1	2	(3)	4	5	(6)	(7)
MB[1]	Clause No./ Subclause No./ Annex (e.g. 3.1)	Paragraph/ Figure/ Table/ Note (e.g. Table 1)	Type of comment[2]	Comment (justification for change) by the MB	Proposed change by the MB	Secretariat observations on each comment submitted
001				**No Comments**		
AT 003				The austrian mirror committee reject the EN 15221-5 according to the fact that we recommend to rework main chapters completely.		
BE 004				No reply from experts		
CH 006				SNV Switzerland		
CH 007		d)		a delegated responsibility - is this term correct English?		
CH 008		e)		What is the difference between checking and evaluating the quality		
CH 009		h)		Spelling: re -> are		
CH 010		i)		meaning of term conditions: status/attributes or framework?		
CH 011		l)		FM processes are triggered by changes? This is not necessary true. A constant demand can be a trigger.	Substantiate or change this sentence	

1	2	(3)	4	5	(6)	(7)
MB[1]	**Clause No./ Subclause No./ Annex** (e.g. 3.1)	**Paragraph/ Figure/ Table/ Note** (e.g. Table 1)	**Type of comment**[2]	Comment (justification for change) by the MB	Proposed change by the MB	**Secretariat observations** on each comment submitted
CH 012		new m)		The continuous Improvement is missing	Add paragraph m) about change and continuous improvement (Act)	
CH 013		Figure 3		Give reference to original Figure in ISO standard	Coordinate with Fig. 6.1 in Taxonomy	
CH 014				The starting points of a process are the required inputs – this sentence is confusing.	At the start are the specified requirement (Fig. 3)	
CH 015				Term Movement	Use 'moves' as in taxonomy product structure	
CH 016				Terms 'safety and security, operation and technical equipment' are not conditions	Use suitable examples for conditions	
CH 017				Evaluation = check conditions while execution Term check is used in this definition of evaluation and as a separate activity (4.3.7.6)	Implement proper quality cycle according to ISO (PDCA)	
CH 018				Horizontal levels or horizontal processes?	Use terms consistently, make a link to the processes in the standard (which ones are what and why) or delete	
CH 019				Process runtimes can be divided in	Clarify intention and benefit or delete	
CH 020				Are 'one off processes' really 'repetitive processes'?	Construction of new buildings is more like a project with defined processes than a process itself	

1	2	(3)	4	5	(6)	(7)
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CH 021				'The connections are the outputs, triggers, ...?	Refer to comments about structures of inputs, outputs, etc.. Define connections and or links	
CH 022				'If the processes can be easily adapted ..., the resources .. are used in a sustainable way ...': there is no logic connection between adaptation and sustainability	Rephrase this sentence	
CH 023				'.., the sustainable use of resources produces the required efficiency ..': to act sustainable is not always efficient or our world would look different	Rephrase this sentence	
CH 024				Annex B should be Annex A		
CH 025				Infrastructure and Space	Use the correct terms 'space and infrastructure' and 'people and organisation' in the whole document	
CH 026				'The purpose of the processes is to add value to the goals ...' – is this so?		
CH 027				'... needs of industry (health care, ...'	Add 'e.g.' to indicate the exemplary status	
CH 028				'For example a process in a large hospital ...': hospitals can have uniform workplaces too	Rephrase sentence and example or delete	
CH 029				New term 'senior management level' introduced	define term or use strategic level as in the other standards	

1	2	(3)	4	5	(6)	(7)
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CH 030				'... fulfils the sustainable use of resources.' how can this be fulfilled? Is sustainability the main goal of every organisation or is profitability not more often prevailing? This sound like wishful thinking.	Do not stretch the use of the term sustainability too much	
CH 031				'The broader an outsourcing project is , ...': This is not an outsourcing standard	Move to the introduction or delete	
CH 032				There is no structure, connection or methodology visible among the described processes	Use the process matrix provided by WG4	
CH 033				Comments to specific processes: 5.3.2 Alignment ... 5.3.3 Develop standards 5.3.5 Reporting to senior management 5.3.6 Strategic space planning 5.3.7 Identifying ... 5.3.8 Consulting ... 5.3.9 Leading and controlling ... 5.3.10 Communication and change management 5.4.2 Evaluation ... 5.4.3 Space planning 5.4.4 Procurement ... 5.4.5 Contract management 5.4.6 Provider Management 5.4.7 Coordination	Rename: Alignment with client Integrate in strategy development Rename Reporting to Client Picture says something different Delete because this is too detailed, stay generic see process matrix use client instead of senior management Make two separate processes Make two separate processes Asset management? Part of tactical planning Conflict with product map, stay generic Conflict with product map Conflict with product map Potential conflict with product map Conflict with product map and definition, FM= integration of services	
CH				Facility Service Production or facility services provision	Define terms and use them consistently, coordinate	

1	2	(3)	4	5	(6)	(7)
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034				processes?	with WG4	
CH 035				The given examples (unstructured melange of activities, products and facilities) are in contrast with WG4 Taxonomy which is confusing to the reader	Refer to Facility Product map WG4 and delete newly invented examples	
CH 036				Table 1 Generic processes – is this really the content?	Change title to examples of application of processes or show the generic processes in a separate column and only the specific adaptations under the respective product. N.B: these products are differentiated on operational level only, on strategic and tactical level processes are generic by definition	
CH 037				Infrastructure and space are inverted	see comments above	
CH 038				Maintenance alone is no product	Use 'Maintenance and Operation' or 'Technical Maintenance' as example	
CH 039				Security is a sub-product of HSSE. The text refers to HSSE	Change title to HSSE or adapt text	
CH 040						
DK 041						

