

1	2	(3)	4	5	(6)	(7)
MB <sup>1</sup>	Clause No./ Subclause No./ Annex (e.g. 3.1)	Paragraph/ Figure/ Table/ Note (e.g. Table 1)	Type of comm ent <sup>2</sup>	Comment (justification for change) by the MB	Proposed change by the MB	Secretariat observations on each comment submitted
001				<b>No Comments</b>		
BE 003				No reply from experts		
CH 005				SNV Switzerland		
FR 011		<b>Whole document</b>	GE	Introduce ISO standard ISO 14000		
IT 012				We ABSTAIN due to lack of a national position on this subject		
NL 013			Ge	Overall impression of the prEN 15221-3 is a gap between a theoretical method and few practical examples for the users of this standard.	Add more examples (with detailed descriptions and practice steps) to the standard for different kind of organisations	
NL 014			Ge	The opinion is that the prEN 1522-3 is at this stage just enough to widen the scope of interest and knowledge of an individual Facility Manager and its staff, but misses real practical tools.		

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NL 015			Ge/Ed	<p>Many parts of prEN 1522-3 are not clear and difficult to read. Some parts of prEN 15221-3 look like being copied from university books and are not written with the context for practical use.</p> <p>The integrated view is new for the topic “quality in FM” and is very welcome and gives lots of opportunities for the future if practical tools are given. These tools are missing in the prEN 15221-3.</p>		
NL 016			Te	<p>It is the wish of the Dutch FM Mirror Committee to have a detailed guidance which is easy to transform to the organization.</p> <p>It is highly appreciated the difference between the soft and hard characteristics of Quality of FM because the added value in an organization and needs more examples and tools for practical use.</p>		
PT 017				No comments		
SE 023			ge	15221-1 does not define the concept “product”, there is no consistence between that standard and the concepts used in the new proposals.	The concept “product” and “services” should be reviewed considering this issue.	

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SK 024			ge	No available expertise		
UK 027		Page 24	Ed	Change 5.3		
UK 028		Page 29 & 30		Figure 5 and Figure 6 are overcomplex	Simplify or remove Figure 5 and/or Figure 6	
SE 029	Abbreviations	Paragraph 3.2, page 16	ed		The list of abbreviations has to be in alphabetical order	
UK 030	Bibliography	end	Ge	Bibliography is missing	Insert bibliography	
UK 031	Contents	Page 2	Ed	Most of Table of Contents has been removed from Pre- Enquiry Draft. This means that the reader has to studu whole document in detail in order to locate guidance.	Re-introduce a definitive Table of Contents with following Suggestion: 1 Scope 2 Normative References 3 Terms and Definitions, abbreviations 3.1 Terms and Definitions	

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					4 Basics of FM Quality Management 4.1 Importance of Quality in FM 4.2 Influences on FM Quality Management 4.3 Types of FM Quality Characteristics 4.4 Pathway from FM Quality Needs to FM Quality Delivery. 4.5 Quality Management 4.6 Quality aspects of Organising for Delivery of Facilities Services 4.7 Quality aspects for Delivering FM Services. 4.8 Continuous Improvement. 5.0 Process of FM Quality Management 5.1 Introduction of FM Quality Process 5.2 Demand for FM Services 5.3 Determination and definition of FM Services Requirements 5.4 FM Service Levels 5.4.1 General 5.4.2 Organizing Requirements into FM Facility Services. 5.4.3 Elements of FM Service Levels 5.4.4 Principles and methods of defining FM Service Levels. 5.4.5 Types and Classification of FM Service Levels 5.4.6 FM Service Level Life Cycle. 6.0 FM Performance Management General Introduction. 6.1 Performance measurement and calculation. 6.2 Performance deviation analysis.	

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					6.3 Corrective actions based on deviation 6.4 Developing Performance Measurement Metrics 6.5 Purpose of developing performance metrics 6.6 Various types of Performance Indicators. ANNEX A GAP MODEL (Informative) ANNEX B Categories of Performance Indicators. ANNEX B1 Attributes of Performance Indicators ANNEX B2 Performance Indicator selection criteria. ANNEX B3 Properties of Performance Indicators ANNEX B4 Performance Indicator Domains/Categories. ANNEX B5 Performance Indicator Data Gathering SUGGEST CHANGE MAIN BODY DESCRIPTIONS INTO THE ABOVE	
UK 032	Cover		Te	Current title does not read well and not fully reflects its contents	Change Title to: "Facility Management-Part 3 Guidance on Quality and Performance Management in Facility Management"	
UK 033	Description of Context	Page 6		Last paragraph cites "three" alternative path – which is followed by a list of four options		
UK 034	Description of the context	Page 7 second half to first half	Ge	There seem to be two different introductions in this standard and the reason for 'example of new draft standard' op page 7-10 is unclear.	Delete second half of page 7 all the way through second half of page 10	

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UK 035	Description of the context	Page 10	Te	Title not in line with front cover	Modify Title as above	
UK 036	Description of the context	Page 11		Terms Product and Service 5th para	See comment above	
AT 037	entire document		ge	used term "Delivery" and "Supply"	differentiate / define "Delivery" and "Supply" joint review by the WG of the document if the term has been correctly used	
UK 038	Example for new draft standards	Page 6 - first paragraph	Te	Wording of paragraph needs to be re-written for better clarity of purpose and use	Rewrite paragraph for better clarity of purpose and use	
DE 039	General		ge	Please use the terms "product" and "service" strict and as described in ISO 9000.	The result of the process should be defined as a product. The term "service" should be only used for the activity within the process.	
CH 040	General comment			Very interesting, good reading, but practical application is not obvious and the relation to FM is not always visible	Add an example, how to apply this standard and how to develop a (FM) quality system. Explain the differences between this standard and a	

