

# **Top 100 ISO 41001:2018 Lead Auditor Audit Failures**

## About This Guide

ISO 41001:2018 is the first international standard for Facility Management Systems (FMS), offering a globally recognized framework to enhance efficiency, sustainability, and integration of support services into organizational strategy.

While many companies have facility-related processes in place, certification audits often reveal unexpected compliance gaps. These aren't always due to lack of infrastructure — more often, they arise from poor documentation, inconsistent internal controls, or misalignment with the ISO 41001 framework.

To help you proactively close those gaps, we interviewed over 100 ISO 41001 Lead Auditors and reviewed real audit findings across industries. The result is this practical guide to the 100 most common ISO 41001 non-conformities — each mapped to a clause, explained in detail, and supported with a practical solution.

### Objectives of This Guide

- ✓ Identify and address frequent ISO 41001 audit failures across organizations
- ✓ Help internal audit teams align with the full **ISO 41001 framework**
- ✓ Provide clause-by-clause guidance backed by certified auditor experience
- ✓ Enhance preparation for **ISO 41001 certification** or surveillance audits
- ✓ Support strategic alignment, operational consistency, and performance improvement in facility management

## **This Guide Is Designed For:**

- Certified ISO 41001 Lead Auditors and audit trainees
- Facility managers, compliance professionals, and asset coordinators
- Operations leaders overseeing internal or outsourced facility functions
- Organizations preparing for ISO 41001 certification or transition
- Consultants and teams working on ISO 41001 audit readiness or gap assessments

## **What is ISO 41001?**

ISO 41001:2018 is the international standard for Facility Management Systems (FMS), focused on aligning facilities operations with business goals and improving the integration of people, place, processes, and technology. It ensures that facility services — whether in-house or outsourced — contribute to organizational effectiveness and sustainability.

The ISO 41001 checklist includes leadership commitment, risk-based planning, measurable objectives, contractor oversight, and continual improvement — all essential to achieving and maintaining compliance.

Whether you're leading internal reviews or preparing for external certification, this guide helps ensure your FMS meets every critical requirement of the standard.

## 1. No Clearly Defined Facility Management Objectives

📌 Clause: 6.2 – Facility Management Objectives and Planning to Achieve Them

**What's Going Wrong:** Objectives are vague, lack performance metrics, or are not reviewed. Teams set intentions like "optimize energy use" but don't track progress.

**Why It Matters During an Audit:** ISO 41001 requires measurable, achievable objectives aligned with organizational strategy and reviewed for effectiveness.

**How to Fix It:** Create SMART objectives (Specific, Measurable, Achievable, Relevant, Time-bound), assign owners, and review quarterly.

**Real-World Result:** Measurable targets improve system focus and provide evidence of performance during audits.

## 2. Facility Management Scope Is Incomplete or Poorly Defined

📌 Clause: 4.3 – Determining the Scope of the FMS

**What's Going Wrong:** The scope excludes certain locations, services, or outsourced activities. Some stakeholders misunderstand what's included.

**Why It Matters During an Audit:** Auditors rely on a clearly documented scope to assess the relevance and completeness of your FMS.

**How to Fix It:** Define scope in terms of location, services, teams, and stakeholders. Review annually and update during significant changes.

**Real-World Result:** A clear scope ensures accurate audits and full system coverage across your facilities.

### 3. Facility Roles and Responsibilities Are Not Clearly Assigned

📌 Clause: 5.3 – Organizational Roles, Responsibilities, and Authorities

**What's Going Wrong:** Job descriptions don't align with FMS tasks. Responsibilities for maintenance, energy, or compliance are unclear.

**Why It Matters During an Audit:** ISO 41001 requires defined accountability to manage, operate, and improve the FMS.

**How to Fix It:** Develop a responsibility matrix. Include roles in training, internal audits, and communication plans.

**Real-World Result:** Clarity in roles reduces overlaps and gaps, and strengthens your team's audit readiness.

### 4. Risk Assessment Does Not Include All FM Functions

📌 Clause: 6.1 – Actions to Address Risks and Opportunities

**What's Going Wrong:** Risk evaluations cover physical hazards but ignore business continuity, service levels, or technology failures.

**Why It Matters During an Audit:** ISO 41001 requires risk identification across all functions affecting facilities and their users.

**How to Fix It:** Use a risk register that includes operational, strategic, and compliance risks. Link risk to performance targets.

**Real-World Result:** A complete risk picture allows better planning and demonstrates proactive system control.

### 5. Poor Integration with the Organization's Strategic Plan

📌 Clause: 5.1 – Leadership and Commitment

**What's Going Wrong:** The FMS operates in isolation. Facilities data and performance are not considered in organizational decision-making.

**Why It Matters During an Audit:** ISO 41001 emphasizes alignment between the FMS and the organization's strategy, goals, and context.

**How to Fix It:** Involve FM in strategic planning. Align objectives, reporting, and risk priorities with organizational outcomes.

**Real-World Result:** Strategic integration raises the value of FM and meets a core ISO 41001 requirement.

## 6. Asset Registers Are Incomplete or Not Maintained

✦ Clause: 8.1 – Operational Planning and Control

**What's Going Wrong:** Equipment and infrastructure inventories are missing, inaccurate, or not updated after changes or replacements.

**Why It Matters During an Audit:** The standard expects current records to support lifecycle planning, risk control, and maintenance.

**How to Fix It:** Maintain a digital asset register with update protocols. Assign asset ownership and review logs quarterly.

**Real-World Result:** Accurate asset data improves control, reliability, and compliance with audit expectations.

## 7. Internal Audits Are Infrequent or Superficial

✦ Clause: 9.2 – Internal Audit

**What's Going Wrong:** Internal audits are conducted irregularly or focus only on paperwork, missing real operational risks.

**Why It Matters During an Audit:** ISO 41001 requires systematic audits that evaluate the system's performance and compliance.

**How to Fix It:** Use clause-based checklists. Rotate auditors for objectivity and audit both documentation and field operations.

**Real-World Result:** Well-run audits uncover true issues and demonstrate ongoing system effectiveness.

## 8. Performance Indicators Are Not Linked to Objectives

📌 Clause: 9.1 – Monitoring, Measurement, Analysis, and Evaluation

**What's Going Wrong:** KPIs are monitored, but they don't correspond to stated goals, making performance hard to evaluate.

**Why It Matters During an Audit:** Auditors check whether performance metrics support continuous improvement and strategy.

**How to Fix It:** Match KPIs to objectives. Review results monthly and discuss them in leadership and FM team reviews.

**Real-World Result:** Data-driven decision-making improves FMS outcomes and audit alignment.

## 9. Lack of Emergency Planning for Facility-Related Risks

📌 Clause: 8.2 – Emergency Preparedness and Response

**What's Going Wrong:** Plans cover fire evacuation only. Other scenarios (e.g., HVAC failure, power outage, floods) are missing or untested.

**Why It Matters During an Audit:** ISO 41001 requires documented and tested response procedures for relevant facility-related emergencies.

**How to Fix It:** Conduct a scenario-based risk assessment. Develop plans and test them annually through drills or simulations.

