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| FACILITY MANAGEMENT SYSTEM MANUAL |

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| [Organization Name] |  |  |
| Website: [URL Here]Email: [Address Here] | Tel: [Telephone][City, ZIP] | logo-placeholder |

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# ISO 41001:2018 FACILITY MANAGEMENT SYSTEM MANUAL

## Status

This document is uncontrolled unless otherwise marked; uncontrolled documents are not subject to update notification.

Note. This document may contain proprietary information and should only be released to third parties with the approval of the organization’s top management.

## Revision history

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| Rev. | Nature of change | Approved | Date |
| [Rev Number] | Original release | [Approver Name] | [Date of Issue] |
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## Welcome to [Organization Name]

[Add some general information about the organization such as the nature of its business and interest in facility management – continue on the next page if necessary].

## About this Facility Management System Manual

This manual has been prepared for the purpose of defining the organization’s interpretations of the ISO 41001:2018 standard, as well as to demonstrate the organization’s conformance with the standard. Its main sections correspond to the clauses of the standard and summarize the respective requirements. These are followed by expected practices which interpret the requirements in terms of the practical steps to be taken by the organization and the appropriate procedure for meeting those requirements. Applicable forms are listed for convenience. These and other forms should be used to document the organization’s decisions and actions in regard to the Facility Management System.

[Add any further information here about how this standard should be used]

The Facility Management System applies to all processes, activities and employees in the following location within the organization:

[Name of Facility]

[Visiting Address]

[City] [ZIP]

[Tel.]

|  |
| --- |
| ***“Make a statement here about your organization’s commitment to ISO 41001 and have someone in top management sign below to give it force”*** |

**Signed**

[insert signature here]

# 1 Scope

## Summary of requirements

The requirements of a Facility Management System (FM system), as specified in ISO 41001:2018, apply to our organization to enable it to demonstrate effective and efficient delivery of facility management (FM) to support the objectives of the demand organization (or demand organizations, where applicable), i.e. our client(s), and to do so consistently and sustainably.

## Statement of expected practices

Our organization has implemented a Facility Management System (FM system) that meets the requirements of ISO 41001:2018 and which provides us with a framework to document and improve our practices to support the objectives of the demand organization, its stakeholders and other interested parties. This manual describes the FM system and defines the roles, responsibilities and authorities of personnel working within the system. The manual references activities and procedures that are relevant to the functioning of our FM system. An additional purpose of the manual is to inform the demand organization(s), its/their stakeholders and other interested parties about the controls that have been implemented and to assure them that the integrity of the FM system is maintained and updated when necessary, while remaining focused on satisfying the objectives of the demand organization(s).

## Procedure

* Control the issuing, communication, maintenance and updating of this manual.
* Record all changes to this manual and display prominently so they can be observed by the demand organization, its stakeholders and other interested parties when requested.

## Applicable form

* Change Log

# 2 Normative references

## Summary of requirements

This manual reflects the content of ISO 41011:2017.

## Statement of expected practices

We apply the terms and definitions contained in ISO 41011:2017 in our work. Any deviation from their use or interpretation for reason of compliance with the needs of the demand organization are duly reported at the next Management Review Meeting (MRM) (see 9.3), discussed and the necessary action recorded in the minutes.

## Procedure

* Ensure that terms and definitions contained in ISO 41011:2017 and ISO 41001:2018 are made known to all personnel working within the FM system and adopted as routine practice.
* Record all deviations in the use or interpretation of terms or definitions (for reason of compliance with the requirements of the demand organization) and report on them at the next MRM.
* Where agreed at the MRM, such terms and definitions should be shown alongside those they are intended to replace and then monitored for their continuing applicability.

## Applicable forms

* Change Log
* Management Review
* Management Review Meeting Agenda
* Management Review Meeting Approved Minutes

# 3 Terms and definitions

## Summary of requirements

For the purposes of this document, the terms and definitions given in ISO 41011:2017 and in ISO 41001:2018 apply.

## Statement of expected practices

We review the use of terms and definitions periodically to ensure their consistent application within the FM system.

## Procedure

Record, maintain and keep up to date a glossary of terms and definitions as part of the FM system.

## Applicable forms

* Change Log

## Defined terms

For the purposes of this document, the terms and definitions given in ISO 41011:2017 and the following apply.

NOTE 1 For the purposes of this document, the term “FM system” is used to refer to a system for facility management.

NOTE 2 For the purposes of this document, the term “organization” or “top management” will refer to the FM organization or FM top management unless otherwise stated.

## 3.1 organization

person or group of people that has its own functions with responsibilities, authorities and relationships to achieve its objectives (3.8)

Note 1 to entry: The concept of organization includes, but is not limited to sole-trader, company, corporation, firm, enterprise, authority, partnership, charity or institution, or part or combination thereof, whether incorporated or not, public or private.