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					conventional quality system according to ISO9000.	
CH 041	General comment			Use of English language	Please ensure correct usage of English	
AT 042	Introduction		ge	We assume that the Introduction will not be part of the standard. The statements are rather general and they conflict with previous norms. Some reasons: - FM can be outsourced as market teaches us. - FM enables the organisations also to optimise also processes, monetary resources, values, aso. The case study does not describe how to achieve quality in FM, it rather indicates for which cases FM norms may be used in practice	Omit introduction page t through 10 until para: “Guidance how to achieve / ensure quality in FM “  Amend the case study eventually as example in an Annex	
AT 043	Introduction	page 10	ed	Effective FM brings value to an organisation and all associated stakeholders. (stakeholders are associated otherwise related / effected parties would not be stakeholders)	Effective FM brings value to an organisation and all <del>associated</del> stakeholders	
AT 044	Introduction	page 10	ed	... economic systems mature, the demand for this type of FM specific quality management will increase	... economic systems mature, the demand for quality management in FM will increase	
AT 045	Introduction	page 10	ed	This standard integrates the concepts and terms coming from:	This standard is based on:	
AT 046	Introduction	page 11	ed	define quality criteria	define quality criteria and indicators	

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AT 047	Introduction	page 11	ed	reach a transparent knowledge and information on quality through on metrics and service levels	obtain information and knowledge on metrics and service levels	
AT 048	Introduction	page 11	te	Due to the fact that the application of this standard will enable to measure performance and quality..... This standard is not a performance nor a quality measurement instrument	The understanding of this standard will support in building up a metrics which will enable to measure / asses performance and quality of FM and FM Services and the added value to the primary processes.	
AT 049	Introduction	page 11	te	bring customer, client and end-user satisfaction Reason: the described tool can not bring satisfaction to client organisation (client, customer, end user)	measure / asses congruence between needs / demands and supply	
AT 050	Introduction	page 11	te	Facility services is defined..... Facility services are services related to "space and infrastructure" and to "people and organisation" Reason: EN 15221-1 does not make this limitation	omit the limitation	
AT 051	Introduction	page 11 Page 12	Te	last paragraph first paragraph Model in 15221-1 is showing the Supply of Facility Services on all levels as for Primary activities Benefit of the limitation is not clear	omit omit	
CH 052	Introduction			List of purposes	Check if all points are fulfilled and refer to the relevant chapter	
CH 053	Introduction			List of purposes	Add: More standardised submissions which raises efficiency of procurement	



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CH 054	Introduction			List of purposes	Add: How to measure efficiency of FM processes and effectivity of their output (Facility products)	
CH 055	Introduction			Terms product and service on strategic level	According to EN15221-1 and prEN15221-2, the product on strategic level is the integration of processes (=definition of FM). This may contain several sub-products.	
DE 056	Introduction	Bullet point 3, after the table	ed	The sentence is incomplete.	The high number of invoices and the intransparency of the cost and the performance of the procured services...???	
DE 057	Introduction	Fundamentals of FM	ed	The sentence "Facility Management cannot be outsourced, only facility services" is confusing and should be discussed again and maybe deleted.		
NL 058	Introduction		Te	Is there a contradiction with the sentence: Fundamentals of FM – Facility Management is on every level of an organization		
UK 059	Introduction		ge	This standard includes an introduction of 8-9 pages which appears virtually identical to the introduction to other parts of prEN 15221. Users of standards are required to purchase standards based on page count and are not going to be very	Proposal. Carry out a fundamental restructuring of the draft standards; shorten the introduction to no more than one page and remove the remainder to an informative annex in one of the draft standards, and cross-refer to it in the other standards	

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				pleased to pay for the same content in two or more occasions.		
UK 060	Introduction		Ed	Format of Introduction is different than others three FM Standards	Ensure that formats of all four FM Standards match each other for the Introduction	
UK 061	Introduction	Page 4 - Fundamentals of FM	Te	'Facility Management cannot be outsourced, only facility services' DISAGREE WITH THIS STATEMENT. Facility Management can and is outsourced at all levels including ownership of assets by the provider of Facilities Management and FM Services	Delete last bullet	
UK 062	Introduction	Page 5 - 2 <sup>nd</sup> bullet point under 15221- 4	Ge	Refers to "FM products" – is this correct terminology? Or should it be FM Services?	Further discussion required by CEN/TC committee	
UK 063	Introduction	Page 6 - Figure A.1	Ed	Words "FM model: "at the top of diagram needs removing. Title of Figure A.1 needs to have the words "according to EN 15221-1:2006" added to it	Update accordingly...	
UK 064	Total Document		Ed	The use of British English should be used throughout - not American English	Check spelling and grammar based on British English	

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UK 065	Total Document		Ge	The touch and feel of the whole document is rather messy.	Update contents page to include all Chapters and Sections Insert page breaks where this enhances readability Update the Figures throughout the document (including Annexes)	
FR 066	<b>Whole document</b> <b>Others ?</b>		ed	The “z” (american), instead of the “s” (English) should not be used: e.g.  Organization to organisation  Synchronized synchronised  Categorized categorised  Analyzed analysed  Recognize recognise	Substitution of the letter “z” (american), by “s” (English).	
UK 067	Whole Document		Ge	BACKGROUND: At the end of 2008 UK Mirror group produced a detailed critique of the pre-enquiry draft for WG3 and submitted on the standard template. The group also carried out an editorial review on the same draft with suggestions for changes.  Having reviewed the recently received Enquiry Draft for WG3 we have to report that no changes have been incorporated from the above referenced documents.  Our view is that the WG3 Enquiry Draft, as is, is not suitable for purpose.  We make the following comments on the Enquiry Draft.		
UK	Whole			There seems to be a number of typo's throughout the		