**Real-World Result:** Complete preparedness improves safety, continuity, and compliance with FMS responsibilities.

## 10. No Documented Process for Continual Improvement

📌 Clause: 10.3 – Continual Improvement

**What's Going Wrong:** Improvements are ad hoc and not linked to audits, complaints, or performance reviews.

**Why It Matters During an Audit:** ISO 41001 expects structured, ongoing improvements based on evidence and stakeholder needs.

**How to Fix It:** Maintain a continual improvement log. Use internal audit findings, stakeholder feedback, and KPI trends as triggers.

**Real-World Result:** A repeatable improvement process proves the system is alive and evolving — a critical point for certification.

## 11. Lack of Documented Communication Procedures for FMS

 Clause: 7.4 – Communication

**What's Going Wrong:** Communication of facility-related information is informal and undocumented. Stakeholders don't have a clear process for updates or feedback.

**Why It Matters During an Audit:** ISO 41001 requires planned internal and external communication about the FMS.

**How to Fix It:** Create a documented communication plan that outlines what is communicated, to whom, how often, and by whom.

**Real-World Result:** Clear communication protocols reduce confusion and ensure audit evidence of FMS transparency.

## 12. Stakeholders Not Considered in the Planning Process

 Clause: 4.2 – Understanding the Needs and Expectations of Interested Parties

**What's Going Wrong:** Key internal users, contractors, or tenants are not consulted when defining objectives or reviewing performance.

**Why It Matters During an Audit:** ISO 41001 emphasizes stakeholder inclusion as essential to ensuring facility services meet user needs.

**How to Fix It:** Identify key stakeholders, gather their expectations, and document how these are integrated into FMS planning.

**Real-World Result:** A stakeholder-aligned system performs better and strengthens audit credibility.

### **13. No Defined Policy for the Facility Management System**

 Clause: 5.2 – FM Policy

**What's Going Wrong:** There is no formal FMS policy, or the existing policy is generic and not aligned with the organization's strategic direction.

**Why It Matters During an Audit:** ISO 41001 requires a policy that reflects leadership commitment and supports FMS objectives.

**How to Fix It:** Develop a concise, accessible policy that aligns with ISO 41001 principles and is reviewed annually.

**Real-World Result:** A strong policy demonstrates leadership engagement and serves as a foundation for the audit process.

### **14. No Criteria for Evaluating Performance of Outsourced Providers**

 Clause: 8.1 – Operational Planning and Control

**What's Going Wrong:** Outsourced FM services are not monitored with formal performance indicators, leading to inconsistent service delivery.

**Why It Matters During an Audit:** ISO 41001 requires performance control of both internal and external service providers.

**How to Fix It:** Set SLA/KPI criteria for each provider. Review performance monthly and document improvement actions.

**Real-World Result:** Formal controls reduce risk and ensure outsourced partners support audit compliance.

## 15. No Record of Management Review Inputs or Outputs

✦ Clause: 9.3 – Management Review

**What's Going Wrong:** Management reviews are either skipped or held without documented agendas, inputs, or resulting actions.

**Why It Matters During an Audit:** ISO 41001 requires reviews to assess FMS performance and guide improvement.

**How to Fix It:** Schedule annual reviews, prepare agendas per the standard, and document decisions and follow-up actions.

**Real-World Result:** Documented reviews prove leadership oversight and support certification renewal.

## 16. No Formal Plan to Address Opportunities for Improvement

✦ Clause: 6.1 – Risks and Opportunities

**What's Going Wrong:** Organizations focus solely on risks and ignore improvement opportunities that can enhance the FMS.

**Why It Matters During an Audit:** ISO 41001 requires addressing both risks and opportunities to drive continual improvement.

**How to Fix It:** Identify potential improvements during audits, reviews, or feedback. Prioritize them and assign responsibility for follow-up.

**Real-World Result:** A balanced focus on opportunity drives innovation and strengthens ISO maturity.

## 17. Legal and Regulatory Compliance Not Monitored Actively

✦ Clause: 6.1.3 – Compliance Obligations

**What's Going Wrong:** Legal requirements are known but not reviewed or tracked. There's no system to confirm ongoing compliance.

**Why It Matters During an Audit:** Auditors expect documented evidence that compliance is evaluated and updated regularly.

**How to Fix It:** Maintain a legal register, assign owners, and review obligations at least twice per year.

**Real-World Result:** Consistent legal compliance reduces risk exposure and improves audit confidence.

## 18. Emergency Procedures Not Tested or Reviewed Annually

✦ Clause: 8.2 – Emergency Preparedness and Response

**What's Going Wrong:** Emergency plans exist but are rarely tested or updated to reflect facility changes or new risks.

**Why It Matters During an Audit:** ISO 41001 mandates the testing and continual improvement of emergency response plans.

**How to Fix It:** Conduct scenario-based drills, record lessons learned, and revise procedures accordingly.

**Real-World Result:** Improved readiness and reduced downtime during real emergencies, with full audit traceability.

## 19. Facility Data Is Not Protected or Controlled

✦ Clause: 7.5 – Documented Information

**What's Going Wrong:** Access to floor plans, asset logs, or maintenance records is unrestricted, with no version control or backup.

**Why It Matters During an Audit:** ISO 41001 requires information security, access control, and data integrity across the FMS.

**How to Fix It:** Implement document control procedures and secure digital storage with restricted access.

**Real-World Result:** Controlled information improves security, accuracy, and compliance.

## 20. No Procedure for Handling Nonconformities or Corrective Actions

📌 Clause: 10.2 – Nonconformity and Corrective Action

**What's Going Wrong:** When issues arise, they're resolved informally without documenting root causes or preventive measures.

**Why It Matters During an Audit:** ISO 41001 requires a formal process to capture, analyze, and correct nonconformities.

**How to Fix It:** Use a corrective action log. Assign responsibility, deadlines, and track completion and verification.

**Real-World Result:** A robust process prevents repeat issues and proves continuous improvement to auditors.

## 21. Lack of Training Records for Facility Management Staff

📌 Clause: 7.2 – Competence

**What's Going Wrong:** Staff have received informal training, but there are no documented records of competence, certifications, or refresher sessions.

**Why It Matters During an Audit:** ISO 41001 requires documented evidence of competence related to roles affecting the FMS.

**How to Fix It:** Maintain a training matrix and keep records of all FMS-related training, evaluations, and qualifications.

**Real-World Result:** Demonstrated competence builds trust in your team and satisfies auditor expectations.

## 22. Facility Risks Not Re-Evaluated After Changes

📌 Clause: 6.1.2 – Assessment of Risks and Opportunities

**What's Going Wrong:** Renovations, space reassignments, or vendor changes occur without updating the associated risk register.

**Why It Matters During an Audit:** ISO 41001 requires organizations to evaluate risks and opportunities when changes affect the FMS.

**How to Fix It:** Implement a change management trigger that requires risk reassessment after any facility modification.