Template for comments and secretariat observations

Date:2010-03-16   Document: prEN 15221-5

1	2	(3)	4	5	(6)	(7)
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DK 042						
DK 043						
IT 044				We ABSTAIN due to lack of a national position on this subject		
NL 045 NL			Ed	Lay-out: The introduction is not clear enough. A readers guidance is missed. Figures are not clear supported by text in paragraphs 5.4, 5.5 and 5.3. Grammar: Many sentences are too long. Spelling of words is not correct Used language is not correct		

1	2	(3)	4	5	(6)	(7)
MB[1]	**Clause No./ Subclause No./ Annex** (e.g. 3.1)	**Paragraph/ Figure/ Table/ Note** (e.g. Table 1)	**Type of comment[2]**	Comment (justification for change) by the MB	Proposed change by the MB	**Secretariat observations** on each comment submitted
NL 046				The content of prEN 15221-5 consists of "2 authors" and is not written with one consistent overall view. Illustrative is the structure of 4.3.2 and explanation in 4.3.3, 4.3.4 and 4.3.6. In between is a descriprion in 4.3.5 and attached descriptions in 4.3.7 and 4.3.8. Explanation of choice for chosen FM processes is needed. We propose extension of FM processes on tactical level with: Reporting on Facilities.	We propose extension of FM processes on tactical level with: Reporting on Facilities	
NL 047		Page 22-29		What is the difference between FM strategy and Facility Strategy?		
PT 048				No comments		
PT 049						
PT 050						

1	2	(3)	4	5	(6)	(7)
MB[1]	Clause No./ Subclause No./ Annex (e.g. 3.1)	Paragraph/ Figure/ Table/ Note (e.g. Table 1)	Type of comment[2]	Comment (justification for change) by the MB	Proposed change by the MB	Secretariat observations on each comment submitted
PT 051						
PT 052						
PT 053						
SE 054			ge	There must be compliance between the output (products) shown in the diagram A.1.3 and the processes found in this standard, i.e.: a consistent visualization of processes. Ref. ISO in pages 17-19 Ref. project carried out in Sweden in 2000. Prosjekt: IT Bygg och Fastighet 2002 Byggstandardisering Förvaltningsinformation 2002, Etapp 2 Preliminäre rekommendationer Processynsätt och processmodellering för FM Kjell Svensson, Håkon Yngve Christer Bergenudd, Erik Sandström	Differentiate between sequential/parallel processes Processes must be defined as a sequence of activities or sub-processes.	
SE 055		Chapter 5.4		Similar overview should be included for tactical level processes Ref. strategic process page 22 and operational process page 31		

1	2	(3)	4	5	(6)	(7)
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SE 056		Chapter 5.3	GE	The main concern is a matter of simplifying and linking 15221-5 to 15221-4. The central link should be to the primary on figure on page 35-37 and on page 22 and 23 in 15221-4. On page 22 a FS/FM Product is defined as a result of a FS/FM Process thus one Strategic and two tactical processes are defined. The workgroup's comments on 15221-4 suggest a division of one of the tactical products in two separate products which leads to the following list of Product/Processes 1.Strategic integration of processes 2.Tactical integration of space provision 3.Tactical integration of processes connected to space and infrastructure 4.Tactical integration of processes connected to People and Organization The listed elements and the rest of the descriptive text should be kept unchanged, but the layout, use of grapichal elements and so on should distance from a "process map layout" to empazise that only one strategical process exist (as defined om page 22 in 15221-4). The same logics and change on graphical elements should be used on chapter 5.4 where exactly three processes should be described by use of process maps. Under the three main processes on tactical level, the other defined products/processes from p 35-37 in 15221-4 should be structured as follows: 1. Tactical integration of space provision a. Building initial performance b. Asset replacement and refurbishment	To bring consistence between 15221-4 and 15221-5 there should be drawn only one process map on chapter 5.3 in 15221-5 "Strategic integration of processes".	

1	2	(3)	4	5	(6)	(7)
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				2. Tactical integration of processes connected to space and infrastructure a. Enhancement of initial performance (might be placed under Tactical process #1) b. Property administration c. Portfolio optimization d. Operation e. Maintenance f. Utilities g. Land Site Lot h. Outside facilities i. Parking Facilities j. Routine cleaning k. Special cleaning l. Occupier fit out and adaptions m. Space management n. Furniture o. Art p. Primary processes related utilities q. External workplaces 3. Tactical integration of processes connected to People and Organization a. Safety and Health b. Environmental protection c. Security d. Reception and Contact Center e. Meetingrooms and Events f. Workwear and other textiles		

1	2	(3)	4	5	(6)	(7)
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				g. ICT Service desk		
				h. ICT end user service		
				i. ICT Central and distributed services		
				j. Telecommunications and connectivity		
				k. ICT training		
				l. Office supplies stationary		
				m. Documents Management		
				n. Mobility		
				o. Business support Finance		
				p. Business support HRM		
				q. Legal counsel and contracts		
				r. Marketing		
				s. Procurement		
				t. Secretarial services		
				u. Business software		
				When it comes to operational level we find an interesting figure on 5.5.1. The process above the line is"the generic pre-operational FM process" which may be performed after the strategic process and the tree main tactical processes have been performed.		
				The arrow-shaped boxes in the lover part of the figure might be changed to ordinary boxes to emphasize that the operational processes should be performed in parallel rather then in a logical sequence.		
				The texts in the boxes should be replaced with the text from the boxes in the lowest level in figures from page 35-37 in 15221-4		
				The rest of de descriptive text should be adapted to fit in to		