Note 2 to entry: For the purposes of this document, the term “organization” refers to the FM organization unless otherwise stated.

## 3.2 interested party; stakeholder

person or organization (3.1) that can affect, be affected by, or perceive itself to be affected by a decision or activity

## 3.3 requirement

need or expectation that is stated, generally implied or obligatory

Note 1 to entry: “Generally implied” means that it is custom or common practice for the organization (3.1) and interested parties (3.2) that the need or expectation under consideration is implied.

Note 2 to entry: A specified requirement is one that is stated, for example in documented information (3.11).

## 3.4 management system

set of interrelated or interacting elements of an organization (3.1) to establish policies (3.7) and objectives (3.8) and processes (3.12) to achieve those objectives

Note 1 to entry: A management system can address a single discipline or several disciplines.

Note 2 to entry: The system elements include the organization’s structure, roles and responsibilities, planning and operation.

Note 3 to entry: The scope of a management system may include the whole of the organization, specific and identified functions of the organization, specific and identified sections of the organization, or one or more functions across a group of organizations.

Note 4 to entry: For the purposes of this document, the term “FM system” is used to refer to a system for facility management.

## 3.5 top management

person or group of people who directs and controls an organization (3.1) at the highest level

Note 1 to entry: Top management has the power to delegate authority and provide resources within the organization.

Note 2 to entry: If the scope of the management system (3.4) covers only part of an organization, then top management refers to those who direct and control that part of the organization.

Note 3 to entry: For the purposes of this document, the term “top management” refers to the FM top management unless otherwise stated.

## 3.6 effectiveness

extent to which planned activities are realized and planned results achieved

## 3.7 policy

intentions and direction of an organization (3.1), as formally expressed by its top management (3.5)

## 3.8 objective

result to be achieved

Note 1 to entry: An objective can be strategic, tactical, or operational.

Note 2 to entry: Objectives can relate to different disciplines (such as financial, health and safety, and environmental goals) and can apply at different levels (such as strategic, organization-wide, project, product and process (3.12)).

Note 3 to entry: An objective can be expressed in other ways, e.g. as an intended outcome, a purpose, an operational criterion, as a facility management objective, or by the use of other words with similar meaning (e.g. aim, goal, or target).

Note 4 to entry: In the context of facility management systems (3.4), facility management objectives are set by the organization (3.1), consistent with the facility management policy (3.7), to achieve specific results.

## 3.9 risk

effect of uncertainty

Note 1 to entry: An effect is a deviation from the expected — positive or negative.

Note 2 to entry: Uncertainty is the state, even partial, of deficiency of information related to, understanding or knowledge of, an event, its consequence, or likelihood.

Note 3 to entry: Risk is often characterized by reference to potential “events” (as defined in ISO Guide 73:2009, 3.5.1.3) and “consequences” (as defined in ISO Guide 73:2009, 3.6.1.3), or a combination of these.

Note 4 to entry: Risk is often expressed in terms of a combination of the consequences of an event (including changes in circumstances) and the associated “likelihood” (as defined in ISO Guide 73:2009, 3.6.1.1) of occurrence.

## 3.10 competence

ability to apply knowledge and skills to achieve intended results

## 3.11 documented information

information required to be controlled and maintained by an organization (3.1) and the medium on which it is contained

Note 1 to entry: Documented information can be in any format and media, and from any source.

Note 2 to entry: Documented information can refer to:

— the management system (3.4), including related processes (3.12);

— information created in order for the organization to operate (documentation);

— evidence of results achieved (records).

## 3.12 process

set of interrelated or interacting activities which transforms inputs into outputs

## 3.13 performance

measurable result

Note 1 to entry: Performance can relate either to quantitative or qualitative findings.

Note 2 to entry: Performance can relate to the management of activities, processes (3.12), products (including services), systems or organizations (3.1).

## 3.14 outsource (verb)

make an arrangement where an external organization (3.1) performs part of an organization’s function or process (3.12)

Note 1 to entry: An external organization is outside the scope of the management system (3.4), although the outsourced function or process is within the scope.

## 3.15 monitoring

determining the status of a system, a process (3.12) or an activity

Note 1 to entry: To determine the status, there may be a need to check, supervise or critically observe.

## 3.16 measurement

process (3.12) to determine a value

## 3.17 audit

systematic, independent and documented process (3.12) for obtaining audit evidence and evaluating it objectively to determine the extent to which the audit criteria are fulfilled

Note 1 to entry: An audit can be an internal audit (first party) or an external audit (second party or third party), and it can be a combined audit (combining two or more disciplines).

Note 2 to entry: An internal audit is conducted by the organization (3.1) itself, or by an external party on its behalf.

Note 3 to entry: “Audit evidence” and “audit criteria” are defined in ISO 19011.