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068	document			document		

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FR 069	<b>Whole document</b> as well as when used within other projects of standards	Whole document	ed	As decided by the TC, the term “FM product” found within the project of standard 3 should have been replaced by “FM services” unless the service concerned is defined within the project of the standard 4 as a “FM classified service” today defined as a “FM product” (e.g. page 25, 5.4.2, Organising requirements ..) only	The term “FM product” found within the project of standard 3 should be replaced by “FM services” unless the service concerned is defined within the project of the norm 4 as a “FM classified service” today defined as a “FM product” . In final to be replaced by “FM standard or standardised service”	
FR 070	<b>Whole document</b> as well as within the others projects of standards using the term “product”	Whole document	ge/te	The term “product” used within project of standard 4 and consequently within the other projects to designate a “classified FM service” is not used in France FM business activities and leads to unnecessary complexity and misunderstanding for no deep reasons (ISO 9001 accept the term “service” to designate a product within specialised areas)	The term “product” used within all the projects of standard to designate a “classified FM service” should be replaced by “classified FM service”, in fact by “standard or standardised FM services”, assuming next remark and change is accepted	
FR 071	<b>Whole document</b> as well as within the others projects of standards using the term “classified”	Whole document	ge/te	<p>The term “classified” used within project of standard 4 and consequently within 3, 4, and 5 when needed to designate FM services” considered as “standard” or “standardised” FM services, is not the adequate term.</p> <p>Why ?</p> <p>First reason: services, even specific ones will anyway be classified according to the categories defined in standard 4. The strict minimum classification being is a service a standard one (“classified” in the project of standard 4) or is it specific. Consequently the term “classified” will apply to all services. Consequently, the term “classified” does is not defined correctly a standard or standardised service (“classified” in the project of standard 4).</p> <p>Second reason: classified has a second English meaning. Info from Webster dictionary “Classified” :</p> <p>1- a: consisting of classes</p>	Within all the projects of standards, the terms “FM classified services” should be replaced by “standard or standardised FM services”.	

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				<p>1- b: divided into classes or or placed in class</p> <p>2- : forbidden to be disclosed outside a specified ring of secrecy for reason for national security; <i>specif</i>: having a particular specific classification"</p> <p>The average FM business persons reading the word "classified" will think of the second meaning and not of the first one. This lead to unnecessary confusion.</p> <p>Consequently the term "standard" or "standardised" facility service should be used</p>		
AT 072	1 Scope	page 13	te	This European standard does not :	amend as last item: - provide a measurement tool	
CH 073	2. Normative References			EN 13816 Standard on Service Quality is not found on the list of references	Check compliance with this existing standard, add reference and clarify importance and added value of the new standard for FM	
CH 074	2. Normative References			Environmental management system are more and more important regarding quality	Add reference to ISO14000	
CH	2. Normative References			Other quality systems of models like EFQM are not mentioned	Introduce a section with reference to other models.	

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075						
DE 076	3	3.1	ed	Please add the introductory standing right.	For the purposes of this document, the following terms and definitions apply."	
UK 077	Figure 3	Page 21		Diagram needs "Financial" added to category titles		
DK 078	Chapter 3.1		ED	The list of terms has to be in alphabetical order	Rearrange to alphabetical order	
DK 079	Chapter 3.1 and chapter 4.2, 4.3 and 4.4		TE	The term "organism" is used 4 times in chapter 4.2-4, and 3 times with the same explanation.	Include the term "Organism" in the list of terms with the definition: "An individual, a segment/group/part of client organisation (e.g. department), an organisation as a whole" and leave out the explanation in chapter 4,2, 4.3 and 4.4	
DK 080	Chapter 3.1.8		ED	The definition of "process" should include a reference to EN15221-5.	Include a reference to EN15221-5.	
CH 081	3.1.15			Note of the definition FM-Indicator is in conflict with the chapter on the terms product and services. If Facility Products are only used on operational level, the FM-	Clarify relation between the terms process, sub-process, activity and task and their outputs and output measurement on the three levels.	

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				Indicator cannot be used on tactical and strategic level	Coordination between all WG's necessary.	
DK 082	Chapter 3.2		ED	The list of abbreviations has to be in alphabetical order	Rearrange to alphabetical order	
DK 083	Chapter 3.2		TE	The abbreviation "SMART" is used in chapter 5.4.3 without an explanation and in Annex B without an explanation	Include "SMART" in the list of abbreviations with the explanation: "- Significant, Measurable, Achievable, Responsible and Time Scale" and leave out the explanation in Annex B	
FR 084	<b>Introduction</b> Page 4	First sentence	te	This introduction does not fit with it's true intent	This introduction goal is to position the standards 3, 4, 5 and 6 in continuity with the standards 1 and 2.	
FR 085	<b>Introduction</b> Page 4	Fundamentals of FM	te	The first 3 sentences and the last one are coming from standard 1 the sentences 4 and 5 appears as a marketing text for FM. No reason to have theses sentences	All these sentences and the title should be suppressed.	
FR 086	<b>Introduction</b> Page 4	Basic principles which are used in the drafts	te	The first 2 bullets are not « principles » but « knowledge»  Number 3 and first part of 4 are an obvious when one elaborate standards and the last part of 4 "example" is not true at least for standard N°3 N° 3 and 4 should be suppressed	Knowledge used within the draft: - ISO 9000-90004 and the guidance papers - the cycle of PDCA which stands for Plan, Do, Check and Act	
FR 087	<b>Introduction</b> for all the 4 projects of standards	Whole document	ge	This introduction is part of the 4 projects of standards, could be useful for the future "benchmarking" standard and is said to be suppressed within the final standards. This leads to two questions: 1- What will be the final introduction to be approved ? 2- The pedagogical example contains within the present	Within the norms 3, 4, 5 6 and future ones (Benchmarking) keep this introduction within an annex. In the new introduction set up a sentence leading the reader to read this annex	