1	2	(3)	4	5	(6)	(7)
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				the new process structure.		
SE 057		Figure 5 Page 19	GE	The figure 5 shown in this page does not follow the structure PLAN-DO-CHECK-ACT.	We recommend deleting the current figure, but not the text.	
SE 058		Chapter Abbreviations	ED	Alphabetical order is missing	The Abbreviations must be shown in alphabetical order	
SK 059			ge	No available expertise		
SK 060						
UK 061		Page 13	Ed	Title not required	Delete title	
UK 062	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	
UK 063	Example for new draft standards	Page 7 - 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	

1	2	(3)	4	5	(6)	(7)
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DE 064	General		ed	Part 4 and Part 5 of the Standard series should be harmonized (figures, process definition, principles)		
DE 065	General	Figures	ed	The number of the figures is wrong. The first figure in the draft is numbered with "figure 3". Please correct.		
CH 066	General comment			The intention of this standards is not clear – is it a guidance with check lists or a schoolbook or exemplary? What are the factors for success when introducing processes? What are the client's requirements? Does the standard live up to its promising title?	Clarify intention and mode of usage	
CH 067	General comment			The standard contains many general statements which may be true and intelligent, but are they really needed in a standard? E.g. 'Process runtimes can be divided into short, medium and long term processes' (is this a definition or a recommendation and what are the benefits of this?).	Clarify the intention of these general statements and delete if not necessary. A standard should be more generic.	
NL 068	Header Description of the context	p. 7	Te	The given example is too generic and does not attribute added value to the prEN 15221-5.		
NL 069	Header Example for new draft standards	p.7	Te	This paragraph is very important because the added value of Facility Management is described. The place of this paragraph is not right and needs to be removed.		
CH 070	Introduction	f)		"FM cannot be outsourced, ..."	Is this true in this absolute form?	

1	2	(3)	4	5	(6)	(7)
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DE 071	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 072	Introduction	Fundamentals of FM	ed	The sentence "Facility Management cannot be outsoured, only facility services" is confusing and should be discussed again and maybe deleted.		
NL 073 NL	Introduction			Header Fundamentals of FM F) It is not true that FM cannot be outsourced What is the reason of using principle of Deming in stead of quality circle of Six Sigma? Distinguish between projects and going concern.		
NL 074	Introduction	Page 7		If you don't describe KSF before one describes KPI, one can not measure.		
UK 075	Introduction			This standard includes an introduction of 8-9 pages which appears virtually identical to the introduction to prEN 15221-3. Users of standards are required to purchase standards based on page count and are not going to be very pleased to pay for the same content in two or more occasions	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	
UK 076	Introduction		Ed	Format and content of Introduction	As per UK comments in space standard.	

1	2	(3)	4	5	(6)	(7)
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UK 077	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 078	Introduction	Page 5 - 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 079	Introduction	Page 6 - 2nd 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 080	Introduction	Page 7 - Figure A.1	Ed	Title of Figure A.1 needs to have the words "according to EN 15221-1:2006" added to it	Update accordingly…	
FR 081	**Whole document**	Whole document		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. Only a few of the comments below directly apply to the project of standard 6. The approach for this project i		

1	2	(3)	4	5	(6)	(7)
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				simpler and is discussed separately.		
				Recognition is given to the experts who have worked hard and did their best. The below comments should only be considered has 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: the clients and providers of FM services.		
				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.		
				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.		
				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.		
				Today, there is a true danger to formally approve the projects of standards 3, 4 and 6, even enhanced ones,		

1	2	(3)	4	5	(6)	(7)
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				because:.		
				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.		
				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 theses standards into N° 7, unnecessary paragraphs,…		
				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.		
				MAIN RADICAL RECOMMENDATIONS		
				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.		
				Improve the 3, 4 and 5 projects of standards to take into consideration the remarks coming from:		
				- the public enquiries which will be adopted by the WG and TC		
				- the work on N° 7 elaboration.		
				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.		
FR	**Whole**	Whole	Ge	GENERAL COMMENT	**A COMPLETE REVISON OF THE PROJECT OF**	

1	2	(3)	4	5	(6)	(7)
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082	**document**	document		Specialists of FM will find the content of the proposed standard rich and some listing and descriptions of some processes are of interest. It shows that the WG5 has worked hard. But the content is very abstract, blurred by details and may be extremely difficult to be understood and applied by persons, especially from the client side, working on a day to day basis within FM activities. Consequently the standard may be rejected by them and even worse may bring a low image on the FM standards in general. Presenting relatively similar processes along the three levels Strategic, Tactical, Operational leads to a lot of redundancies and complexity. Reading the description of the processes proposed one feels that there is some kind of confusion between the services and the processes to perform or support these services. There are some duplication with the description of "products in standard N° 4. ------------ The expectations underlying the launching of this standard are not fulfilled, for example what should be the standard symbols to represent FM processes. The linkages with the processes described in the projects of standards 3 and 4 do not exist, and theses projects were not in a position to utilise recommendations from standard 5 as it should have been	**STANDARD N° 5 IS ABSOLUTELY COMPULSORY BEFORE ANY APPROVAL MAY BE CONSIDERED** THE MINIMUM WORK TO BE PERFORMED , EVEN IF STANDARD N° 5 IS NOT PUBLISHED, SHOULD BE TO HELP THE WG 3 AND 4 developing projects of standards N° 3 and N°4 to be coherent within their respective presentations of processes.	
UK 083	Whole document			There seems to be a number of typo's throughout the document		