## 3.18 conformity

fulfilment of a requirement (3.3)

## 3.19 nonconformity

non-fulfilment of a requirement (3.3)

## 3.20 corrective action

action to eliminate the cause of a nonconformity (3.19) and to prevent recurrence

## 3.21 continual improvement

recurring activity to enhance performance (3.13)

# 4 Context of the organization

## 4.1 Understanding the organization and its context

## Summary of requirements

The organization shall determine, demonstrate and document external and internal issues that are relevant to its purpose and strategic objectives, and that affect its ability to achieve the intended outcome(s) of the FM system.

## Statement of expected practices

We identify, analyze, interpret, monitor and review issues that might affect our ability to satisfy the demand organization, its stakeholders and other interested parties, as well as factors that might adversely affect the stability of our process(es) or the integrity of the FM system. We align our service delivery plans with the primary objectives of the demand organization.

## Procedure

Identify and define relevant issues using a process of analysis, interpretation, monitoring and review relating to the demand organization’s needs and requirements, covering the following:

* real estate and FM strategy
* property portfolio
* assets and their physical condition
* competitive environment
* value drivers (e.g. cost/benefit analysis)
* need for resource flexibility
* business risk and contingency planning
* operational interdependencies within the demand organization
* mission criticality of FM activities
* the availability and capability of supply chain options
* corporate, environmental and social responsibilities
* conformity requirements and anticipated developments
* organizational culture and management style
* reporting requirements and management information systems
* corporate targets
* innovative processes and practices.

## Applicable form

* Issues Log

## 4.2 Understanding the needs and expectations of interested parties

## Summary of requirements

The organization shall determine and document all stakeholders and other interested parties that are relevant to the FM system, their requirements and the outputs needed to satisfy them, the inputs to achieve the outputs and the processes to keep the requirements up to date.

## Statement of expected practices

We determine and document all stakeholders and other interested parties that are relevant to the FM system, recording their requirements, the outputs to satisfy their requirements, inputs to achieve the requirements and the process to keep them up to date.

## Procedure

* Identify all stakeholders and other interested parties that might claim to have a legitimate interest in the organization.
* Assess the extent to which the stakeholders and other interested parties affect or might be affected by the FM system.
* Define the most appropriate basis for engaging with the stakeholders and other interested parties where their requirements are relevant to the FM system.
* Determine the outputs that will satisfy their requirements.
* Determine the inputs required to achieve the outputs.
* Identify any gaps between outputs and inputs and resolve as far as practicable.
* Document the above.
* Implement and maintain a process for keeping the requirements up to date.

## Applicable forms

* Schedule of Stakeholder Interests and Requirements
* Issues Log

## 4.3 Determining the scope of the FM system

## Summary of requirements

The organization shall determine and document the scope of the FM system, taking into consideration external and internal issues (see 4.1), requirements (see 4.2), interaction with other management systems and the resources needed to meet the requirements.

## Statement of expected practices

We determine and document the scope of the FM system, relevant external and internal issues, requirements, interfaces with other management systems (where applicable) and necessary resources.

## Procedure

* Define the boundary and applicability of the FM system.
* Identify external and internal issues having a bearing upon the FM system.
* Identify stakeholders’ requirements and those of other relevant interested parties.
* Define the interrelationship with other management systems (where applicable).
* Determine the resources required to meet stakeholders’ requirements.
* Document the above and keep up to date.

## Applicable form

* Scope Definition

## 4.4 FM system

## Summary of requirements

The organization shall establish, implement, maintain and continually improve an FM system, including the processes needed and their interactions.

## Statement of expected practices

We have established and implemented an FM system which we maintain and continually improve through its underlying processes and interactions with other systems as appropriate.

## Procedures

* Ensure that all personnel working within the FM system understand their role, responsibilities and accountabilities.
* Undertake continuous monitoring of the performance of the FM system.
* Perform spot checks on functions within the FM system to determine their effectiveness.
* Record any deviations in performance and report on them at the next Management Review Meeting (MRM).
* Where agreed at the MRM, adjust the FM system to comply with its stated purpose and intended outcomes (see Clause 1 and 5.1).

## Applicable forms

* Responsibility Assignment Matrix
* Management Review
* Management Review Meeting Agenda
* Management Review Approved Minutes

# 5 Leadership

## 5.1 Leadership and commitment

## Summary of requirements

The organization’s top management shall demonstrate leadership and commitment with respect to the FM system by ensuring that the FM policy (see 5.2 and 5.3) and FM objectives (see 6.2) are established and compatible with the strategic direction of the demand organization and that the resources needed for the FM system are available so that it achieves its intended outcome(s). The organization shall communicate the importance of an effective FM system and of conforming to the FM system requirements and communicate with the top management of the demand organization to this effect.