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				introduction may be useful for actors not aware of FM, to introduce these FM standards and future ones to them. Should not this example be mentioned within the final introduction and enclosed within an annex in the 4 standards Assuming this introduction will remain one way or an other, comments are proposed below		
UK 088	4.2	Page 17 - 2 <sup>nd</sup> paragraph	Ed	Change the following from: In the process of defining the characteristics of the product, which finally shall be defined in the SL/SLA the following aspects for an organism e.g. an individual, a segment/group/part of client organisation (e.g. department), an organisation as a whole, shall be thoroughly considered:	To: In the process of defining the characteristics of the product that are defined in the SL/SLA the following aspects for an organisation shall be thoroughly considered:	
UK 089	4.2	Page 17 -5 <sup>th</sup> paragraph	Ed	The use of the term organism is best represented in business terms with the word organisation.	Replace Organism with Organisation	
UK 090	4.2 Criteria..	Page 17		The "a.m." citation is unclear as to meaning		
AT 091	4.3	page 18, Figure 1	Te	degree of fulfilment of requirements replace text.	congruence between needs / expectation and supply (expected delivery)	
CH 092	4.3	Fig. 1		The inclusion of the end-user in this complex system (surveys and what to do with them) needs an integrated	Elaborate more on this topic as it is very important in FM (no direct response from external markets like in the primary activities). Show the implications on	

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				approach	SLA definition, measuring, payment systems (bonus) etc.	
UK 093	4.3	Page 17	Te	The word indicators is not correct	Replace indicators with attributes	
UK 094	4.3	Page 18 - 3 <sup>rd</sup> paragraph	Ed	The use of the term organism is best represented in business terms with the word organisation.	Replace Organism with Organisation	
UK 095	4.4	Page 19	Ed	First paragraph does not read well	Rewrite first paragraph	
UK 096	4.4	Page 19 - 1 <sup>st</sup> paragraph	Ed	The use of the term organism is best represented in business terms with the word organisation.	Replace Organism with Organisation	
UK 097	4.4 Pathway...	Page 19		1 <sup>st</sup> Paragraph: please clarify “underneath laying needs”		

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UK 098	4.4 Pathway...	Page 19		1 <sup>st</sup> paragraph: remove last bracket		
CH 099	4.5			Goal: continuous improvement of quality	Change to: Continuous improvement of processes and quality	
UK 100	4.5 Quality...	Page 21		Second paragraph: close bracket required		
FR 101	<b>Whole document as well as the projects of standards 4, 5,</b>	<b>Whole document as well as the projects of standards 4, 5 and</b>	GE	<p>Since the Munchen TC meeting in October 2006, four WGs with many experts have been working hard on four F.M. projects of standards and started a new one N° 7 "Benchmarking". Now that the approval process for four projects is just ahead, it seems important, starting from the objectives set in München, to review the activities performed and the results obtained as well as to define a realistic approach for the next steps.</p> <p>Only a few of the comments below directly apply to the project of standard 6. The approach for this project is simpler and is discussed separately.</p> <p>Recognition is given to the experts who have worked hard and did their best. The below comments should only be considered as a tentative to explain and dramatically improve the present situation in order to be able to publish 3, 4, 5 and 7 high quality standards useful for FM actors:</p>		

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				<p>the clients and providers of FM services.</p> <p>The final global objective of the standards 3,4, 5 and 6 was to prepare the foundations of the standard "Benchmarking". For a large part this objective has been lost during the 3, 4 and 5 standards elaboration process. This lead the WG to work hard, but partly outside the defined scope. Considerations to be strictly coherent with on ISO 9001 have led to forget the above objective and partly blurred the whole picture.</p> <p>Preparing four standards at the same time was too ambitious, countries like France could not find enough experts to be active in four groups at the same time. The consequences have been late discoveries of main gaps between the French Mirror Committee expectations and the content of proposed documents, even after the French commission has alerted the TC and obtained the insurance that changes will be introduced.</p> <p>One knew that preparing the four projects at the same time would require a strong month to month co-ordination between the WGs to get coherence and avoid duplicating work. The WG4 was supposed to play an important role in this respect, especially at the beginning of the studies. Late TC tentative to find remedies through a Task Force between the 4WGs was too late and cannot be considered as successful.</p> <p>Today, there is a true danger to formally approve the projects of standards 3, 4 and 6, even enhanced ones, because:.</p> <p>1- The present content of the three projects has to be seriously improved, this should not be done in urgency and, until one sees the final documents, approval should not be requested and given, since we saw the problems which came by approving the launching of the public enquiry on non-finalised documents.</p>		

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				<p>2- There is a high probability that the work which will be now performed to elaborate the “benchmarking standard N° 7 will lead to discover good reasons to introduce additions or changes within the approved standards 3, 4, and 5, e.g. incoherence between the 3, 4, and 5 standards between themselves or between N°7, additions needed, moves from one of these standards into N° 7, unnecessary paragraphs,...</p> <p>3- Introduction of changes coming from the N°7 elaboration of already approved standards 3, 4 and 5 will be impossible during the <u>five years</u> following their approval.</p> <p><b>MAIN RADICAL RECOMMENDATIONS</b></p> <p>Postpone any quick formal and final approval of the standards 3, 4 and 5 until the project N° 7 is at least ready for public enquiry.</p> <p>Improve the 3, 4 and 5 projects of standards to take into consideration the remarks coming from:</p> <ul style="list-style-type: none"> <li>- the public enquiries which will be adopted by the WG and TC</li> <li>- the work on N° 7 elaboration.</li> </ul> <p>Concentrate FM experts resources and capabilities to insure that the results of WG 7 work will come as soon as possible and be of high quality.</p>		
UK 102	5	Chapter	Ge	This chapter appears overly technical for the layman reader	Simplify the text in Chapter 5	
FR 103	<b>Introduction</b> Page 5	Second §	te	These drafts have also strong linkages with the FM model of EN 15221-1.	These drafts have also strong linkages with the FM model of EN 15221-1 and EN 15221-2.	