1	2	(3)	4	5	(6)	(7)
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UK 084	Whole Document		Ed	The use of British English should be used throughout - not American English	Check spelling and grammar based on British English	
UK 085	Whole 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)	
UK 086	Whole document		Ed	We are not following existing standards	Should adopt process ISO protocol standards in relation to format and context of symbols	
FR 087	**Whole document** 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 088	**Whole document** as well as within the others projects of standards using the term "product"	Whole document	ge	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	**Whole**	Whole	ge	The term "classified" used within project of standard 4 and consequently within 3, 4, and 5 when needed to designate	Within all the projects of standards, the terms "FM	

1	2	(3)	4	5	(6)	(7)
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089	**document** as well as within the others projects of standards using the term "classified"	document		FM services" considered as "standard" or "standardised" FM services, is not the adequate term. Why ? 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). Second reason: classified has a second English meaning. Info from Webster dictionary "Classified" : 1- a: consisting of classes 1- b: divided into classes or or placed in class 2- : forbidden to be disclosed outside a specified ring of secrecy for reason for national security; *specif:* having a particular specific classification" 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. Consequently the term "standard" or "standardised" facility service should be used	classified services" should be replaced by "standard or standardised FM services".	

1	2	(3)	4	5	(6)	(7)
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CH 090	1	2		Examples of workflow – proposed workflows have rightly been deleted from the standard	Adapt text to actual document	
CH 091	2			ISO 5807 – is this reference still needed?		
DE 092	2		te	Please check the title of the two last references and give information about the document source.	Guidance on ISO 9000, ….. Guidance on ISO 9001, …	
UK 093	2	Page 13	Te	References inadequate: ISO 9000, Introduction and support package: Guidance on the concept and use of the process approach for management systems ISO 9001, Introduction and support package: Guidance on 'outsourced processes	Change to: ISO/TC176/SC 2N 544R2, Introduction and support package: Guidance on the concept and use of the process approach for management systems ISO/TC 176/SC 2/N 630R2, Introduction and support package: Guidance on 'outsourced processes	
DE 094	3		ed	Please add the introductory standing right.	For the purposes of this document, the following terms and definitions apply."	
DK 095	Clause 3	Terms and definitions	ED	Alphabetical order is missing	Rearrange the terms to an alphabetical order	
CH 096	3.1			what are deliverables – facility products?		
CH	3.11			Reference to EN15221-1 is missing		

1	2	(3)	4	5	(6)	(7)
MB[1]	Clause No./ Subclause No./ Annex (e.g. 3.1)	Paragraph/ Figure/ Table/ Note (e.g. Table 1)	Type of comment[2]	Comment (justification for change) by the MB	Proposed change by the MB	Secretariat observations on each comment submitted
097						
CH 098	3.14			What is a service level?	Add definition of service level	
CH 099	3.15			System – coordinate definition with WG3		
CH 100	4			Confusing and ever changing definitions of Inputs and Outputs throughout this chapter. (If these are only examples then this should be clearly stated): Input: (4.1 i)) tangible assets, resources, Data/information and conditions (Fig. 3) Requirements specified (4.3.2 Structure) required conditions and triggers, planning and preparation fulfilled, workflow, Tangible assets (equipment, desks, buildings, etc.) Resources (manpower, energy, space, data/information) Conditions (status of operation, cleanliness, etc.) Triggers (initiating pulses, conditions, results of other processes) (4.3.3 Inputs) Required resources (manpower, handling materials, energy for technical equipment) Conditions (required framework eg. timeframe, operating status, age) (Fig. 4) Tangible assets, data/information, Resources, conditions The same applies to Output	Develop consistent structure and hierarchy of terms or refer to ISO definition and coordinate with WG4 Indicate if these are examples or comprehensive lists	
FR 101	**Introduction** Page 4	First sentence	ge	This introduction does not fit with it's true intent	This introduction goal is to position the	

1	2	(3)	4	5	(6)	(7)
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					standards 3, 4, 5 and 6 in continuity with the standards 1 and 2.	
FR 102	**Introduction** Page 4	Fundamentals of FM		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 103	**Introduction** Page 4	Basic principles which are used in the drafts	ge	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 104	**Introduction** 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 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	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	
CH 105	4.1	c)		plan, prepare, do, evaluate, check and report – do not invent new structures without necessity PDCA and its possible substructure: Plan: Contains Planning and preparation Do: Contains Execution and Evaluation during execution	Use ISO structure Plan, Do, Check, Act like in the Taxonomy Standard and use mentioned structure as sub-structure if needed	