## Statement of expected practices

Our FM policy and FM objectives are compatible with the strategic direction of the demand organization and, from this, we ensure the integration of, and support for, the requirements of the FM system. The resources needed for the FM system are available and recognized by the top management of the organization and the requirements have been communicated to the top management of the demand organization, stakeholders and other interested parties. Our approach is designed to ensure that the FM system achieves its intended outcome(s) and that it extends to managing risk in alignment with the demand organization.

## Procedures

* Ensure that the FM policy and FM objectives are established and compatible with the strategic direction of the demand organization.
* Ensure the integration and support of the requirements of the FM system into the organization’s business processes.
* Communicate the importance of an effective FM system to the top management of the organization, its stakeholders and other interested parties including the top management of the demand organization.
* Ensure that the resources needed for the FM system are available.
* Ensure that the FM system achieves its intended outcome(s).
* Ensure that the approach used for managing risk in FM is aligned with the organization’s approach for managing risk, where applicable.

## Applicable form

Statement on FM Policy

## 5.2 Policy

## Summary of requirements

The organization’s top management shall establish an FM policy that is appropriate to the purpose of the organization and which provides a framework for setting FM objectives and ensuring the management of risk. The FM policy shall include a commitment to satisfy applicable requirements and the continual improvement of the FM system. The FM policy shall be documented, reviewed periodically and reported to top management and updated when required.

## Statement of expected practices

We have established and made available an FM policy that is appropriate to the nature and scale of the organization and its operations. The FM policy is consistent and integrated with other relevant organizational policies and is reviewed periodically.

## Procedure

* Establish an FM policy.
* Ensure that the FM policy is appropriate to the nature and scale of the organization and its operations.
* Ensure that the FM policy is consistent and integrated with other relevant organizational policies.
* Communicate the FM policy regularly within the organization and with stakeholders and other interested parties including the demand organization.
* Ensure alignment with the organizational plan.
* Review the FM policy periodically and report to top management as appropriate.

## Applicable form

Statement on FM Policy

## 5.3 Organizational roles, responsibilities and authorities

## Summary of requirements

The organization’s top management shall ensure that the responsibilities and authorities for relevant roles are assigned and communicated within the organization. Top management shall ensure that the FM system conforms to requirements and that policies and objectives established for the FM system are compatible with the strategic direction of the organization. The organization shall ensure that an FM process and FM plan, including operational requirements, are established and compatible with the FM policy and FM objectives.

## Statement of expected practices

Our organization’s top management ensures that responsibilities and authorities for relevant roles are assigned and communicated within the organization and that the FM system conforms to requirements and is adequately supported.

## Procedure

* Ensure that the FM system conforms to the requirements of this document.
* Ensure that policies and objectives are established for the FM system and are compatible with the strategic direction of the organization.
* Report on the performance of the FM system to top management.
* Ensuring that the FM process is established and is compatible with the FM policy and FM objectives.
* Establish and update the FM plan.
* Ensure that management systems, procedures and any supply chain used fully support the delivery of the FM objectives.
* Ensure the suitability, robustness, adequacy and effectiveness of the FM system.
* Ensure that sourcing strategies support the FM system.
* Establish, review, report and update the FM system.
* Update the FM plan including assignment of roles, responsibilities and authorities, where necessary.

## Applicable form

Responsibility Assignment Matrix

# 6 Planning

## 6.1 Actions to address risks and opportunities

## Summary of requirements

The organization shall consider the issues (see 4.1) and requirements (see 4.2) then determine the risks (i.e. threats and opportunities) when establishing, implementing and maintaining the FM system to ensure business continuity and emergency preparedness.

## Statement of expected practices

We have established, implemented and maintain an up-to-date Issue log and Risk register as an integral part of our FM system. We treat all identified threats (downside risks) and opportunities (upside risks), having regard to their potential effect on the organization and evaluate the effectiveness of our decisions and actions.

## Procedure

* Establish an Issue log and Risk register.
* Identify issues and risk events having a potential effect on the organization and record them.
* Assess each issue and risk event in turn and assign a preliminary response with an associated issue/risk owner.
* Resolve each issue as far as practicable and record the outcome in the Issue log.
* Analyze the impact of each risk and propose an appropriate treatment (e.g. prevent a risk event from materializing or exploit an opportunity).
* Record the decision in the Risk register and monitor the risk event until it has either materialized or, in the case of a threat, is no longer a material concern.

## Applicable forms

* Issue Log
* Risk Register

## 6.2 FM objectives and planning to achieve them

## Summary of requirements

The organization shall establish FM objectives for relevant functions, sub-functions and levels. The organization shall consider the requirements of stakeholders and other interested parties and of relevant financial, technical and organizational requirements of the FM planning process. The organization shall determine what will be done, by when, the resources required, assigned responsibilities and the basis of evaluation.