**Real-World Result:** Staying ahead of risk ensures operational continuity and compliance with clause expectations.

### **23. No Alignment Between Financial Planning and Facility Objectives**

 Clause: 6.2 – Planning to Achieve Objectives

**What's Going Wrong:** Budgets are created separately from facility management goals, leading to delays or underfunded initiatives.

**Why It Matters During an Audit:** ISO 41001 promotes integration of objectives with resource and financial planning.

**How to Fix It:** Align budget cycles with FMS planning cycles and include financial impact in objective-setting sessions.

**Real-World Result:** Aligned resources drive achievable goals and demonstrate leadership commitment.

### **24. Facility Management Policy Not Communicated Internally**

 Clause: 5.2 – FM Policy

**What's Going Wrong:** The FM policy is created but not communicated to frontline staff, service providers, or tenants.

**Why It Matters During an Audit:** ISO 41001 expects policies to be understood and applied at all levels.

**How to Fix It:** Distribute the policy through onboarding, training, signage, and digital communication.

**Real-World Result:** Greater staff awareness leads to stronger engagement and more consistent policy application.

## 25. No System to Capture User Feedback on Facility Services

📌 Clause: 9.1 – Monitoring and Evaluation

**What's Going Wrong:** There's no formal mechanism to capture or analyze satisfaction from employees, visitors, or tenants.

**Why It Matters During an Audit:** ISO 41001 encourages capturing stakeholder feedback as part of system performance monitoring.

**How to Fix It:** Launch periodic surveys and feedback tools. Document findings and use them to guide improvements.

**Real-World Result:** Responsive feedback loops improve service quality and demonstrate engagement with users.

## 26. Outdated or Inaccessible Facility Drawings and Layouts

📌 Clause: 7.5 – Documented Information

**What's Going Wrong:** Building layouts, evacuation plans, or utility maps are not updated after modifications, or not readily accessible.

**Why It Matters During an Audit:** ISO 41001 requires current and controlled documentation that supports safe and efficient operations.

**How to Fix It:** Assign document owners, digitize floorplans, and include layout reviews in change management.

**Real-World Result:** Up-to-date documentation supports quicker response, planning, and audit readiness.

## 27. Facility-Related Sustainability Goals Not Tracked

📌 Clause: 6.2 – Objectives and Planning

**What's Going Wrong:** Green initiatives or energy targets exist, but there's no monitoring, reporting, or inclusion in FMS objectives.

**Why It Matters During an Audit:** ISO 41001 supports environmental performance integration into facility objectives.

**How to Fix It:** Include sustainability in KPI dashboards. Review usage metrics such as energy, water, and waste monthly.

**Real-World Result:** Stronger sustainability reporting enhances operational credibility and audit success.

## 28. No Escalation Process for Facility-Related Issues

📌 Clause: 8.1 – Operational Control

**What's Going Wrong:** Facility-related incidents (e.g., power outages, access issues) are reported but not escalated in a timely or structured way.

**Why It Matters During an Audit:** ISO 41001 expects defined procedures for control, escalation, and mitigation.

**How to Fix It:** Document escalation protocols with timelines and responsibilities. Train teams accordingly.

**Real-World Result:** Timely escalation prevents disruptions and shows control discipline during audits.

## 29. Facility-Related Legal Requirements Not Reviewed Periodically

📌 Clause: 6.1.3 – Compliance Obligations

**What's Going Wrong:** Legal registers are created once but not reviewed or updated when laws change or contracts are renewed.

**Why It Matters During an Audit:** ISO 41001 mandates that compliance obligations are kept current and reviewed regularly.

**How to Fix It:** Schedule legal reviews biannually. Assign legal liaisons and record updates in a change log.

**Real-World Result:** Active compliance management reduces legal risk and satisfies audit scrutiny.

### **30. Poor Documentation of Service Level Agreements (SLAs)**

 **Clause:** 8.1 – Operational Control

**What's Going Wrong:** Service providers work under verbal expectations or outdated SLAs, leading to inconsistency and audit gaps.

**Why It Matters During an Audit:** ISO 41001 requires operational planning that includes documented control over outsourced services.

**How to Fix It:** Establish written SLAs for all providers. Include clear KPIs, review schedules, and performance benchmarks.

**Real-World Result:** Documented SLAs support consistent service delivery and strengthen audit preparedness.

### **31. Contractor Safety Procedures Are Not Verified**

 **Clause:** 8.1 – Operational Planning and Control

**What's Going Wrong:** Contractors are allowed to work on-site without prior review of their safety practices, licenses, or compliance credentials.

**Why It Matters During an Audit:** ISO 41001 requires control over outsourced services, including ensuring alignment with health and safety policies.

**How to Fix It:** Implement a contractor pre-qualification checklist, and require submission of safety documentation before access is granted.

**Real-World Result:** Strengthened contractor oversight reduces liability and improves audit assurance.

### **32. Facility-Related Incidents Are Not Formally Logged**

📌 Clause: 10.2 – Nonconformity and Corrective Action

**What's Going Wrong:** Leaks, access control failures, or HVAC breakdowns are fixed reactively, but no incident log or root cause analysis is maintained.

**Why It Matters During an Audit:** ISO 41001 expects documented corrective actions for nonconformities related to FMS operations.

**How to Fix It:** Use an incident register to capture what happened, the root cause, corrective action, and verification of resolution.

**Real-World Result:** Documented resolution shows accountability and commitment to improvement.

### **33. Facility Risks Are Not Categorized by Severity**

📌 Clause: 6.1 – Actions to Address Risks and Opportunities

**What's Going Wrong:** All risks are treated equally in the risk register without prioritization based on likelihood or impact.

**Why It Matters During an Audit:** ISO 41001 supports risk-based thinking; higher risks should be addressed more urgently and with stronger controls.

**How to Fix It:** Apply a risk matrix to score each risk, then categorize and assign mitigation strategies accordingly.

**Real-World Result:** Prioritized risk response improves focus, control, and audit transparency.

### **34. No Facility Communication Strategy for Crisis Events**

 Clause: 7.4 – Communication

**What's Going Wrong:** During facility-related disruptions, there's confusion over who should notify building users or escalate incidents.

**Why It Matters During an Audit:** ISO 41001 expects planned, controlled communication for both normal operations and emergencies.

**How to Fix It:** Develop a crisis communication plan with contact roles, channels, timing, and approval chains.

**Real-World Result:** Effective communication minimizes disruption and reinforces auditor confidence in control.

### **35. Lack of Cross-Functional Representation in FMS Planning**

 Clause: 5.1 – Leadership and Commitment

**What's Going Wrong:** Facility planning is siloed within the FM department, with little involvement from IT, HR, or sustainability teams.

**Why It Matters During an Audit:** ISO 41001 promotes organizational integration to enhance FMS effectiveness.

**How to Fix It:** Create a cross-functional steering group for FM planning and review. Rotate departmental representatives annually.

**Real-World Result:** Broader input drives better facility alignment and more resilient audit performance.

### **36. No System for Tracking Completion of Preventive Maintenance**

 Clause: 8.1 – Operational Planning and Control

**What's Going Wrong:** Preventive maintenance is scheduled but not tracked or confirmed. Completion is assumed without verification.