1	2	(3)	4	5	(6)	(7)
MB[1]	**Clause No./ Subclause No./ Annex** (e.g. 3.1)	**Paragraph/ Figure/ Table/ Note** (e.g. Table 1)	**Type of comment[2]**	Comment (justification for change) by the MB	Proposed change by the MB	**Secretariat observations** on each comment submitted
				Check: Contains Check and Reporting Act: Contains Evaluation after Execution + Continuous Improvement (missing in paper 5!)		
UK 106	4.1 Summary	Page 15		It would be useful if there is a short introductory paragraph before launching into the "summary"		
CH 107	4.2			Reference to ISO/TC: reference to draft standard? Is the number still valid?		
CH 108	4.3.2	Title		The chapter does not give a process structure.	Specify the intention of this chapter like 'working with processes in FM'	
UK 109	4.3.2	Para 1	Te	Disagree with the content "The starting points of a process are the required inputs".	The purpose of any process is to achieve REQUIRED OUTPUTS and successful OUTCOMES.	
CH 110	4.3.4			Roles are not 'specific types of persons'	Clarify the definition of roles like tasks to be performed and interest to be represented independently of the person or organisational unit responsible for it	
NL 111	4.3.4	Page 17		We propose to link the role of an indvidual to a function with responsibilities		

1	2	(3)	4	5	(6)	(7)
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CH 112	4.3.6			Definition of output not coordinated with WG4	Output of a process are requirements satisfied (Fig.3) by a service or a classified product	
AT 113	4.3.7.		ge	The described process activities have no reference at all with the PDCA-circle used in EN 15221-4	Principal redesign of that chapter	
UK 114	4.3.7. Process..	Page 18		May be clearer if items 4.3.7.2 to 4.3.7.7 where listed under 4.3.7.1 instead of be discrete subsections in their own right.		
UK 115	4.3.7.1	Page 18		"The measure of output can only be done when the process has ended". We can use milestones to ensure that the *expected* output is on track before the process is completed.		
CH 116	4.3.7.4			Are activities 'implemented' in English?		
CH 117	4.3.7.5			work steps	Use common term work flow	
AT 118	4.3.7.7	Fig 5 Workflow	ge	In contradiction with EN 15221-4	Use picture of PDCA-circle See diagram 5.2 –Matrix of FM model linked with the quality cycle (EN 15221-4 , page 28)	
CH 119	4.3.7.7	Fig. 5		Confusing Graphic In chapter 4.1c) term do is used instead of execution In chapter 4.3.7.4 term implementation is used instead of	Simplify Figure by integrating the two boxes, omit starting and ending point (not defined), use PDCA as basic structure, use terms in substructure (if	

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				preparation	needed) consistently	
CH 120	4.3.7.7	Fig. 5		This figure is standing alone and is not linked to the other standards	Coordinate with graphics 4.1 and 6.1 in Taxonomy	
DK 121	Clause 4.3.7.7	Figure 5 Page 19	GE	The figure 5 shown in this page does not follow the structure PLAN-DO-CHECK-ACT.	We recommend deleting the current figure, but not the text.	
CH 122	4.3.8			What is the intention of this chapter?	Reduce to the minimum.	
UK 123	4.3.8 Process..	Page 19		Last four paragraphs are part of a list – can they be cited as such		
CH 124	5			Facility Management Processes or Facility Processes	Define terms and coordinate with WG4	
FR 125	**Introduction** Page 5	Second §	ge	These drafts have also strong linkages with the FM model of EN 15221-1. Add EN 15221-2	These drafts have also strong linkages with the FM model of EN 15221-1 and EN 15221-2.	
FR 126	**Introduction** 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.	

1	2	(3)	4	5	(6)	(7)
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FR 127	**Introduction** Page 5	Message prEN 15221-3	ge	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.	
CH 128	5.1	Fig. 6		Direction of arrows is confusing – they could direct in the other direction as well	Explain the direction	
DK 129	Clause 5.1	Page 27	GE	A sub-section with an overview of the tactical processes like included in 5.3.1 for strategic level and in 5.5.1 for operational level is missing for tactical level	Include a new subsection 5.4.1 with similar overview for tactical level	
CH 130	5.2			Title (importance) and content (efficient use) are not directly linked	Check title or additional subtitle	
NL 131	5.2	Page 21 Page 37		Define according to the principles of SMART.		
CH 132	5.3			'.. at a strategic level ..'	delete 'a'	
NL 133	5.3			On strategic level are FM processes described where one can ask about the relevance of it: Reporting to Senior Management, Consulting of Senior Management in relation to Leading and controlling FM organization.		

1	2	(3)	4	5	(6)	(7)
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UK 134	5.3 Facility Management	Page 22 onwards		Is the intention to have all diagram with Figure Nos"?		
AT 135	5.3.1	Table	ge	The structure of the general FM process contradicts principally with the basic description of an strategic FM process	Chapter 5 has to reference the relationship between the FM processes an the FM products	
CH 136	5.3.1	Figure		The figure indicates a connection between the processes shown on three levels in the direction of the arrows which is not the case.	Add title and number of figure Redraw figure to indicate clearly that these processes are examples and not exhaustive and that there is no linear connection along the arrows.	
UK 137	5.3.1	Page 22	Ed	Text and diagram imply a definitive list	Insert below figure "typical list of processes at strategic level	
AT 138	5.3.2 – 5.3.10	Chapters	ge	The structure of the general FM process steps contradict principally with the classification of the FM products of EN 15221-4 and with the PDCA-circle	Complete new content of 5.3.2 to 5.3.10 is necessary	
UK 139	5.3.3	Page 22	Te	The following sentence does not read well: "Based on the FM strategy, developed in the alignment process, corporate FM standards do form the borderlines, in which the FM organisation can move and is based on"	Structure of wording needs to be changed. Suggest: "The FM Strategy which has been formulated and aligned with the primary processes requires the development of Corporate FM Standards that will guide the FM Effort to achieve meaningful and successful outcomes in both FM Performance and Corporate Performance".	