## Statement of expected practices

We have established FM objectives for all relevant functions, sub-functions and levels and document them in the FM plan. We consider the requirements of all stakeholders and other interested parties and relevant requirements of the FM planning process, the activities to be undertaken, their timing, required resources, assigned responsibilities and basis of evaluation.

## Procedure

* Identify functions, sub-function and levels.
* Establish FM objectives for each identified function, sub-function and level.
* Ensure alignment between the FM objectives and the requirements of stakeholders and other interested parties and those of the FM planning process.
* Identify primary activities to achieve the FM objectives and satisfy the requirements.
* Determine the timing, required resources and assigned responsibilities for the primary activities.
* Establish the basis for evaluating the achievement of FM objectives.
* Circulate the FM plan to stakeholders and other relevant interested parties.

## Applicable form

* Schedule of Functions, Sub-functions, Levels and Primary Activities

# 7 Support

## 7.1 Resources

## Summary of requirements

The organization shall determine and provide the resources needed to establish, implement, maintain and continually improve the FM system. The organization shall source, supervise and monitor the resources used in implementing the activities required to achieve the objectives of the FM plan.

## Statement of expected practices

We determine and provide the resources needed to establish, implement, maintain and continually improve the FM system. We source, supervise, monitor and control the resources used in the activities required to achieve the objectives of the FM plan.

## Procedure

* Determine the resources required for the FM system.
* Identify the source(s) of the resources.
* Supervise, monitor and control the resources.
* Verify that the resources are sufficient for the activities required to accomplish the FM plan.
* Report on the findings.

## Applicable form

* Schedule of Resources

## 7.2 Competence

## Summary of requirements

The organization shall determine and document the necessary competence of persons or entities doing work under its control as it affects FM performance, taking into account the requirements with respect to education, training, qualifications and experience, implementing actions to develop and enhance the competence of persons or entities and evaluating the effectiveness of those actions.

## Statement of expected practices

We determine the necessary competence of persons or entities under our control as it affects our FM performance and take into account the requirements with respect to education, training, qualifications and experience, and the actions to develop and enhance the competence of those persons or entities, evaluating and documenting the effectiveness of those actions periodically.

## Procedure

* Determine the necessary competence of persons or entities with respect to education, training, qualifications and experience.
* Document the current competence of persons or entities.
* Identify any gap in competence of persons or entities.
* Identify actions necessary to fill any gap in competence.
* Implement actions to develop and enhance the competence of persons or entities.
* Evaluate the effectiveness of these actions periodically.
* Document all findings so they may be inspected by the demand organization, its stakeholders and other interested parties, taking account of any legislation that might restrict access to personal data.

## Applicable form

* Training and Development Log

## 7.3 Awareness

## Summary of requirements

The organization shall ensure that persons or entities undertaking work under its control are aware of the FM policy, the organization’s strategic objectives, outputs, outcome(s) and their contribution to the effectiveness of the FM system and the implications of nonconformity.

## Statement of expected practices

We ensure that persons or entities undertaking work under its control are aware of the organization’s FM policy, strategic objectives, outputs, outcomes, their contribution to the effectiveness of the FM system and the implications of nonconformity.

## Procedure

* Ensure that persons or entities undertaking work are aware of FM policy.
* Ensure that persons or entities are aware of the organization’s strategic objectives, outputs, outcomes, their contribution to the effectiveness of the FM system and the implications of nonconformity.
* Record evidence of such awareness.

## Applicable form

* Questionnaire on Awareness

## 7.4 Communication

## Summary of requirements

The organization shall determine the need for internal and external communications relevant to the FM system, including the nature, extent and mode of communication and shall monitor their effectiveness.

## Statement of expected practices

We determine the need for internal and external communications relevant to the FM system and prepare a communications plan covering the nature, extent and mode of communication. We review the communications plan periodically and adjust it where necessary.

## Procedure

* Determine the need for internal and external communications.
* Determine the nature, extent and mode of communications.
* Prepare a plan for communications.
* Implement the plan.
* Monitor the effectiveness of communications.
* Adjust the nature, extent and mode of communications, where necessary.

## Applicable form

* Communications Plan

## 7.5 Documented information

## 7.5.1 General

## Summary of requirements

The organization’s FM system shall include required documented information and any other information determined by the organization as being necessary for the effectiveness of the FM system, taking account of the complexity of processes, their interactions and the competence of persons or entities.

## Statement of expected practices

We ensure that the FM system includes all required documented information and any other information necessary for the effectiveness of the FM system and take account of the complexity of processes and the competence of persons or entities.

## Procedure

* Identify and record all required documented information.
* Identify and record all other necessary information.

## Applicable form

* Inventory of Documented Information

## 7.5.2 Creating and updating information

## Summary of requirements

The organization shall ensure appropriate identification, description, format and media of all documented information when created and updated, which it shall review for suitability and adequacy.

