Sustainable Facility Management – The Integration of Sustainability into a Facility Manager’s Core Competencies
Meet Our Presenters:

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Agenda

• The evolution of FM defined
• Defining Core Competencies in FM
• The FM career path and Sustainability
• Building a (high-performance) FM organization
Defining Facility Management

**FM**: Achieving your organization’s mission while optimizing available resources
### Defining Facility Management

Stakeholder involvement in various phases of a facilities life cycle

<table>
<thead>
<tr>
<th>Phase</th>
<th>Owner</th>
<th>Client</th>
<th>Designer</th>
<th>Contractor</th>
<th>FM</th>
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<tbody>
<tr>
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</table>

*Tracing the FM’s involvement*

**Balance between Capital Costs and Operational Costs**

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*(as approximated in NRC 2008 committee report)*
Defining Facility Management

FM Evolution

**ESSENTIAL AREAS OF EXPERTISE**

- **INTEGRATING** people, place, process, and technology by using a life cycle approach to facilities
- **ALIGNING** the facilities portfolio with the organization’s mission and available resources
- **INNOVATING** across traditional functional lines and processes to address changing requirements and opportunities

**FACILITIES MANAGEMENT FUNCTIONS**

- **Operations and Maintenance of Multiple Facilities**
  - Construction Coordination
  - Utility Management

- **Operations and Maintenance of Multiple Facilities**
  - Project Mgmt.
  - Construction Management
  - Energy Mgmt.
  - Space Planning
  - Move Mgmt.
  - Business Support

- **Operations and Maintenance of Multiple Facilities**
  - Capital Program and Project Management
  - Energy Management
  - Strategic Planning And Portfolio Management
  - Corporate Real Estate Finance
  - Strategic Outsourcing

**EVOLUTION OF FACILITIES MANAGEMENT FUNCTION OVER TIME**

Tactical → Strategic

(Adapted from APPA 2002)
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Core Competency Development

• Core competencies are the *bundle of skills, attributes and behaviors* which are considered important regardless of staff function or level.

• Development of core competencies takes time and continuous development.

• Global Job Task Analysis

Competencies are:
  – forward thinking
  – sources of competitive advantage
  – building blocks to future opportunities
Start with the skills base

Sources:
Colleges and universities • Professional associations • Employers • Social / professional networks
Start with the skills base

<table>
<thead>
<tr>
<th>Technical</th>
<th>Business</th>
<th>Behavioral</th>
<th>Enterprise Knowledge</th>
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<td>O&amp;M</td>
<td>Strategic planning</td>
<td>Leadership</td>
<td>Mission</td>
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<td>Asset Management</td>
<td>Teamwork/team building</td>
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<td>Building systems</td>
<td>Finance &amp; accounting</td>
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<td>Contract monitoring</td>
<td>Mentoring/coaching</td>
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<td>Quality &amp; Innovation</td>
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<td>Future issues/trending</td>
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<td>Ethics/law</td>
<td>Performance measurement</td>
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<td>Benchmarking</td>
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From Job Skill to Competency

Skills Standards: Define the job tasks and the knowledge, skills and abilities workers need to perform them well (IFMA’s Global Job Task Analysis)

Curricula & Training: Built on clear learning objectives and aligned with skills standards

Industry Recognized Certifications: Industry certification built on industry-recognized content with “market value” (skills that match employer needs)

Skills aligned with technology and business practices enable staff to contribute to their maximum potential.
Define which skills are Core Competencies

Sources:
Industry-defined technical competencies • Organizational requirements • Academic
## Defining FM Core Competencies

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<th>IFMA</th>
<th>BIFM</th>
<th>FMA</th>
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<tbody>
<tr>
<td>Leadership &amp; Strategy</td>
<td>Understanding Business Organizations</td>
<td>Use organizational understanding to manage facilities</td>
</tr>
<tr>
<td>Operations &amp; Maintenance</td>
<td>Managing people</td>
<td>Develop strategic facilities response</td>
</tr>
<tr>
<td>Finance &amp; Business</td>
<td>Managing premises</td>
<td>Manage risk</td>
</tr>
<tr>
<td>Project Management</td>
<td>Managing services</td>
<td>Manage facility portfolio</td>
</tr>
<tr>
<td>Communication</td>
<td>Managing the work environment</td>
<td>Improve facility performance</td>
</tr>
<tr>
<td>Human Factors</td>
<td>Managing resources</td>
<td>Manage the delivery of services</td>
</tr>
<tr>
<td>Quality</td>
<td></td>
<td>Manage projects</td>
</tr>
<tr>
<td>Real Estate &amp; Property Management</td>
<td></td>
<td>Manage financial performance</td>
</tr>
<tr>
<td>Emergency Preparedness &amp; Business Continuity</td>
<td></td>
<td>Arrange and implement procurement/sourcing</td>
</tr>
<tr>
<td>Technology</td>
<td></td>
<td>Facilitate communication</td>
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<tr>
<td>Environmental Stewardship &amp; Sustainability</td>
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<td>Manage workplace relationships</td>
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<td>Manage change</td>
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</table>
11 FM Core Competency Areas

Quality
Real Estate & Property Management
Technology
Communication
Emergency Preparedness & Business Continuity
Environmental Stewardship & Sustainability
Human Factors
Operations & Maintenance
Project Management
Finance & Business
Leadership & Strategy

Download
http://www.ifmacredentials.org/my-ifma-credential-compass
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The FM Career Path

Creating an environment for promoting and sustaining core competencies

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11 FM Competency Areas

*Environmental Stewardship & Sustainability* - sustainable management of built and natural environments

- **Competency 1.** The competent facility manager is able to plan, manage/oversee and support the entire organization’s commitment to protecting the environment.