1	2	(3)	4	5	(6)	(7)
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				Add EN 15221-2		
FR 104	<b>Introduction</b> Page 5	Third §	ed	which can be used in “REAL ESTATE” or for standard Benchmark purposes. Why capital letters for REAL ESTATE and Benchmarking What is a “standard” benchmark, qualification not needed	which can be used in “real estate” or for benchmark purposes.	
FR 105	<b>Introduction</b> Page 5	Message prEN 15221-3	te	The demand, requirement of the needs of an organisation are transformed into the steps and measures to act on deviation.	Through the described steps, the needs and demand of an organisation are transformed into requirements and objectives to be reached, as well as, after implementation, measurements of the results and actions to limit deviations activated.	
NL 106	Page 5		Ed	The given example needs to be more explained. Is it possible to put this example in the Annex		
CH 107	5.1			third point: operational level – here the paper talks about operational tasks	see comments above	
CH 108	5.1	Fig. 4		The chapter 5 is more or less structured in line with the process shown in figure 4.	Refer to the relevant chapters in fig.4 and use the same terms as headers in these chapters	
CH 109	5.1			... process steps 1 to 4 in Fig.4 – which one is number 1?	Numbering the processes in Fig. 4 (see also comment above)	

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CH 110	5.1			The listed actions (phases) concerning FM agreements do not fit under the header '5.1 General introduction ...'	Add a separate chapter e.g. called 'FM agreement' similar to chapter '5.4 SLA'. In 15221-4 taxonomy, FM agreement is used on strategic/client level and SLA on customer/tactical level.	
UK 111	5.1	Page 23	Te	What's the purpose of the first sentence	Delete first sentence	
DK 112	Chapter 5.1	Figure 4 Page 22	ED	Text in box "Needs and demand"	Text changes to "Analyze of needs and demand"	
DK 113	Chapter 5.1	Figure 4 Page 23	TE	There is no explanation of "DO" box	A box below DO should be created and explained or it should be explained why there is no "DO" box	
SE 114	Chapter 5.1	Figure 4 Page 22	ed	Text in box "Needs and demand"	Text changes to "Analyze of needs and demand"	
SE 115	Chapter 5.1	Figure 4 Page 23	te	There is no explanation of "DO" box	A box below DO should be created and explained	
SE 116	Chapter 5.1	Figure 4 Page 23	te	Make/Buy decision explanation before "DO"	A box before DO should be created specifying the Make/Buy decision process	

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CH 117	5.2			Is the reference to 5.5.3 correct?	Check reference	
UK 118	5.2	Page 23	Ed	???	Modify title and rewrite entire section	
UK 119	5.4.2 Organising	Page 25		Second paragraph request the use of “classified facility products if possible” could there be a reference to the reader where these classifications are cited – perhaps in an appendix of this standard as opposed to referring to another.		
UK 120	5.4.3 Elements..	Page 26		Could “SMART” be added to abbreviations list at the front		
CH 121	5.4.5			Classification in input and output oriented SL	Introduce the terms process oriented, strategy oriented and qualification (of staff) oriented e.g. as sub-headers of input oriented and reference to payment system (e.g. bonus/malus). Add a sentence about the implication of the orientation for submissions.	
CH 122	5.4.6			SL life cycle phases do not correspond with FM agreement phases from EN15221-2 (chapter 5.1)	Use the same phases and terms if applicable. Introduce a table to show the similarities and differences in the phases of an agreement and a	



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					SLA. Remove header 'changes' as text seems to be part of the optimisation phase.	
CH 123	5.5.2	Fig. 5		The intention of the figure is not clear. It does neither show the three levels nor the relation with each other as stated in the text below.	Improve the drawing to clarify the intention. Introduce client KPI (see definition 3.1.14) and move KPI down as it is used for facility services delivery (see definition 3.1.13) or change definition. Give an example for an FM top indicator not directly linked to client organisation	
CH 124	5.5.2	Fig. 6		This figure is rather confusing while its content is very simple and obvious.	Recommendation to delete this figure as the concept of hierarchy and aggregation can be understood without	
CH 125	5.8	Fig. 7		The figure was rated as a good model.	Recommendation to move Fig. 7 more to the beginning of the paper (e.g. close to Fig. 4 as they have a close relation). Develop it further e.g. introduce 'measurement' and 'compare results' like in Fig. 4. Show relation to FM model in EN15221-1 (demand side and supply side). The joint improvement process could be part of the encompassing FM agreement.	
DE 126	5.9		te	Please define the measurement points compared to e.g. EN 13549, Cleaning services - Basic requirements and recommendations for quality measuring systems	Possible points of measurement (input, throughput, output): time of measurement	
FR 127	<b>Introduction</b> Page 6	Drawing	ge	KPIs and SLAs appearing within the draft do not fit any more with the standard 3	NO PROPOSAL	
FR 128	<b>Page 9</b>	Point 3	te		Add the outsourced processes or processes that are subject to outsourcing services, to point 3 :	

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					define the demand and supply of support processes	
FR 129	Introduction Page 10	Guidance how to achieve, .....	ge	"Guidance how to achieve, improve and measure quality in FM." One should starts by measuring	"Guidance how to measure, improve and achieve quality in FM."	
FR 130	Introduction Page 11	Terms product and service... Third §	ge	'Service' as part of the definition 'product' is used in the general quality management context as a time-perishable, intangible experience performed for a customer acting as co-producer.  « intangible experience » cannot be understood	'Service' as part of the definition 'product' is used in the general quality management context as a time-perishable, activity performed for a customer acting as co-producer	
FR 131	Introduction Page 11	Terms product... Last §	ge	"According to the existing FM model in standard EN 15221-1 is decided that facility services are only used on operational level. The terms «facility services» and «classified facility products» are not used on tactical and strategic level."  Why ? e.g. a co-ordination service at a tactical level IS a facility service	Suppress this abstract , difficult to understand and not always true §	
FR 132	Introduction Page 12	Term product... Last §		"The classification of 'facility services' to 'classified facility products' is described in chapter 5.4.2. After these chapters the terms 'facility services' and 'classified facility products' are used in this standard."  The above explanations are not clear, the introduction of two terms for the same object is very confusing. Within standard 3 the only term to be used is « Facility services », mentioning that within the ISO context it means « facility product »  NB THIS RULE AS NOT BE APPLIED (See above)	"The classification of a 'facility services' into 'classified facility products' is described in chapter 5.4.2. Within standard 3 the terms 'facility services' and 'classified facility products' are accordingly"  Classified has also to be changed to "standard" or "standardised" see above.	
NL 133	Page 14		Ed	It is not recommended to use abbrivations		

