establish the following criteria:

— which evaluations to use (e.g. tests, surveys);

— methods used to collect evaluation information;

— methods used to analyse the evaluation information;

— when to conduct the evaluations (milestones, quarterly, annually).

The three main types of evaluation methods are goal-based, process-based and outcomes-based:

— goal-based evaluations measure if objectives have been achieved (e.g. SMART-based goals);

— process-based evaluations analyse strengths and weaknesses;

— outcomes-based evaluations examine broader impacts and often investigate what greater good was served by the project.

Systems thinking should also be used.

A number of processes and tools exist within each of the three evaluation methodologies. These can be arranged as shown in Table A.4.

Table A.4 — Methodologies for evaluations of goals, processes and outcomes

Goal-based evaluation methodologies	Process-based evaluation methodologies	Outcome-based evaluation methodologies
— CSFs from corporate strategy	— Interviews	— Return of investment (ROI)
— Interested party surveys	— Measurement against SLA	— Internal rate of return (IRR)
— Group discussions	— Customer-satisfaction surveys	— Building performance assessment
— Financial benchmarking	— Measurement	— Employee surveys
— Workshops	— Risks and opportunities	— Financial: cost savings or cost reduction
— Digital audits	— FM context analysis (i.e. using PESTLE analysis)	— Social network analysis
— Facility walk-throughs	— Workplace assessments	— Interested party surveys
	— Workshops	— Group discussions
	— Digital audits	— Customer complaints/ compliments
	— Performance audit	— Observations
	— Productivity audit	— Digital audits

A.9 Improvement

Some indicators and methods for use in improvement include the following:

— building performance assessment;

— continuous review process;

— CSFs from corporate strategy;

— employee surveys;

— estimating the annual potential gross income and annual operational expenses;

— estimating the cost of new developments;

— interviews;

— logbooks on knowledge-sharing activities;

— market valuation;

— measuring risk expenses;

— measuring space, number of workstations and full time equivalent (FTE);

— measuring the time spent or saved;

— measuring the time of business interruptions;

— national FM context analysis, i.e. using PESTLE analysis;

— observations;

— social network analysis;

— spatial network analysis;

— interested party surveys and focus group discussions;

— surveys with a multi-criteria scoring methodology;

— walk-throughs;

— workplace health and safety assessments;

— benchmarking;

— peer reviews;

— workshops.

Bibliography

[1]   ISO 41001, *Facility management — Management systems — Requirements with guidance for use*

[2]   ISO 41012, *Facility management — Guidance on strategic sourcing and the development of agreements*

[3]   ISO 41014, *Facility management — Development of a facility management strategy*

[4]   ISO 41018, *Facility management — Development of a facility management policy*

[5]   Jensen, P.A., van der Voordt, T. (Eds.) *Facilities Management and Corporate Real Estate Management as Value Drivers: How to Manage and Measure Adding Value.* Routledge, 2017

This Indian Standard has been developed from Doc No.: MSD 12 (20948).