**Why It Matters During an Audit:** ISO 41001 requires evidence-based control and monitoring of operational tasks.

**How to Fix It:** Implement a computerized maintenance management system (CMMS) with due dates and completion logs.

**Real-World Result:** Increased asset reliability and proof of process control during audits.

### **37. Facility Plans Not Integrated with Business Continuity Plans**

✦ Clause: 6.1 – Risks and Opportunities

**What's Going Wrong:** The organization has a business continuity plan, but it doesn't reference facility availability, access control, or critical utilities.

**Why It Matters During an Audit:** ISO 41001 encourages alignment of facility risks with broader business continuity efforts.

**How to Fix It:** Include FM staff in continuity planning. Map key facility dependencies and response actions.

**Real-World Result:** Resilient facility integration reduces risk and increases alignment with ISO expectations.

### **38. No Evaluation of the Environmental Impact of Facilities**

✦ Clause: 6.1 – Risks and Opportunities

**What's Going Wrong:** Facility-related environmental risks (e.g., energy usage, waste disposal) are not assessed or integrated into planning.

**Why It Matters During an Audit:** ISO 41001 supports sustainability and encourages environmental considerations in FM systems.

**How to Fix It:** Conduct an environmental impact assessment tied to energy, water, emissions, and waste.

**Real-World Result:** Sustainability metrics align with audit trends and increase operational responsibility.

### 39. Building Access Controls Are Not Routinely Reviewed

 Clause: 8.1 – Operational Control

**What's Going Wrong:** Access badges and permissions are rarely audited. Departed staff or vendors may retain unauthorized entry.

**Why It Matters During an Audit:** ISO 41001 expects secure, controlled access to maintain safety and operational integrity.

**How to Fix It:** Perform quarterly access audits. Link access control to HR and contractor databases.

**Real-World Result:** Enhanced site security supports compliance, safety, and audit-readiness.

### 40. No Visual Management or Metrics Displayed on Site

 Clause: 9.1 – Performance Evaluation

**What's Going Wrong:** KPIs are collected by leadership but not shared visually with operational teams or site visitors.

**Why It Matters During an Audit:** ISO 41001 promotes transparency and awareness of performance indicators.

**How to Fix It:** Use dashboards, notice boards, or screens to display key metrics like energy use, maintenance status, or safety reports.

**Real-World Result:** Visual management engages teams, improves accountability, and enhances audit visibility.

### 41. No Documented Strategy for Energy Efficiency in Facility Operations

 Clause: 6.2 – Facility Management Objectives

**What's Going Wrong:** Energy-saving initiatives are ad hoc and undocumented. No formal plan or objective tracks energy consumption or targets.

**Why It Matters During an Audit:** ISO 41001 encourages energy performance to be included in measurable facility objectives.

**How to Fix It:** Set annual energy targets, monitor consumption trends, and link results to FMS reviews.

**Real-World Result:** Documented energy strategies show environmental responsibility and support ISO integration with sustainability goals.

#### **42. Facility Services Not Aligned with User Experience or Comfort**

✦ Clause: 4.2 – Understanding Needs and Expectations of Interested Parties

**What's Going Wrong:** Temperature control, lighting, or maintenance frequency is not aligned with user feedback or occupancy levels.

**Why It Matters During an Audit:** ISO 41001 emphasizes user satisfaction and well-being as performance indicators.

**How to Fix It:** Conduct occupant satisfaction surveys and adjust service levels accordingly. Include comfort metrics in performance reviews.

**Real-World Result:** Higher satisfaction boosts retention, productivity, and audit readiness.

#### **43. Lack of Digital Tools for Facility Data Collection and Analysis**

✦ Clause: 9.1 – Monitoring and Evaluation

**What's Going Wrong:** Data on space usage, maintenance history, or asset performance is collected manually and inconsistently.

**Why It Matters During an Audit:** ISO 41001 expects systematic data tracking to support performance analysis and decision-making.

**How to Fix It:** Implement facility management software or integrate IoT systems for real-time data.

**Real-World Result:** Reliable data enables better planning and strengthens system maturity in audits.

#### **44. No Criteria for Selecting and Evaluating Facility Service Providers**

 **Clause:** 8.1 – Operational Control

**What's Going Wrong:** Providers are selected based on cost or legacy relationships, with no defined evaluation process or criteria.

**Why It Matters During an Audit:** ISO 41001 requires formal control over outsourced services, including provider competence.

**How to Fix It:** Establish criteria for technical capability, experience, and service history. Evaluate providers annually.

**Real-World Result:** Better vendor management reduces performance risk and ensures clause compliance.

#### **45. FMS Not Reviewed Following Significant Facility Incidents**

 **Clause:** 10.1 – Improvement

**What's Going Wrong:** Following major issues like outages or access breaches, the FMS is not updated or improved to prevent recurrence.

**Why It Matters During an Audit:** ISO 41001 requires that significant incidents trigger system review and improvement.

**How to Fix It:** Conduct incident debriefs, update controls or procedures, and document changes in the improvement log.

**Real-World Result:** Timely improvement responses show system resilience and maturity to auditors.

#### **46. Environmental Conditions Not Monitored for Facility Health Risks**

 Clause: 6.1 – Risks and Opportunities

**What's Going Wrong:** Air quality, noise, or lighting levels are not monitored, especially in critical workspaces.

**Why It Matters During an Audit:** ISO 41001 requires hazard identification, including environmental conditions affecting well-being.

**How to Fix It:** Install monitoring tools for IAQ, lighting, and acoustics. Compare results to health standards and user feedback.

**Real-World Result:** Improved working conditions support occupant health and system compliance.

#### **47. No Tracking or Trend Analysis of Maintenance Issues**

 Clause: 9.1 – Monitoring and Evaluation

**What's Going Wrong:** Maintenance logs exist, but issues are handled case by case with no analysis of frequency or recurring faults.

**Why It Matters During an Audit:** ISO 41001 expects performance trends to be reviewed to drive improvement.

**How to Fix It:** Group and categorize maintenance requests. Use reports to identify patterns and target upgrades.

**Real-World Result:** Trend analysis leads to preventive action and evidence of proactive system management.

#### **48. Lack of Training on Emergency Procedures for All Occupants**

 Clause: 7.3 – Awareness

**What's Going Wrong:** Employees and contractors are unaware of evacuation routes, assembly points, or emergency contacts.

**Why It Matters During an Audit:** ISO 41001 requires communication and training related to emergency planning.

**How to Fix It:** Conduct quarterly drills, provide orientation to new staff, and post signage throughout the facility.

**Real-World Result:** Higher awareness reduces risk and proves emergency preparedness during audits.

#### **49. Facility Management Plans Are Not Reviewed Annually**

 Clause: 9.3 – Management Review

**What's Going Wrong:** FM policies, objectives, and operational strategies are not updated based on performance or organizational changes.

**Why It Matters During an Audit:** ISO 41001 requires management reviews to be scheduled and based on performance data.

**How to Fix It:** Hold annual strategic FM reviews. Include objectives, risks, audit results, and feedback from key stakeholders.