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FR 134	Page 15	3.1.7 facility product	ge	TO BE REWRITTEN SEE ABOVE		
FR 135	Page 16	3.1.16 FM-key performance..	te	“ indicator directly impacting...” Be more precise and permitting to suppress the NOTE	“ FM-indicator directly impacting...”	
FR 136	Page 16	4.1 Importance of quality in FM	ed	“For the client organisation the quality of the services delivered is fundamental, since the quality of the support processes may influence the clients primary activities and clients organisations objectives considerably.” One could avoid repeating the word « clients »	For the client organisation the quality of the services delivered is fundamental, since the quality of the support processes may influence the primary activities and organisations objectives of the client considerably.	
NL 137	Page 16	4.1	Ed	The sentence “ For the client organisation ... services delivered is fundamental...processen may influence.” Is not correct .		
FR 138	Page 17	4.2 Criteria, background, ... end of § 2	ed	“....e.g. an individual, a segment/group/part of client organisation (e.g. department), an organisation as a whole, shall be thoroughly considered: “	“, a segment/group/part of client organisation (e.g. department), the organisation as a whole, shall be thoroughly considered:”	
NL 139	Page 17	4.2	Ed	In the process....the same a.m. aspects apply. What is a.m. aspects.		
FR 140	Page 18	Second §	te	“«Hard measures» of customers satisfaction.....repeated business, etc.). “	“Hard measures of customer satisfaction shall measure and reflects customer’s business view of actual facts (e.g; at operational level: is the equipment working or not; at a strategic level: gains	

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				<p>This sentence may reflected only one part of the satisfaction, at a high level this is correct when one talk of KPI, but at a lower FM level satisfaction may come and be measured at a lower level (e.g ; is this equipment working or not ?). Consequently the sentence should include more explanations.</p> <p>The term « buying » may not be the right one.</p>	or losses, market share, ...)	
FR 141	Page 19	4.4 Defined requirement in SLA ...	ed	<p>Requirements are prerequisites for the specification of the SL either described in a tender offer and/or</p> <p>negotiated in <b>an</b> process with the service provider.</p>	<p>Requirements are prerequisites for the specification of the SL either described in a tender offer and/or</p> <p>negotiated in <b>a</b> process with the service provider.</p>	
NL 142	Page 19		Ed	First sentence is not readable		
FR 143	Page 20	Perception Last §	ge	<p>“All above described deviations (gaps) may become evident “</p> <p>It means « may appear and become visible ».</p>	“All above described deviations (gaps) may appear and become visible “	
FR 144	Page 21	First §	ge	<p>Under-fulfilment (low quality) of the requirements will have an impact</p> <p>« Will » is too strong one should write « may have »</p>	Under-fulfilment (low quality) of the requirements may have an impact	
FR 145	Page 21	Last §	ed	“These metric-systems should fit in the QMS which are	These metric-systems should fit in the QMS which are	

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				measured <b>are</b> and determined by the client. “	measured and determined by the client.	
FR 146	Page 21	Last §	ed	“so the metrics of this standard is categorized for the fitting process to the QMS of the client organization. “  One should simplify the sentence	« so the metrics should be elaborate in order to fit to the QMS of the client organisation. “	
FR 147	Page 22	Figure 4	ge	A main action exist in the PDCA cycle : Producing the services .	Under the term “Do” a box should be introduced with the title “Perform or produce the services”	
FR 148	Page 22	Figure 4	te	Two types cycles exist in parallel in FM : - a long term cycle (e.g. 3 to 5 years) starting at the beginning of an FM activity with the definition of the services leading to the agreement, followed by regular checkings over a rather long period (three months) and leading to major improvements. The cycle is ended by the renewal of the agreement, - many short term cycles using the SLA goals and over short term period (day, week,..) comparing the output with the SLA and leading to short term quick corrections and improvements.  These processes should be much more clearly explained within the graph and within the text. The self imposed constraint of the writers to stick to the PDCA model leads to a fussy and inaccurate presentation.	MAIN CONCERN  INTRODUCE THE TWOTYPES OF PDCA CYCLES AND REVISE THE GRAPH AND THE TEXTS CONCERNED	
FR 149	Page 23	§ 3	ed	Concerning the FM agreements according to EN 15221-2, the main following actions (in italic characters) should be performed concerning quality/KPI/SLA:	The texts within the brackets should be in italic characters or the indication should be changed to « (within brackets )”	
FR 150	Page 23	5.2	ed	Consequently the methods to <b>reach</b> elaborate this demand, i.e.	Consequently the methods to elaborate this demand,	

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		Last §		requirements,  The verb « reach » is not needed.	i.e. requirements,	
FR 151	Page 25	After bullet 3.	ge	NOTE Minimum code requirements to be considered  What does this sentence means ?	Suppress the NOTE	
FR 152	Page 25 5.4.1.	General	te	“A Service Level (SL) is a complete description of all requirements of a product (or service), process or system with their correspondent characteristics. “  Text differs from definition	To be suppress to avoid discrepancy with the definition with the § definition	
FR 153	Page 25 5.4.1.	General Second §	ge	“SL is a single party description and can be described without having another party or through interaction with service providers. “  One should be much simpler, clearer and should not close the door to dialogues between the providers and the client when profitable for two parties Otherwise one does not know what single party and other party are ? Client or provider	« SL is set by the client and may be elaborated with or without interaction with service provider”	
FR 154	Page 25 5.4.2.	Organising requirements into facility products	ge	« Transforming » will be better than “organising”	Transforming requirements into facility products	
FR 155	Page 25	Second sentence	te	“One way to do this mapping systematically is to utilise the facility product map in the taxonomy standard (see EN 15221-4)	« FM service to be provided should be as much as possible chosen among the standard services.	

