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SINGAPORE STANDARD

**Facility management – Influencing
organisational behaviours for improved
facility outcomes**

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National Foreword

This Singapore Standard was prepared by the Working Group on Facility Management set up by the Technical Committee on Building Maintenance and Management under the purview of the Building and Construction Standards Committee.

This standard is an identical adoption of ISO 41015:2023, “Facility management – Influencing organizational behaviours for improved facility outcomes”, published by the International Organization for Standardization.

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3. *Compliance with a SS or TR does not exempt users from any legal obligations.*

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Facility management — Influencing organizational behaviours for improved facility outcomes

*Facility management — Influencer les comportements
organisationnels pour obtenir de meilleurs résultats en matière
d'installations*



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Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular, the different approval criteria needed for the different types of ISO documents should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see www.iso.org/directives).

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For an explanation of the voluntary nature of standards, the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the World Trade Organization (WTO) principles in the Technical Barriers to Trade (TBT), see www.iso.org/iso/foreword.html.

This document was prepared by Technical Committee ISO/TC 267, *Facility management*, in collaboration with the European Committee for Standardization (CEN) Technical Committee CEN/TC 348, *Facility Management*, in accordance with the Agreement on technical cooperation between ISO and CEN (Vienna Agreement).

Any feedback or questions on this document should be directed to the user's national standards body. A complete listing of these bodies can be found at www.iso.org/members.html.

Introduction

This document is intended for owners, operators and service providers (internal and/or external) at a facility. It identifies the different ways in which facility improvements can positively influence behaviours which can increase the contribution of the facility to the demand organization. While behaviours are subjective, guidance on how these can be clearly specified and measured will enable a collective, collaborative and common objective to be reached by all parties. Influencing behaviour should be seen in the context of the ways in which individuals act or conduct themselves.

Efficient and effective facility management (FM) will ultimately fulfil the demand organization's requirement for optimal performance and allow for a more agile organizational approach. The organization should be able to determine the potential impact that its approaches have on meeting the demand organization's mission so that the organization can align and deliver its services accordingly. This document provides guidance on the appropriate operation of the facility so that its contribution to meeting the demand organization's mission and goals can be clearly specified and measured.

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

Facility management — Influencing organizational behaviours for improved facility outcomes

1 Scope

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

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

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

This document is applicable to organizations both large and small.

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

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

2 Normative references

The following documents are referred to in the text in such a way that some or all of their content constitutes requirements of this document. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

ISO 41011, *Facility management — Vocabulary*