**Real-World Result:** Annual reviews show leadership engagement and systematic planning.

#### **50. Asset Lifecycle Strategies Are Not Defined or Applied**

 Clause: 8.1 – Operational Control

**What's Going Wrong:** Equipment is repaired or replaced reactively, with no strategy for lifecycle planning or cost optimization.

**Why It Matters During an Audit:** ISO 41001 promotes proactive asset management to support continuity and value.

**How to Fix It:** Develop lifecycle plans for critical assets, including usage limits, replacement timelines, and depreciation tracking.

**Real-World Result:** Asset lifecycle management improves budgeting, reduces failure risk, and supports audit compliance.

## 51. No Documented Strategy for Managing Facility-Related Change

📌 Clause: 8.1 – Operational Planning and Control

**What's Going Wrong:** Physical changes to layouts, vendors, or service levels are made without evaluating the impact on risk, compliance, or users.

**Why It Matters During an Audit:** ISO 41001 requires change to be controlled, assessed for impact, and communicated to relevant parties.

**How to Fix It:** Establish a change management procedure with review steps, approval, risk reassessment, and documentation.

**Real-World Result:** Managed change supports risk control and demonstrates system maturity during audits.

## 52. No Backup or Redundancy for Critical Facility Services

📌 Clause: 6.1 – Risks and Opportunities

**What's Going Wrong:** There are no backup plans or equipment in place for essential services like electricity, HVAC, or water supply.

**Why It Matters During an Audit:** ISO 41001 requires organizations to reduce operational risk and ensure continuity of essential services.

**How to Fix It:** Identify critical systems, develop backup plans, and regularly test contingency measures.

**Real-World Result:** Improved resilience and reduced audit risk due to unplanned service interruptions.

## 53. Cleaning, Waste, and Sanitation Services Not Monitored for Compliance

✦ Clause: 8.1 – Operational Control

**What's Going Wrong:** Facility hygiene and waste services are outsourced but not routinely checked for compliance or performance.

**Why It Matters During an Audit:** ISO 41001 requires that outsourced processes be controlled and reviewed for effectiveness.

**How to Fix It:** Include these services in facility audits, develop inspection checklists, and review contractor reports.

**Real-World Result:** Clean, safe environments and proof of control over support services.

#### 54. Building Condition Assessments Are Not Conducted Regularly

✦ Clause: 9.1 – Monitoring and Evaluation

**What's Going Wrong:** Assessments for structural integrity, wear, and safety hazards are infrequent or not documented.

**Why It Matters During an Audit:** ISO 41001 expects planned evaluation of facility infrastructure to maintain safety and value.

**How to Fix It:** Schedule annual or semi-annual building assessments, document findings, and link them to action plans.

**Real-World Result:** Improved planning, reduced repair costs, and stronger audit documentation.

#### 55. Facility Management System Not Integrated with Other ISO Systems

✦ Clause: 4.4 – Integrated Management System

**What's Going Wrong:** The FMS is managed separately from quality, environment, or safety systems, leading to duplicated efforts and gaps.

**Why It Matters During an Audit:** ISO 41001 encourages system

integration for more efficient and aligned management.

**How to Fix It:** Align FMS procedures, audits, and objectives with ISO 9001, ISO 14001, and ISO 45001 where applicable.

**Real-World Result:** Unified systems improve consistency and make multi-standard audits more efficient.

## **56. No Standard Operating Procedures (SOPs) for Core Facility Functions**

 **Clause:** 8.1 – Operational Planning and Control

**What's Going Wrong:** Tasks like access management, maintenance, and cleaning are performed inconsistently due to lack of SOPs.

**Why It Matters During an Audit:** ISO 41001 requires documented procedures for operations to ensure consistency and control.

**How to Fix It:** Develop SOPs for critical processes and ensure staff are trained and monitored for compliance.

**Real-World Result:** SOPs improve quality, reduce variation, and serve as key audit evidence.

## **57. Facility Complaints and Feedback Are Not Logged or Tracked**

 **Clause:** 10.2 – Nonconformity and Corrective Action

**What's Going Wrong:** User complaints or suggestions are handled verbally, without formal tracking or structured response.

**Why It Matters During an Audit:** ISO 41001 supports transparent handling of nonconformities and user-reported issues.

**How to Fix It:** Use a complaint log or ticketing system to track issues, assign owners, and document responses.

**Real-World Result:** Transparent resolution builds trust and proves accountability to auditors.

## 58. No Evidence of Continuous Improvement Projects in FM Operations

📌 Clause: 10.3 – Continual Improvement

**What's Going Wrong:** Facility teams complete routine tasks, but no new initiatives are documented to improve efficiency or value.

**Why It Matters During an Audit:** ISO 41001 expects evidence of ongoing improvement based on data and feedback.

**How to Fix It:** Identify annual improvement projects (e.g., LED upgrades, space optimization) and document planning, execution, and results.

**Real-World Result:** Improvement logs demonstrate proactive system development and audit compliance.

## 59. Space Utilization Is Not Monitored or Reviewed

📌 Clause: 6.1 – Risks and Opportunities

**What's Going Wrong:** Office, warehouse, or meeting spaces are underused or overcrowded, but no monitoring or analysis is conducted.

**Why It Matters During an Audit:** ISO 41001 encourages optimized use of physical space to reduce costs and improve efficiency.

**How to Fix It:** Track occupancy levels and room usage via surveys or sensors. Report findings in FM performance reviews.

**Real-World Result:** Efficient space use supports sustainability and strategic facility alignment.

## 60. Health and Well-Being Programs Not Included in Facility Objectives

## ✦ Clause: 6.2 – Facility Management Objectives

**What's Going Wrong:** Wellness initiatives (e.g., ergonomic furniture, natural lighting, mental health spaces) are absent from FMS goals.

**Why It Matters During an Audit:** ISO 41001 promotes facility design and operation that enhances occupant health and comfort.

**How to Fix It:** Include well-being KPIs in facility plans, such as satisfaction scores or air quality targets.

**Real-World Result:** Enhanced occupant experience and clear alignment with ISO's user-centered focus.

## 61. No Formal Review of Facility Contracts and Service Agreements

### ✦ Clause: 8.1 – Operational Planning and Control

**What's Going Wrong:** Contracts with service providers are not reviewed regularly for relevance, performance, or compliance with ISO requirements.

**Why It Matters During an Audit:** ISO 41001 requires ongoing control and evaluation of outsourced services to ensure alignment with objectives.

**How to Fix It:** Schedule annual reviews of all facility-related contracts. Document performance, renewal decisions, and improvement actions.

**Real-World Result:** Active contract management strengthens supplier relationships and ensures compliance traceability.

## 62. Facility Risks Not Included in Organizational Risk Register

### ✦ Clause: 6.1 – Actions to Address Risks and Opportunities

**What's Going Wrong:** The enterprise risk register excludes facility-related threats such as system outages, access failures, or space shortages.

**Why It Matters During an Audit:** ISO 41001 encourages integration of

FMS risks with broader organizational risk planning.