1	2	(3)	4	5	(6)	(7)
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UK 140	5.3.6 Strategic Space Planning	Page 24		Heading within the figure is incorrect – it should read "Strategic Space Planning"		
UK 141	5.3.8 Consulting	Page 25		Last sentence is unclear		
UK 142	5.3.8 Consulting	Page 26		First line with figure: "on" should be "at"		
UK 143	5.3.10	Page 27		First sentence is unclear		
UK 144	5.4 Facility..	Page 27		In 5.3, there was a helpful section and diagram (5.3.1: General). Could we have a similar introductory paragraph and diagram to help the reader through the 5.4?		
AT 145	5.4. Facility Management processes at a tactical level	Chapters 5.4.1 – 5.4.7	ge	The structure of the general FM process contradicts principally with the basic description of a tactic FM process, 5.4.1 FM Planning, implementing and monitoring standards – a reference to FM products is missing	Chapter 5.4 has to be completely reworked	

1	2	(3)	4	5	(6)	(7)
MB[1]	**Clause No./ Subclause No./ Annex** (e.g. 3.1)	**Paragraph/ Figure/ Table/ Note** (e.g. Table 1)	**Type of comment[2]**	Comment (justification for change) by the MB	Proposed change by the MB	**Secretariat observations** on each comment submitted
				should not that be called "Specifying FM products demand" – and be linked to 5.4.4		
				5.4.2 Evaluation of facilities - why is this a tactical process?		
				5.4.3 Space planning and evaluation is more a Facility product than a step of the tactical process		
				5.4.4 Procurement of facilities and facility services – should not that be called procurement of facility products		
				5.4.5 Contract management – acc. to EN 15221-2 there are two parts: FM agreements and service agreements, no tactical process		
				5.4.6 provider management - isn't there an overlapping with contract management?		
				5.4.7 Coordination of business units business unit is no term used in EN 15221-1, -2, -3, -4 it has no correspondence with the FM-model, even if it is called "activity unit". (we spoke generally only of activities and not of businesses)		
CH 146	5.4.1			Why is there no picture on tactical level like in 5.3.1?		
UK 147	5.4.2 Evaluation…	Page 28		Introductory text is unclear.		
UK 148	5.4.2 Evaluation…	Page 28		Why is "PURPOSE" capitalised? If it is for greater emphasis, it should be explained (also at 5.4.3 & 5.4.6)		

1	2	(3)	4	5	(6)	(7)
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NL 149	5.4.3			On tactical level is the question if Coordination of business units is the correct name for the description which follows.		
UK 150	5.4.3 Space..	Page 29		Introductory text is unclear.		
AT 151	5.5	5.5.1	ge	The graphic elements below the thick line, e.g. safety, security, cleaning describe facility products and do not correspond with the facility products of EN 15221-4	Chapter 5.5.1 has to be reworked	
AT 152	5.5	5.5.2	ge	The processes 5.5.2 Monitoring and evaluation the performance of facility services 5.5.3 Data collection and administration 5.5.4 Reporting on facilities and facility services 5.5.5 Service Coordination are not in line with the PDCA-circle referenced in EN 15221-4	Rework chapter 5.5.2 to 5.5.4 to bring the process steps in relation to the PDCA-circle	
CH 153	5.5.1			FM processes on operational level? This is in contrast with WG4 Taxonomy	Move these processes to the tactical level	
UK	5.5.1 General..	Page 32		First paragraph is unclear		

1	2	(3)	4	5	(6)	(7)
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154						
CH 155	6			Chapter 6 provides a stand-alone check list for the assessment of processes. What is the connection to this and the other FM standards?	Integrate steps into the quality management and continuous improvement process on strategic level in FM and coordinate with WG3	
FR 156	**Introduction** Page 6	Drawing	ge	KPIs and SLAs appearing within the draft do not fit any more with the standard 3	NO PROPOSAL	
CH 157	6.2			Title is different from content	Better title: Requirements for an FM organisation	
CH 158	6.2			'... has to be concentrated in a single department ..': This cannot be mandated.	Formulate as recommendation with a good reason to do it	
UK 159	6.3 Step 1…	Page 35		Example 2 cites "crash maintenance strategy" – is this "reactive only" strategy?		
CH 160	6.4			'The outputs of a strategic planning process (for instance service level standards)' What are SL standards? SLA's are defined on tactical level	Coordinate with WG4	
CH 161	6.5			Why are facilities, space etc. an indication for the demand for data?		

1	2	(3)	4	5	(6)	(7)
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UK 162	6.5 Step 3…	Page 36		Consider stating what the different sources of FM data are available to the reader.		
DE 163	6.6		te	last paragraph: "Examples: examples of best practice workflows are given in the annex."	In which Annex?	
FR 164	**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 165	**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 166	**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 167	**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	"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	

1	2	(3)	4	5	(6)	(7)
MB[1]	Clause No./ Subclause No./ Annex (e.g. 3.1)	Paragraph/ Figure/ Table/ Note (e.g. Table 1)	Type of comment[2]	Comment (justification for change) by the MB	Proposed change by the MB	Secretariat observations on each comment submitted
				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)	"standardised" see above.	
FR 168	**Page 19**		Te	French Version: page 19 activités de processus - planification - préparation - mise en œuvre : dans ces 3 chapitres il devrait y avoir la notion de sous traitante, par exemple dans le planification et préparation les aspects réglementaires et obligatoire en matière de plan de prévention et surtout de l'inspection commune préalable.. et le prolongement concret lors de la mise en œuvre avec les vérifications ...ou bien quand le sujet HSSE est abordé, il serait utile de rappeler ce point là (la co activité).	Introduce to standard number 5 the two main processes : Subcontracting Management and safety and security Management	
FR 169	**Page 41** (Page 43 Version Française)	ANNEX A – Tableau 1	te	French version identifier les équipements de maintenance....mais aussi s'assurer pour certains équipements de la réalisation des contrôles obligatoires...	Add to the French version : s'assurer pour les équipements le requérant le respect des exigences réglementaires Add to English version: Insure that, for the equipment, all mandatory controls and inspections are done if required.	