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	5.4.2.			to determine which facility products should be selected to fulfil the requirement.  « Should be selected » assumed that one will only have to choose among the services (products) proposed within a catalogue of “products”. This is not the case or the sentence is not clear enough.		
FR 156	Page 26	Third sentence	ed	« These elements will be described in a SMART way in service level agreements with indicators on strategic, tactical and operational level. »  The definition of the acronym “ SMART » should be introduced.	« These elements will be described in a SMART ( Significant, Measurable, Achievable, Responsible and Time Scale) way.... »	
FR 157	Page 26	5.4.4 Principle and approaches... First § Last sentence	te	“Following the process described in 5.5 elaborate on the specification for performance and quality measurement, metrics i.e. objectives and added value that should be reached / achieved.”  Clearer sentence	“ Based on objectives and added value that should be reached / achieved, following the process described in 5.5, one has to elaborate the metrics for performance and quality measurements	
FR 158	Page 27 5.4.5.	Types and classification of Service Level	ed	Plural will be better “Service Levels”	Types and classification of Service Levels	
FR 159	Page 27 5.4.5.	5.4.5 Types and classification of Service	te	“SL can be classified in to two principle categories: Input orientated and output orientated »  English language: replace « principle » categories by « main »	SL can be classified into two main categories:	

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		Level				
		Title				



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FR 160	Page 27 5.4.5.	5.4.5 Types and classification of Service Level  Third Sentence	te	One should clearly refer to the standard En 5221-2 to mention here that Input oriented category is not recommended.  "That means that SL can be (more) input or output oriented and can be defined on one, two or all three levels »(a strategic and/or tactical and/or operational level). »  This last sentence is redundant with the two above ones. Suppress it and replace it .	".....: Input orientated and output orientated." Then "Referring to EN 5221-2, Output oriented SL should be the standard. Input oriented SL should be the exception and only used if output oriented SL can not be used (e.g. security)."	
FR 161	Page 27 5.4.5.	5.4.5 Types and classification of Service Level	te	The sentence below within § Output oriented « Usually a service level will be somewhere between input and output orientation. It is rare to find a Service Level with all its characteristics 100% between input or output orientation. »  Will be better positioned after the third sentence and the word « between" within the last sentence can be suppressed	Introduce the sentence « Usually a service level will be somewhere between input and output orientation. It is rare to find a Service Level with all its characteristics be 100% input or output orientation. » just before the § Input oriented SL and suppress it within the § Output oriented SL	
FR 162	Page 27 5.4.5.	Input oriented SL:	ge	« but having some reasoning like standards, procedures, internal politics, etc. »  One cannot understand this part of the sentence.  Precision should be given about the responsibilities of each parties	« but based on client own reasoning, i.e. past experience, knowledge, standards, procedures, internal politics, etc. »  « The client take the its own responsibility to consider that these imposed means are sufficient to reach the	

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					quality level the client desires. The only responsibility of the provider is to provide the agreed means »	
FR 163	Page 27 5.4.5.	Ouput oriented SL:	ge	« The activities of the service provider are driven by the deviation of the expected or needed desire from the real situation » Language should be more precise.	« The activities of the service provider are driven by the goal to reduce deviation between the actual observed situation and the expectations »	

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FR 164	Page 28 5.5.1	Purposes of developing metrics Second sentence	ed	Good metrics with a solid set of <b>concurrent</b> / updated	Good metrics with a solid set of <b>coherent</b> / updated	
FR 165	Page 28 5.5.1	Purposes of developing metrics Bullet 6	te	« improved benchmarking with facility products of competitors; »	« improved benchmarking with facility products of providers competitors; »	
FR 166	Page 29 5.5.2	First line under the drawing	ed	« In figure 5 is shown that the <b>indicators</b> »	« In figure 5 is shown that the <b>indicators</b> »	
FR 167	Page 29 5.5.2	Beginning of the last §	ge	“The structure of indicators shall be systematic and to be based on defined algorithms in a vertical and/or  horizontal structure and aggregation can be performed through defined algorithms e.g.: »  The sentence should be improved	« The structure of indicators shall be systematic and based on vertical and/or horizontal structure enabling to perform aggregation through defined algorithms e.g.: »	
FR 168	Page 29 5.5.2	Last bullet	ed	of different indicator using weighting factors; Plural should be used.	of different indicators using weighting factors;	
FR 169	Page 30 5.5.2	Legend of the graph	ge	<b>INTRODUCE THE TIME</b>	NOTE: An important third dimension for aggregation, voluntarily not represented within the figure, “the time” is often useful.	
FR 170	Page 31 5.6	2 d Bullet 4 d Bullet 2d Bullet	ed	« training identify specialist and industry training requirements; »	« Training: Identify industry requirements and specialists»	

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FR 171	Page 32 5.6	First sentence	ed	“Renewal of processes, focusing on innovation and learning from metrics of KPI's and indicators and react on project control from:”	“Renewal of processes, focusing on innovation and learning from metrics of KPI's and indicators and reactions (or actions) on project control from:”	
FR 172	Page 32 5.7	Second sentence	ed	Training of people in the use of the defined various tools is necessary <b>a long</b> the lifetime of the contract.	Training of people in the use of the defined various tools is necessary <b>along</b> the lifetime of the contract.	
FR 173	Page 32 5.8	Last sentence	ge	« Both, the client and the service provider, should have input to this controlling process to avoid double work ,  double data acquisition and memorizing, synchronization between Client and service provider organisation. »  Addition of « to insure » to make the sentence understandable.	“ <b>To insure</b> the synchronisation between Client and service provider organisations, both, the client and the service provider, should have input to this controlling process to avoid double work, double data acquisition and memorising,.”	
NL 174	Page 33		Ed	Gaps are inherited	Gaps are inherend	
FR 175	Page 33 5.8	First sentence	ed	The cost of controlling system should be in direct relation to value of the information that is provided by the system.	The cost of controlling system should be in direct relation to <b>the</b> value of the information that is provided by the system.	
FR 176	Page 33 5.8	Figure 7	ge	See above comments	PRPFOUND IMPROVEMENT NEEDED	
FR 177	Page 34 5.10	3 d Bullet	ed	failures <b>our</b> deviation in provided resources;	failures <b>or</b> deviation in provided resources;	
AT 178	Annex A	page 36 Figure A.1	te	Perceived Service	Perceived Delivery	