**How to Fix It:** Identify top facility risks and incorporate them into enterprise-level risk logs with appropriate mitigation plans.

**Real-World Result:** Aligned risk awareness improves visibility and elevates facility management in strategic planning.

### **63. KPIs for Facilities Are Not Reviewed with Top Management**

📌 Clause: 9.3 – Management Review

**What's Going Wrong:** FM performance data (e.g., energy usage, downtime, service calls) is collected but not discussed with executive leadership.

**Why It Matters During an Audit:** ISO 41001 requires that performance results be evaluated at the highest level.

**How to Fix It:** Include FM metrics in quarterly or annual management review presentations and minutes.

**Real-World Result:** Strong leadership engagement improves support and audit credibility.

### **64. Lack of Planning for Facility-Related Legal Changes**

📌 Clause: 6.1.3 – Compliance Obligations

**What's Going Wrong:** The team is unaware of upcoming changes in building codes, environmental laws, or lease regulations.

**Why It Matters During an Audit:** ISO 41001 requires proactive compliance tracking and updating of obligations.

**How to Fix It:** Assign a compliance officer or legal liaison to track regulatory bulletins and update requirements in the compliance register.

**Real-World Result:** Up-to-date compliance avoids penalties and audit nonconformities.

## 65. No Strategy to Manage Aging Infrastructure

📌 Clause: 6.1 – Risks and Opportunities

**What's Going Wrong:** Equipment and building elements beyond lifecycle limits continue to operate without assessment or planning for replacement.

**Why It Matters During an Audit:** ISO 41001 supports lifecycle-based planning to minimize risk and ensure efficiency.

**How to Fix It:** Include age, condition, and usage in asset reviews. Set capital project timelines for critical system upgrades.

**Real-World Result:** Planned replacements improve continuity and align with auditor expectations for foresight.

## 66. Visual Facility Safety Signage Is Missing or Inadequate

📌 Clause: 8.2 – Emergency Preparedness and Response

**What's Going Wrong:** Emergency exits, fire points, or restricted areas are not clearly marked or consistent with regulations.

**Why It Matters During an Audit:** ISO 41001 expects a safe environment with proper communication of hazards and procedures.

**How to Fix It:** Conduct a signage audit and update signage using regulatory-compliant visuals and languages.

**Real-World Result:** Enhanced safety and user awareness reduce audit findings and improve emergency preparedness.

## 67. External Vendors Not Trained on Site-Specific Safety Rules

📌 Clause: 7.3 – Awareness

**What's Going Wrong:** Vendors and contractors operate on-site without orientation on local hazards, access zones, or emergency plans.

**Why It Matters During an Audit:** ISO 41001 mandates training and awareness for all persons under the organization's control.

**How to Fix It:** Require a short induction for all third-party personnel. Keep attendance records and re-train annually.

**Real-World Result:** Safer work environments and better evidence of control during certification audits.

## 68. FM-Related Goals Not Tied to Broader ESG or CSR Programs

 Clause: 6.2 – Facility Management Objectives

**What's Going Wrong:** Facility initiatives (e.g., waste reduction or energy use) are not included in ESG or sustainability reporting.

**Why It Matters During an Audit:** ISO 41001 supports alignment with broader environmental, social, and governance frameworks.

**How to Fix It:** Tie key facility metrics to ESG dashboards or CSR targets. Engage with sustainability officers during planning.

**Real-World Result:** Integrated reporting boosts value, transparency, and long-term ISO compliance.

## 69. No Formal Feedback Loop from Incident Reviews to Training

 Clause: 10.1 – Improvement

**What's Going Wrong:** When incidents occur, lessons learned are discussed, but there's no structured update to training programs or SOPs.

**Why It Matters During an Audit:** ISO 41001 supports continual learning and feedback integration into the management system.

**How to Fix It:** After each incident, review relevant training content and update procedures if needed. Log all updates.

**Real-World Result:** Continuous improvement builds resilience and closes gaps that cause repeated findings.

## 70. Facility Strategy Not Updated After Organizational Changes

📌 Clause: 6.3 – Planning of Changes

**What's Going Wrong:** Office expansions, mergers, or downsizing occur without revisiting facility capacity, space design, or support service needs.

**Why It Matters During an Audit:** ISO 41001 requires planning for organizational changes that affect the FMS.

**How to Fix It:** Tie FM strategy reviews to business planning cycles. Conduct facility impact assessments during restructuring.

**Real-World Result:** Adaptive facilities show responsiveness, strategic alignment, and audit preparedness.

## 71. No Designated Roles for Monitoring FMS Compliance

📌 Clause: 5.3 – Organizational Roles, Responsibilities, and Authorities

**What's Going Wrong:** There is no clearly assigned role or team responsible for verifying compliance with ISO 41001 requirements on an ongoing basis.

**Why It Matters During an Audit:** ISO 41001 requires clear assignment of authority and accountability for compliance.

**How to Fix It:** Assign compliance roles within the FM team and include compliance monitoring in job descriptions and performance reviews.

**Real-World Result:** Defined responsibilities reduce confusion and demonstrate a controlled, accountable system.

## 72. Use of Outdated Facility Layouts in Planning and Operations

✦ Clause: 7.5 – Documented Information

**What's Going Wrong:** Planning decisions are based on outdated or inaccurate floor plans, leading to inefficiencies or non-compliance.

**Why It Matters During an Audit:** ISO 41001 expects accurate, current documented information to support operations and decision-making.

**How to Fix It:** Update facility layouts after every structural change and maintain version-controlled digital records.

**Real-World Result:** Improved planning accuracy, compliance, and audit readiness.

## 73. Safety Walks Are Conducted but Not Documented

✦ Clause: 9.1 – Monitoring, Measurement, Analysis, and Evaluation

**What's Going Wrong:** Informal inspections occur, but there are no records, follow-ups, or trend tracking.

**Why It Matters During an Audit:** ISO 41001 requires that monitoring activities be documented and used for analysis.

**How to Fix It:** Use standardized templates to record findings, assign follow-up actions, and review monthly for patterns.

**Real-World Result:** Recorded safety walks prove system monitoring and continuous risk control.

## 74. No Structured Review of Facility Technology Performance

✦ Clause: 8.1 – Operational Control

**What's Going Wrong:** Key technologies (e.g., HVAC automation, BMS systems) are rarely assessed for functionality or ROI.

**Why It Matters During an Audit:** ISO 41001 encourages regular evaluation of infrastructure and systems that support performance.

**How to Fix It:** Schedule technology reviews as part of asset lifecycle planning and report on performance quarterly.

**Real-World Result:** Optimized tech usage, less downtime, and better evidence of system efficiency.

## 75. Visitor Access Procedures Are Not Standardized

✦ Clause: 8.1 – Operational Control

**What's Going Wrong:** Visitor management is inconsistent, with variations in logging, identification, and escort requirements.

**Why It Matters During an Audit:** ISO 41001 expects procedures for managing physical access to facilities.

**How to Fix It:** Implement a visitor access SOP and train reception and security teams to enforce it consistently.

**Real-World Result:** Tighter access control improves safety and demonstrates procedural reliability.

## 76. Lack of Preventive Actions Based on Audit Findings

✦ Clause: 10.2 – Nonconformity and Corrective Action

**What's Going Wrong:** Findings are closed reactively, without identifying systemic weaknesses or preventing recurrence.