1	2	(3)	4	5	(6)	(7)
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				Identify maintenance equipments and spare components.		
AT 170	Annex A	Table 1		The table seems to be incomplete and has a very limited correspondence to the FM-product map of EN 15221-4 the chosen so-called generic processes "maintenance, cleaning, catering, security are incomplete	Rework completely	
DE 171	Annex A		te	Please include a title and give information's about if the Annex is informative or normative. [see ISO/IEC Directives — Part 2:2004, 5.2.6]	**Annex A** (informative?/normative?) title	
DE 172	Annex A	Table	ed	Please include the Annex identification letter.	**Table A.1 – GENERIC PROCESSES**	
NL 173	Annex A	Processes	Te	A product or service gets its relevance by the total setting in the primary process. Depending on this context one could determine whether it is a generic process or not. The description of 4 processes is not complete and needs extensension by the description of Business Continuity, Reception and Internal Moves. Proposal for categorizing the processes in Building related and Organisation related.		

1	2	(3)	4	5	(6)	(7)
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NL 174	Annex A			Proposal: Change rows Alignment (3) and Development and Integration (4) to the whole strategic level.		
CH 175	Annex B			A check list should contains e.g. questions which could be answered with yes or no	Explain how to use this check list and how the outcome is to be interpreted (e.g. more yes means more maturity)	
NL 176 NL	Annex B	Checklist	Te	What is the relevance of the description of maturity? What can you do with it or what do you need to do with it. The prEN 15221-5 needs to be improved with clear and practical workflows where the processes are described. The prEN 153221-5 is too limited of description and impact of relevant FM processes.	The prEN 15221-5 needs to be improved with clear and practical workflows where the processes are described. The prEN 153221-5 is too limited of description and impact of relevant FM processes.	
CH 177	Annexe A			What is in the first column (title)? Are in the second column really generic processes? These are confusing as there seems to be no visible connection to the processes in chapter 5.	Coordinate with WG4 and use the process matrix (three levels – PDCA)	
UK 178	Annex A Table 1	Page 38		Title citations need more clarity. It would be helpful if the titles were reproduced on subsequent page		

1	2	(3)	4	5	(6)	(7)
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NO			GE	There must be compliance between the output (products) shown in the diagram A.1.3 and the processes found in this standard, i.e.: a consistent visualization of processes. Ref. ISO in pages 17-19 Ref. project carried out in Sweden in 2000. Prosjekt: IT Bygg och Fastighet 2002 Byggstandardisering Förvaltningsinformation 2002, Etapp 2 Preliminäre rekommendationer Processynsätt och processmodellering för FM Kjell Svensson, Håkon Yngve Christer Bergenudd, Erik Sandström	Differentiate between sequential/parallel processes Processes must be defined as a sequence of activities or sub-processes.	

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		Chapter 5.4		Similar overview should be included for tactical level processes Ref. strategic process page 22 and operational process page 31		
NO		Chapter 5.3	GE	The main concern is a matter of simplifying and linking 15221-5 to 15221-4. The central link should be to the primary on figure on page 35-37 and on page 22 and 23 in 15221-4. On page 22 a FS/FM Product is defined as a result of a FS/FM Process thus one Strategic and two tactical processes are defined. The workgroup's comments on 15221-4 suggest a division of one of the tactical products in two separate products which leads to the following list of Product/Processes 1.Strategic integration of processes 2.Tactical integration of space provision 3.Tactical integration of processes connected to space and infrastructure 4.Tactical integration of processes connected to People and Organization The listed elements and the rest of the descriptive text should be kept unchanged, but the layout, use of grapichal elements and so on should distance from a "process map layout" to empazise that only one strategical process exist (as defined om page 22 in 15221-4).	To bring consistence between 15221-4 and 15221-5 there should be drawn only one process map on chapter 5.3 in 15221-5 "Strategic integration of processes".	

1	2	(3)	4	5	(6)	(7)
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				The same logics and change on graphical elements should be used on chapter 5.4 where exactly three processes should be described by use of process maps.
				