1	2	(3)	4	5	(6)	(7)
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NL 179	Annex A		Te	<p>Proposal to put emphasis on soft characteristics in model. For the hard charateristisc are already lots of methods available,</p> <p>The added value of the model of Annex A for Integrated FM is in diminishing the gap between expectations and between output and outcome (perceived service). These aspects are very difficult to describe but very necessary for linkin with competencies of the Facility Manager in an organization and his staff,</p> <p>The more empahy there is for clients, products and services of the more added value the Facility Manager can give to an organization</p>		
UK 180	Annex B	Page 37 to 45	Ge	Are recommendations for a measurement system the subject if this standard?	Measurement system recommendations should be deleted and replaced with a reference to the correct source / other standard	
FR 181	Page 36 Annex A	First sentence	ed	"In the quality management process are gap between each task. To avoid losses in this process it is necessary to manage ...."	"In the quality management process are gap between each task. To avoid losses in this process it is necessary to manage ...."	
FR 182	Page 36 Annex B-1	End of bullet 1	ed	"Due to the life cycle of facility products, the requirements, critical success factors and targets/goals are changed over time,..."	"Due to the life cycle of facility products, the requirements, critical success factors and targets/goals are changed over time,..."	

1	2	(3)	4	5	(6)	(7)
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FR 183	Page 38 Annex B-1	5 th sentence	ed	<p>“Approaches of designing a metric system:</p> <ul style="list-style-type: none"> <li>- design systems with metrics you know you can populate with data in a short period of time, if more adept/experienced at metric design and implementation, additional measures”</li> </ul> <p>Second part of the sentence is difficult to understand</p>	<p>“Approaches for designing a metric system:</p> <ul style="list-style-type: none"> <li>- design systems with metrics one know one can populate with data in a short period of time, and only later after being more experienced at metric design and implementation, one may complement with more additional measures ”</li> </ul>	
FR 184	Page 40 Annex B-4	Bullet 11	ed	<ul style="list-style-type: none"> <li>- easy understandable relevant in respect to success factors; can be suppressed mentioned above</li> </ul>		
NO	Chapter 5.1	Figure 4 Page 22	ED	Text in box “Needs and demand”	Text changes to “Analyze of needs and demand”	
NO	Chapter 5.1	Figure 4 Page 23	TE	There is no explanation of “DO” box	A box below DO should be created and explained	
NO	Chapter 5.1	Figure 4 Page 23	TE	Make/Buy decision explanation before “DO”	A box before DO should be created specifying the Make/Buy decision process	
NO	Abbreviations	Paragraph 3.2, page 16	ED		The list of abbreviations has to be in alphabetical order	
NO			GE	15221-1 does not define the term product, there is no consistence between that standard and the terms used in the	The term “product” and “services” should be reviewed considering this issue.	

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				new proposals.		
NO	General			Good content in the document. A bit too detailed some places (viz. comments below). For supplier this is essential and can very well be used.		These comments are from the Norwegian supplier company Coor.
NO	Introduction		Ge	Viz. Comment regarding 15221-4 below.		These comments are from the Norwegian supplier company Coor.
NO	4. Basics of quality mgt	Page 17/18	Ge, ed	Good to introduce both objective and subjective characteristic/measuring of quality.	Maybe not neccessary to introduce notions like "soft characteristics" and "hard characteristics", but rather use "objective" and "subjective". The expressions soft and hard in FM we believe are more familiar in the field of classification of types of services.	These comments are from the Norwegian supplier company Coor.
NO	4. Basics of quality management	Page 19-	Ge	Very good to explain that there may potentially be a gap between expected and actually expressed quality standard. The figure 4 is good.		These comments are from the Norwegian supplier company Coor.
NO	5.3 Determining and defining requirements	Page 24	Ge	It may be difficult to achieve a full estimation of the customer's needs in processes where the suppliers can only base themselves on a written documentation – that is where there is not a process involving interviews etc.	One can introduce notions like "function supply" and explain what this implies (in other words that the supplier assumes a total functional responsibility).	These comments are from the Norwegian supplier company Coor.

1	2	(3)	4	5	(6)	(7)
MB <sup>1</sup>	Clause No./ Subclause No./ Annex (e.g. 3.1)	Paragraph/ Figure/ Table/ Note (e.g. Table 1)	Type of comm ent <sup>2</sup>	Comment (justification for change) by the MB	Proposed change by the MB	Secretariat observations on each comment submitted
				Still we think that the FM-standard provides an insight in the challenges we (Coor) as a supplier very often face in processes of tenders. The danger is that the work of outsourcing may be too detailed for the customer – which again may lead to a reluctance against entering the outsourcing process at all.		
	5.5 developing measurement metrics (KPI)	Page 28	Ge, ed	<p>We think that this chapter is too detailed with the introduction of 5 different indicators for measuring. It is not easily digested and in our view unnecessarily heavy. They should keep to the objective and subjective KPIs.</p> <p>Annex B exemplifies the indicators more in detail and this is good. But we think this is too detailed.</p>	It is important to stress that the number of KPI's should be limited to avoid too much administration (this is in a way explained in "Annex B", but it may also be included in the main document). Furthermore it is important to emphasise that the KPIs must be measurable, and that they can be influenced upon by the supplier.	These comments are from the Norwegian supplier company Coor.
	5.6	Page 31	Ed		Explain that it is important that the customer also organise themselves in relation to a strategic (management group), tactical (customer/procurer) and operational (user) level – in other words a reflection of the supplier organisation. This would be good to present visually as an example of organisation.	These comments are from the Norwegian supplier company Coor.