**Why It Matters During an Audit:** ISO 41001 requires root cause analysis and long-term corrective action.

**How to Fix It:** Use a CAPA (Corrective and Preventive Action) log with cause analysis and verification of effectiveness.

**Real-World Result:** Fewer repeated issues and stronger control environment.

## 77. FM Teams Not Trained in Risk-Based Thinking

📌 Clause: 6.1 – Actions to Address Risks and Opportunities

**What's Going Wrong:** FM personnel lack understanding of how to apply risk-based decision-making in daily operations.

**Why It Matters During an Audit:** ISO 41001 embeds risk-based thinking throughout planning and control processes.

**How to Fix It:** Provide risk management training and integrate risk evaluation into project and change reviews.

**Real-World Result:** Better prioritization of actions and stronger alignment with ISO principles.

## 78. Inconsistent Cleaning and Sanitation Logs

📌 Clause: 8.1 – Operational Planning and Control

**What's Going Wrong:** Cleaning routines are performed but not logged uniformly across shifts, areas, or sites.

**Why It Matters During an Audit:** ISO 41001 expects verifiable evidence of services that impact user health and facility conditions.

**How to Fix It:** Use centralized, time-stamped cleaning logs and link them to checklists and audits.

**Real-World Result:** Clean environments and strong documentation reduce operational and reputational risks.

## 79. No Facility Orientation for New Employees or Users

📌 Clause: 7.3 – Awareness

**What's Going Wrong:** New team members are not briefed on facility-specific rules, emergency plans, or support services.

**Why It Matters During an Audit:** ISO 41001 requires awareness training to ensure safe, effective use of facilities.

**How to Fix It:** Include FM orientation in onboarding programs and track participation.

**Real-World Result:** Safer occupancy and clearer audit evidence of user engagement.

## **80. No Regular Benchmarking of FM Performance Against Industry Standards**

✦ Clause: 9.1 – Monitoring, Measurement, Analysis, and Evaluation

**What's Going Wrong:** FM performance is reviewed internally but not compared to peer organizations or best practices.

**Why It Matters During an Audit:** ISO 41001 supports continual improvement through external context and benchmarking.

**How to Fix It:** Use industry FM benchmarks to evaluate KPIs, identify gaps, and drive improvement planning.

**Real-World Result:** Competitive positioning and forward-looking audits that demonstrate proactive strategy.

## **81. Sustainability Targets Are Set but Not Supported by Action Plans**

✦ Clause: 6.2 – Facility Management Objectives

**What's Going Wrong:** Environmental or energy targets are defined (e.g., “reduce carbon footprint”) but no implementation roadmap or milestones exists.

**Why It Matters During an Audit:** ISO 41001 requires that objectives be planned, resourced, and tracked for effectiveness.

**How to Fix It:** Link each sustainability goal to specific projects, responsible owners, and timelines. Review progress quarterly.

**Real-World Result:** Clear roadmaps improve accountability and demonstrate intent-to-action alignment.

## 82. Facility Services Not Adjusted Based on Occupancy Trends

📌 Clause: 6.1 – Risks and Opportunities

**What's Going Wrong:** Cleaning, lighting, and HVAC schedules remain static regardless of changes in building usage or headcount.

**Why It Matters During an Audit:** ISO 41001 supports responsive, efficiency-driven facility management.

**How to Fix It:** Monitor occupancy data and adjust service levels dynamically to match demand.

**Real-World Result:** Reduced waste, improved efficiency, and strong auditor signals of optimization.

## 83. No Centralized Repository for FMS Documentation

📌 Clause: 7.5 – Documented Information

**What's Going Wrong:** Facility-related documents are scattered across teams or hard drives with no version control or central access.

**Why It Matters During an Audit:** ISO 41001 requires information to be controlled, retrievable, and protected against loss.

**How to Fix It:** Implement a centralized, access-controlled document management system (DMS).

**Real-World Result:** Streamlined access improves consistency, security, and audit transparency.

## 84. Indoor Air Quality (IAQ) Not Measured or Monitored

📌 Clause: 8.1 – Operational Control

**What's Going Wrong:** IAQ is assumed adequate without routine testing, despite user complaints or potential exposure risks.

**Why It Matters During an Audit:** ISO 41001 supports safe, healthy environments through measurable performance.

**How to Fix It:** Schedule periodic IAQ assessments and document CO<sub>2</sub>, humidity, and pollutant levels per zone.

**Real-World Result:** Verified conditions increase trust, improve well-being, and support compliance.

## 85. Maintenance Is Reactive with No Predictive Strategy

📌 Clause: 8.1 – Operational Control

**What's Going Wrong:** Maintenance occurs only when failures happen. Predictive or condition-based maintenance methods are not in use.

**Why It Matters During an Audit:** ISO 41001 favors proactive planning to reduce disruptions and ensure continuity.

**How to Fix It:** Use data from asset sensors or performance history to forecast and prevent failures.

**Real-World Result:** Reduced downtime, better cost control, and audit-aligned maintenance strategy.

## 86. FM-Related Data Security Not Considered

📌 Clause: 7.5 – Documented Information

**What's Going Wrong:** Access logs, space usage data, or vendor records are stored without encryption or access protocols.

**Why It Matters During an Audit:** ISO 41001 requires appropriate security and confidentiality of facility information.

**How to Fix It:** Implement data security controls such as role-based access, encryption, and audit trails.

**Real-World Result:** Protected data enhances integrity and mitigates cybersecurity risks in FM systems.

### **87. Sign-Off Not Documented for Facility Policy Approval**

 **Clause:** 5.2 – Facility Management Policy

**What's Going Wrong:** The FM policy exists but lacks signatures or documented approval from senior leadership.

**Why It Matters During an Audit:** ISO 41001 requires top management commitment, evidenced through policy authorization.

**How to Fix It:** Have the policy formally approved and signed by leadership, then store the signed version as a controlled document.

**Real-World Result:** Leadership endorsement strengthens system legitimacy and audit compliance.

### **88. No Verification of Outsourced Staff Competency**

 **Clause:** 7.2 – Competence

**What's Going Wrong:** Contractors provide staff for services like security or cleaning, but their training or qualifications aren't verified.

**Why It Matters During an Audit:** ISO 41001 requires competence for all persons performing work under the organization's control.

**How to Fix It:** Request evidence of training, certifications, and performance records from vendors. Conduct periodic spot checks.

**Real-World Result:** Ensures consistent service quality and stronger control over third-party risks.

## 89. Facility Risks Not Reassessed After External Events

 Clause: 6.1.2 – Assessment of Risks and Opportunities

**What's Going Wrong:** Events such as local flooding, supplier closures, or energy cost surges do not trigger an FM risk review.