## Statement of expected practices

We ensure the appropriate identification, description, format and media of all documented information when created and updated, which is subject to review periodically for suitability and adequacy.

## Procedure

* Identify and describe all documented information.
* Determine the appropriate format and media for all documented information.
* Periodically review all documented information for suitability and adequacy.

## Applicable form

* Inventory of Documented Information

## 7.5.3 Control of documented information

## Summary of requirements

The organization shall control the documented information required by the FM system to ensure that it is available and suitable for use, where and when it is needed and that it is adequately protected from loss of confidentiality, improper use or loss of integrity. Control shall extend to documented information of external origin necessary for the planning and operation of the FM system. The organization shall take account of the level of information required to support the demand organization’s objectives and information governance, and the controlled distribution, access, retrieval, use, storage, preservation, retention and disposal of information.

## Statement of expected practices

We control all documented information required by the FM system and any authorized changes thereto to ensure that it is fit for purpose and is protected from unauthorized access or use at all times.

## Procedure

* List all documented information to be used by the FM system.
* Determine who is authorized to access the documented information and the permissions granted to them.
* Periodically review the status of persons authorized to access the documented information.
* Conduct random inspections of the documented information to ensure that no loss of confidentiality or integrity and that no unauthorized access has occurred.
* Report any losses or unauthorized accesses for action at the next Management Review Meeting.

## Applicable form

* Inventory of Documented Information

## 7.5.4 FM information and data requirements

## Summary of requirements

The organization shall determine its information and data requirements to support its FM system and shall specify, implement and maintain processes for managing the information and data to ensure the achievement of its organizational objectives, including consideration of roles and responsibilities, FM processes, procedures, activities, identified risks and exchange of information. The organization shall consider the required quality of information covering the collection, analysis and evaluation of data, and its impact on decision making including the requirements for alignment of financial and non-financial terminology relevant to asset management.

## Statement of expected practices

We determine the information requirements to support the FM system, including the processes for managing the information to achieve our organizational objectives. We consider the required quality of information necessary for decision making and alignment between financial and non-financial terminology relevant to asset management.

## Procedure

* Determine the information requirements to support the FM system.
* Define the processes for managing the information.
* Verify the quality of information necessary for decision making and alignment of terminology.

## Applicable form

* Inventory of Documented Information

## 7.6 Organizational knowledge

## Summary of requirements

The organization shall determine the knowledge necessary for the operation of its processes and to achieve conformity of services and products. This knowledge shall be maintained and made available to persons authorized to access it. The organization shall consider its current knowledge and determine how to acquire or access any required additional knowledge and updates.

## Statement of expected practices

We have determined the knowledge necessary for the operation of the organization’s processes and to achieve conformity of services and products. We ensure that access to this knowledge is granted to authorized persons only. We ascertain the extent of any required additional knowledge and updates.

## Procedure

* Determine the knowledge necessary for the operation of the organization’s processes and to achieve conformity of services.
* Where practicable, record this knowledge.
* Ensure that access to this knowledge is granted to authorized persons only.
* Ascertain the extent of any required additional knowledge and updates.

## Applicable form

* Lessons Learned

# 8 Operation

## 8.1 Operational planning and control

## Summary of requirements

The organization shall plan, implement and control the processes needed to meet requirements and implement the actions determined in 6.1 (see also 6.2, Clauses 9 and 10), by establishing criteria for the processes, implementing control of the processes in accordance with the criteria and keeping documented information to the extent necessary to have confidence that the processes have been carried out as planned. The organization shall control planned changes and review the consequences of unintended changes, taking action to mitigate any adverse effects.

## Statement of expected practices

We plan, implement and control the processes needed to meet requirements and implement appropriate actions. We control changes and review the consequences of any unintended changes and take action to mitigate any adverse effects.

## Procedure

* Define the operational processes.
* Establish the operational plan based on the defined processes.
* Establish the criteria for the processes.
* Implement the processes.
* Verify that the processes have been carried out as planned.
* Control planned changes to the processes.
* Review any unintended changes and their consequences and report at the next Management Review Meeting (MRM).
* Apply any corrective actions as agreed at the MRM.

## Applicable forms

* Management Review
* Management Review Meeting Agenda
* Management Review Approved Minutes

## 8.2 Coordination with interested parties

## Summary of requirements

The organization shall manage relationships with users, other stakeholders and relevant interested parties and shall continually coordinate its activities to minimize negative impact to the primary activities of the demand organization.

## Statement of expected practices

We manage our relationships with users, other stakeholders and relevant interested parties and continually coordinate our activities to minimize negative impact on the primary activities of the demand organization.