				Under the three main processes on tactical level, the other defined products/processes from p 35-37 in 15221-4 should be structured as follows:
				
				1. Tactical integration of space provision
				   a. Building initial performance
				   b. Asset replacement and refurbishment
				2. Tactical integration of processes connected to space and infrastructure
				   a. Enhancement of initial performance (might be placed under Tactical process #1)
				   b. Property administration
				   c. Portfolio optimization
				   d. Operation
				   e. Maintenance
				   f. Utilities
				   g. Land Site Lot
				   h. Outside facilities		

1	2	(3)	4	5	(6)	(7)
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				i. Parking Facilities		
				j. Routine cleaning		
				k. Special cleaning		
				l. Occupier fit out and adaptions		
				m. Space management		
				n. Furniture		
				o. Art		
				p. Primary processes related utilities		
				q. External workplaces		
				3. Tactical integration of processes connected to People and Organization		
				a. Safety and Health		
				b. Environmental protection		
				c. Security		
				d. Reception and Contact Center		
				e. Meetingrooms and Events		
				f. Workwear and other textiles		
				g. ICT Service desk		
				h. ICT end user service		
				i. ICT Central and distributed services		
				j. Telecommunications and connectivity		

1	2	(3)	4	5	(6)	(7)
MB[1]	Clause No./ Subclause No./ Annex (e.g. 3.1)	Paragraph/ Figure/ Table/ Note (e.g. Table 1)	Type of comment[2]	Comment (justification for change) by the MB	Proposed change by the MB	Secretariat observations on each comment submitted
				k. ICT training		
				l. Office supplies stationary		
				m. Documents Management		
				n. Mobility		
				o. Business support Finance		
				p. Business support HRM		
				q. Legal counsel and contracts		
				r. Marketing		
				s. Procurement		
				t. Secretarial services		
				u. Business software		
				When it comes to operational level we find an interesting figure on 5.5.1. The process above the line is"the generic pre-operational FM process" which may be performed after the strategic process and the tree main tactical processes have been performed.		
				The arrow-shaped boxes in the lover part of the figure might be changed to ordinary boxes to emphasize that the operational processes should be performed in parallel rather then in a logical sequence.		
				The texts in the boxes should be replaced with the text from the boxes in the lowest level in figures from page 35-37 in 15221-4		

1	2	(3)	4	5	(6)	(7)
MB[1]	Clause No./ Subclause No./ Annex (e.g. 3.1)	Paragraph/ Figure/ Table/ Note (e.g. Table 1)	Type of comment[2]	Comment (justification for change) by the MB	Proposed change by the MB	Secretariat observations on each comment submitted
				The rest of de descriptive text should be adapted to fit in to the new process structure.		
NO		Figure 5 Page 19	GE	The figure 5 shown in this page does not follow the structure PLAN-DO-CHECK-ACT.	We recommend deleting the current figure, but not the text.	
NO		Chapter Abbreviations	ED	Alphabetical order is missing	The Abbreviations must be shown in alphabetical order	
NO	4.3.7 process activities	Figure 5 and related text	ed	We define that our processes start with accepting a task/order/proposal. Thereafter we plan. In the text input is described as something that is just coming or is like a presumption for performing the process itself. It is not like that in real life. To receive a proposal, to talk to the customer is very important to be done in a right and proper way. Thereafter one has to plan what should be done etc. We believe that this phase should be included as the first phase of the main process. Apart from that these steps are useful, correct and relevant. We describe them in the same way.		These comments are from the Norwegian supplier company Coor.

1	2	(3)	4	5	(6)	(7)
MB[1]	**Clause No./ Subclause No./ Annex** (e.g. 3.1)	**Paragraph/ Figure/ Table/ Note** (e.g. Table 1)	**Type of comment[2]**	Comment (justification for change) by the MB	Proposed change by the MB	**Secretariat observations** on each comment submitted
NO	5.1 introduction	Figure 6	ed	This figure is not very elegant.	An alternative is to write that there are processes at these three levels without making such an illustration, or at least "freshen it up".	These comments are from the Norwegian supplier company Coor.
	5.3.1 General	Figure	Ge	The processes as described here are not always interconnected as described here. It is not the reality that each arrow leads to the next arrow in practise when you study the content. In practise we observe that there are many customers who do not focus enough at this strategic level and they lack competence and focus at this level on FM. Thus we believe that this is a useful description that will be o fuse for more customers in the trade. It would also be good for us as FM suppliers to refer to this standard and guide the customers on what they should think of regarding FM.		These comments are from the Norwegian supplier company Coor.
NO	5.3.10 Communication and change management		Ge	Communication and change management are two different things and should not have been described in the same process. Change management is a professional area in itself for us in Coor and we have our own defined processes which we implement within this field. Communication is used in an active way as a tool in a change management process, but communication is also a professional field with its own processes that do not include change management.		These comments are from the Norwegian supplier company Coor.
NO	5.4.1 FM planning,		Ge		Deviation management is not mentioned in this connection but should be included. To register	These comments are from the Norwegian supplier company

1	2	(3)	4	5	(6)	(7)
MB[1]	Clause No./ Subclause No./ Annex (e.g. 3.1)	Paragraph/ Figure/ Table/ Note (e.g. Table 1)	Type of comment[2]	Comment (justification for change) by the MB	Proposed change by the MB	Secretariat observations on each comment submitted
	implementation and monitoring standards				deviation, to learn and follow up with preventive measures is an important step in ISO connection and PDCA and should be clearly present in at the tactical level. It is not so now.	Coor.
NO	5.5.1 General	Figure	Ge	Here a lot, but far from all, of the relevant services in the field of FM are listed. For instance reception, switchboard, graphical services/printing, coffee machines etc. are not mentioned. The list gives an impression of being complete but it is far from it. This should be made clear.		These comments are from the Norwegian supplier company Coor.
NO	Chapter 6		Ge	This is certainly useful for our clients. Here they get a guideline to be followed. It would also be useful to us if we knew that the clients actually follow this "prescription". Often we have problems with purchasers who are not precise or do not know exactly what they want.		These comments are from the Norwegian supplier company Coor.