**Why It Matters During an Audit:** ISO 41001 encourages ongoing responsiveness to changes that may affect risk levels.

**How to Fix It:** Include external risk triggers in your assessment schedule and update controls as needed.

**Real-World Result:** Increased resilience and proactive audit response to a dynamic risk environment.

## 90. No System to Prioritize Maintenance Requests Based on Risk or Impact

 Clause: 8.1 – Operational Planning and Control

**What's Going Wrong:** All work orders are handled first-come, first-served, regardless of criticality or risk exposure.

**Why It Matters During an Audit:** ISO 41001 expects operational controls to reflect priorities based on risk and impact.

**How to Fix It:** Categorize requests by criticality level and set response time standards. Train staff to triage appropriately.

**Real-World Result:** Efficient issue resolution and better risk-based resource allocation.

## 91. Stakeholder Expectations Not Revisited Regularly

 Clause: 4.2 – Understanding the Needs and Expectations of Interested

Parties

**What's Going Wrong:** Initial stakeholder needs were identified during FMS setup, but there's no regular review to track changing expectations.

**Why It Matters During an Audit:** ISO 41001 requires ongoing understanding of stakeholders to keep the system relevant.

**How to Fix It:** Conduct annual surveys, interviews, or feedback sessions with internal and external stakeholders.

**Real-World Result:** Ensures user-centered services and greater system adaptability.

## 92. Lack of Evidence of Leadership Involvement in FMS Strategy

📌 Clause: 5.1 – Leadership and Commitment

**What's Going Wrong:** Senior leaders delegate FM entirely and are not engaged in FMS objectives, reviews, or decisions.

**Why It Matters During an Audit:** ISO 41001 mandates visible leadership commitment throughout the system.

**How to Fix It:** Schedule quarterly FMS briefings with executives and document their inputs and decisions.

**Real-World Result:** Reinforces FMS integration with organizational strategy and strengthens audit findings.

## 93. Fire and Safety Equipment Not Included in Maintenance Schedule

📌 Clause: 8.1 – Operational Planning and Control

**What's Going Wrong:** Fire extinguishers, alarms, and emergency lights are in place but not tested or maintained regularly.

**Why It Matters During an Audit:** ISO 41001 requires planned

maintenance of all critical facility elements.

**How to Fix It:** Add all safety systems to the preventive maintenance plan with assigned responsibilities and logs.

**Real-World Result:** Reduced safety risk and proof of readiness for compliance audits.

#### **94. No Review of Facility Layout for Accessibility Compliance**

 **Clause:** 6.1.3 – Compliance Obligations

**What's Going Wrong:** Accessibility for people with disabilities is not routinely reviewed or upgraded to meet current standards.

**Why It Matters During an Audit:** ISO 41001 requires awareness of regulatory obligations, including inclusion and access.

**How to Fix It:** Conduct accessibility audits and align with building codes and best practices. Include in risk reviews.

**Real-World Result:** Inclusive spaces, fewer complaints, and stronger compliance assurance.

#### **95. Shared Facilities Not Clearly Assigned to Responsible Owners**

 **Clause:** 5.3 – Roles, Responsibilities, and Authorities

**What's Going Wrong:** Shared assets (e.g., conference rooms, shared HVAC systems) are unmanaged, leading to neglect or misuse.

**Why It Matters During an Audit:** ISO 41001 expects assigned accountability for all operational controls.

**How to Fix It:** Assign facility owners to all shared spaces and assets. Include them in SOPs and maintenance roles.

**Real-World Result:** More consistent service and accountability across complex facilities.

## 96. Inconsistent Evaluation of Vendor Performance Across Sites

 Clause: 8.1 – Operational Control

**What's Going Wrong:** Vendor performance is measured differently by location or department, with no unified standard or reporting.

**Why It Matters During an Audit:** ISO 41001 requires consistent control of services, especially when outsourced.

**How to Fix It:** Use a single KPI set for all vendor reviews and conduct centralized performance evaluations.

**Real-World Result:** Clear oversight, better service contracts, and stronger audit traceability.

## 97. Facility Conditions Not Reviewed After User Complaints

 Clause: 10.2 – Nonconformity and Corrective Action

**What's Going Wrong:** Complaints are acknowledged but no follow-up inspection or analysis is conducted.

**Why It Matters During an Audit:** ISO 41001 requires that concerns are investigated and result in action where needed.

**How to Fix It:** Include complaint-driven inspections in your response protocol and document actions taken.

**Real-World Result:** Responsive systems reduce risk of repeat issues and demonstrate user-centered service.

## 98. No Contingency Plan for Facility Staff Shortages

 Clause: 6.1 – Risks and Opportunities

**What's Going Wrong:** There's no backup coverage for absent maintenance or security personnel, causing service gaps.

**Why It Matters During an Audit:** ISO 41001 expects continuity in operations and mitigation of foreseeable disruptions.

**How to Fix It:** Create a resource backup plan with trained alternates and emergency coverage procedures.

**Real-World Result:** Uninterrupted services and audit-proof continuity controls.

## 99. No Clear Procedure for Updating the FMS Following Audits

 Clause: 10.1 – Improvement

**What's Going Wrong:** After audits, findings are noted but system documents, training, or procedures are not updated.

**Why It Matters During an Audit:** ISO 41001 supports audit-driven improvement and organizational learning.

**How to Fix It:** Link audit findings to corrective actions and procedural revisions. Track closure in a log.

**Real-World Result:** Active follow-through demonstrates maturity and continuous improvement.

## 100. Facility Performance Results Not Shared with Frontline Teams

 Clause: 7.4 – Communication

**What's Going Wrong:** FM reports are only reviewed at the leadership level; staff are unaware of performance metrics or goals.

**Why It Matters During an Audit:** ISO 41001 values transparent, two-way communication about system performance.

**How to Fix It:** Share simplified KPIs during team meetings, on digital boards, or via monthly updates.

**Real-World Result:** Engaged teams, better alignment, and increased awareness of improvement goals.

## Advancing Your ISO 41001 Facility Management Compliance

Achieving and sustaining **ISO 41001 certification** is more than simply passing an audit — it's about building a resilient, data-driven, and user-aligned Facility Management System (FMS) that directly supports your organization's strategic direction.

By addressing these **100 most common non-conformities**, your organization demonstrates its commitment to efficiency, accountability, stakeholder satisfaction, and continuous improvement. Each audit finding is not just a gap, but an opportunity to improve service quality, operational control, and business value.

### Compliance Is a Continuous Journey

Effective facility management is dynamic — shaped by changing risks, evolving stakeholder needs, and growing sustainability requirements. ISO 41001 encourages a proactive, lifecycle-oriented approach to managing the built environment.

- **Align Facilities With Strategy:** Strengthen integration between FM operations and business objectives.
- **Empower Your People:** Ensure awareness, competence, and engagement across all facility-related roles.
- **Drive Measurable Improvement:** Use audits, data, and user feedback to adapt, refine, and lead forward.
- **Document Everything:** Accurate records and structured reviews ensure clarity and audit readiness.

# CERTIFIED ISO 41001:2018 LEAD AUDITOR

ISO 41001:2018 Lead Auditor Certification focuses on auditing Facility Management Systems (FMS)



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