## Procedure

* Define the users (or their representatives), other stakeholders and relevant interested parties with whom coordination is necessary.
* Continually maintain communication with the users, other stakeholders and relevant interested parties to ensure a coordinated approach to the organization’s activities.
* Identify any event or other matter that might negatively affect the primary activities of the demand organization and take action to minimize its impact.
* Report any event or other matter that has negatively impacted the demand organization at the next Management Review Meeting (MRM).
* Apply any corrective actions as agreed at the MRM.

## Applicable forms

* Management Review
* Management Review Meeting Agenda
* Management Review Approved Minutes

## 8.3 Integration of services

## Summary of requirements

The organization shall demonstrate that it has integrated FM functions and sub-functions to ensure effective and efficient delivery of FM services.

## Statement of expected practices

We integrate FM functions and sub-functions to ensure effective and efficient delivery of FM services.

## Procedures

Define the relationships between functions (and their sub-functions) to demonstrate the integrity of FM service delivery.

## Applicable forms

* Schedule of Functions, Sub-functions, Levels and Primary Activities
* Responsibility Assignment Matrix

# 9 Performance evaluation

## 9.1 Monitoring, measurement, analysis and evaluation

## Summary of requirements

The organization shall determine the scope of FM services to be monitored in accordance with 4.3 and their relationship with the strategic objectives. The organization shall determine the FM performance (covering financial and non-financial performance criteria) and data to establish baseline performance and what needs to be monitored and measured and when, and the methods for monitoring, measurement, analysis and evaluation, as applicable, to ensure valid results. Documented information shall be retained as evidence of the results. The organization shall evaluate the performance and the effectiveness of the FM system and create a framework around which to organize and report on its performance.

## Statement of expected practices

We have determined the scope of FM services to be monitored and their relationship with the strategic objectives. We have defined the baseline of acceptable performance and the data to be collected, analyzed and evaluated, and its timing, to demonstrate the effectiveness of the FM system.

## Procedure

* Determine the scope of FM services to be monitored.
* Determine the relationship of the FM services with the strategic objectives.
* Define the baseline of acceptable performance and the data to be collected, analyzed and evaluated, and its timing.
* Evaluate the performance and effectiveness of the FM system.
* Report on the performance and effectiveness of the FM system at the next Management Review Meeting (MRM).
* Apply any corrective actions as agreed at the MRM.

## Applicable forms

* Management Review
* Management Review Meeting Agenda
* Management Review Meeting Approved Minutes

## 9.2 Internal audit

## 9.2.1 Audit intervals

## Summary of requirements

The organization shall conduct Internal Audits at planned intervals to provide information on whether the FM system conforms to the organization’s own requirements for the FM system, in addition to the requirements stated herein, and that it is effectively implemented and maintained.

## Statement of expected practices

We conduct Internal Audits at planned intervals to provide information on whether the FM system conforms to the organization’s own requirements for the FM system, in addition to the requirements stated herein, and that it is effectively implemented and maintained.

## Procedure

* Conduct Internal Audits.
* Prepare Internal Audit Report.
* Report all nonconformities.
* Determine and document corrective actions, where appropriate.
* Monitor corrective actions and report on findings.
* Obtain sign-off from top management to confirm completeness of audit.

## Applicable form

* Internal Audit Report

## 9.2.2 Audit program

## Summary of requirements

The organization shall plan, establish, implement and maintain an audit program, covering the frequency, methods, responsibilities, planning requirements and reporting, which shall take into consideration the importance of the processes concerned and the results of previous audits. The organization shall agree the audit criteria and scope for each audit, select auditors and conduct audits to ensure objectivity and the impartiality of the audit process, ensuring that the results are reported to the organization’s top management. Documented information, including Internal Audit Reports, shall be retained as evidence of the implementation of the audit program and audit results.

## Statement of expected practices

We plan, establish, implement and maintain an audit program, covering the frequency, methods, responsibilities, planning requirements and reporting, and include the results of previous audits. We agree the audit criteria and scope of each audit and ensure objectivity through an open and transparent audit process, where the results are reported to the organization’s top management. We retain documented information, including Internal Audit Reports, as evidence of the implementation of the audit program and the audit results.

## Procedures

* Establish, implement and maintain an audit program.
* Define the frequency, methods, responsibilities, planning requirements and reporting of the audit program.
* Consider the results of previous Internal Audits before undertaking each subsequent audit.
* Conduct the Internal Audit, including filing supporting evidence of conformity with requirements.
* Report on the audit results to the organization’s top management.
* Act on any nonconformity by defining the necessary corrective actions.

## Applicable form

* Internal Audit Report

## 9.3 Management review

## Summary of requirements

The top management of the organization shall review the organization’s FM system, at planned intervals, to ensure its continuing suitability, adequacy and effectiveness. The management review shall include consideration of the status of actions from previous management reviews, changes in external and internal issues that are relevant to the FM system, information on the FM performance (including trends), opportunities for continual improvement, service improvement, cost reduction or improvements in environmental and social performance, and changes in risk profile, service delivery options or methodologies. The outputs of the management review shall include decisions related to continual improvement opportunities and any need for changes to the FM system to ensure conformity with the requirements. The organization shall retain documented information as evidence of the results of management reviews, which shall be communicated to stakeholders and other relevant interested parties, taking appropriate action as necessary.

## Statement of expected practices

Our top management reviews the organization’s FM system at planned intervals to ensure its continuing suitability, adequacy and effectiveness. Our management review includes consideration of the status of actions from previous management reviews, changes in external and internal issues that are relevant to the FM system, information on the FM performance (including trends), changes in risk profile, opportunities for continual improvement, service delivery options or methodologies. We include decisions related to continual improvement opportunities and any need for changes to the FM system to ensure conformity with the requirements. Documented information is retained as evidence of the results of management reviews, which are communicated to stakeholders and other relevant interested parties, taking appropriate action as necessary.

## Procedure

* Summarize the status of actions from previous management reviews, including changes in external and internal issues, FM performance, changes in risk profile, opportunities for improvement and FM service delivery.
* Identify and record documented information supporting past and current performance or other matters of relevance to the management review.
* Discuss and agree necessary actions to ensure conformity with the requirements.
* Report on the outcomes of the discussions and agreed actions and inform the organization’s top management.

## Applicable forms

* Internal Audit Report
* Management Review
* Management Review Meeting Agenda
* Management Review Meeting Approved Minutes

# 10 Improvement

## 10.1 Nonconformity and corrective action

## Summary of requirements

When a nonconformity occurs, the organization shall react to the nonconformity and, as applicable, take action to control and correct it, dealing with the consequences and the need for any action to eliminate the cause(s) of the nonconformity. The organization shall review the effectiveness of any corrective action taken, make changes to the FM system, if necessary, and communicate the nonconformity and the corrective action taken to stakeholders and other relevant interested parties. Corrective actions shall be appropriate to the effects of the nonconformities encountered. The organization shall retain documented information as evidence of the nature of the nonconformities and subsequent corrective actions and their effect.

## Statement of expected practices

We react to any nonconformity and, as applicable, take action to control and correct it, dealing with the consequences and the need for any action to eliminate the cause(s) of the nonconformity. We make changes, where necessary, to the FM system to prevent a recurrence of the nonconformity and communicate the details of our actions and their outcomes to relevant interested parties. We retain documented information as evidence, with details of our subsequent corrective actions and their effect.

## Procedure

* Record all nonconformities.
* Take actions to control and correct them.
* Respond appropriately to the consequences.
* Evaluate the need for action to eliminate the cause(s) of the nonconformity.
* Implement any action needed to prevent such nonconformity recurring.
* Review the effectiveness of any corrective action taken.
* Apply changes to the FM system, where necessary.
* Communicate the nonconformity and corrective action taken to stakeholders and other relevant interested parties.
* Retain documented information as evidence together with the results of any corrective action.

## Applicable form

* Nonconformity Report

## 10.2 Continual improvement

## Summary of requirements

The organization shall continually improve the suitability, adequacy and effectiveness of the FM system. The organization shall demonstrate a continual positive approach to the identification, evaluation and management of internal and external factors that impact its services and shall seek-out innovative solutions, including changes in working methods and outcomes, for the benefit of the demand organization.

## Statement of expected practices

We strive to continually improve the suitability, adequacy and effectiveness of the FM system. We adopt a positive approach to the identification, evaluation and management of internal and external factors that impact FM services and seek out innovative solutions, including changes in working methods and outcomes, for the benefit of the demand organization.

## Procedure

Continuously monitor the business environment for innovative solutions and changes in working methods and outcomes that might be beneficial for the FM system and the demand organization.

## Applicable form

* Suggested improvements

## 10.3 Preventive actions

## Summary of requirements

The organization shall establish processes to proactively identify potential gaps in FM service delivery and FM performance and evaluate the need to take proactive measures. When a potential gap in service delivery and/or FM performance is identified, the organization shall apply the corrective actions as set out in 10.1.

## Statement of expected practices

We establish processes to identify potential gaps in FM service delivery and FM performance and evaluate the need to take proactive measures. When a potential gap in service delivery and/or FM performance is identified, the organization applies the corrective actions as set out in 10.1.

## Procedure

* Continuously monitor FM service delivery and FM performance to identify potential gaps.
* Where gaps are identified, evaluate the need for corrective actions.
* Record all corrective actions and report at the next Management Review Meeting.

## Applicable forms

* Management Review
* Management Review Meeting Agenda
* Management Review Meeting Approved Minutes

# NOTES

[Add additional notes here, be sure to date them and, where they reflect a change in the manual, enter the details in both the Revision history towards the front of the manual and in the Change Log in readiness for your next Internal Audit]