  *Performances*
  1. Manage/oversee the built environment.
  2. Manage, oversee and safeguard the natural environment.

- **Competency 2.** The competent facility manager is able to manage/oversee the entire organization’s commitment to the sustainability of the built and natural environments.

  *Performances*
  1. Develop and direct sustainability programs.
  2. Provide data to support facility evaluation.
  3. Evaluate and manage/oversee the asset life cycle process.
Sustainable Facility Management is the process of integrating the people, place and business of an organization in a way that optimizes economic, environmental and social benefits of sustainability.
Integration of SFM

Competencies:
- Leadership and skill-based
- Operational
- Behavioral
Integration of SFM

• Leadership and skill-based competencies

  Communication

  Leadership & Strategy

  Project Management

SUSTAINABILITY
Integration of SFM

• Operational competencies

SUSTAINABILITY

- O&M
- Emergency Preparedness
- Project Management
- Real Estate
- Business and Finance
- Technology
Integration of SFM

- Behavioral competencies
Corporate Social Responsibility as potentially seen by Facility Management

PRODUCTIVITY + SUSTAINABILITY + LIVABILITY

= TOTAL QUALITY OF LIFE
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“Historically, the professions of building operator, technician and some other FM roles have garnered relatively low status in many organizations . . .”
High Performance Characteristics

- **Strategies** are consistent, clear, and well thought out
- Are likely to go *above and beyond for customers*
- Adhere to **high ethical standards**
- Leaders are **clear, fair, and talent-oriented**
- Are superior in terms of **clarifying performance measures**
- Employees are more likely to think the organization is a **good place to work**
- Employees use their skills, knowledge and experience to create unique solutions for customers
Achieving High Performance

Cultural change and key practices for meeting challenges of high-performance

<table>
<thead>
<tr>
<th>Current State</th>
<th>Transformation</th>
<th>High-Performance Organizations</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Hierarchical</td>
<td>• Committed, persistent, and consistent leadership</td>
<td>• Flatter and more horizontal</td>
</tr>
<tr>
<td>• Stovepipe</td>
<td>• Strategic planning</td>
<td>• Matrixes</td>
</tr>
<tr>
<td>• Process &amp; output oriented</td>
<td>• Organization alignment</td>
<td>• Result-oriented</td>
</tr>
<tr>
<td>• Recycle behavior</td>
<td>• Integrated performance management systems</td>
<td>• Extremely focused</td>
</tr>
<tr>
<td>• Inward focused</td>
<td>• Modern human capital approaches</td>
<td>• Leveling technology</td>
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<tr>
<td>• Avoiding technology</td>
<td>• Effective communications</td>
<td>• Sharing knowledge</td>
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<td>• Hoarding knowledge</td>
<td>• Employee involvement</td>
<td>• Managing risk</td>
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<td>• Avoiding risk</td>
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<td>• Forming partnerships</td>
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<td>• Protecting risk</td>
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<td>• Employee empowerment</td>
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<td>• Employee direction</td>
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Leadership Focus

Core Competencies for Federal Facilities Asset Management Through 2020: Transformational Strategies (NRC 2008)
Understand Intersections Between FM, IT, HR, Accounting and Procurement

<table>
<thead>
<tr>
<th>Facility Management Training &amp; Development</th>
<th>Workplace Transformation</th>
<th>Supply Chain Management</th>
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<tr>
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</table>
Market transformation through education
Develop knowledge and gain recognition for your expertise in sustainable FM practices while impacting your organization's triple bottom line.

- Content based on IFMA’s Global Job Task Analysis
- Develop and test your competence by completing coursework and final assessments contained in the *IFMA SFP Credential Program®*
- No prerequisites, but a solid understanding of FM practice is strongly recommended
- Three-year term of validity. Online course and assessment required for renewal
Focus Area 1: Strategy & Alignment for Sustainable Facility Management

Focus Area 2: Managing Sustainable Facilities

Focus Area 3: Operating Sustainable Facilities

What Will You Learn?

The program is structured to be taken in sequence.
Components of SFM strategy

- Energy
- Water
- Materials and Resources
- Workplace Management
- Indoor Environmental Quality
- Quality of Services
- Waste
- Site Impact
The integration of SFM strategy components with FM skills and competencies
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Your challenges and opportunities

Become your organization’s most knowledgeable resource on sustainability

• **Train** the FM organization
• Become knowledgeable about and **implement** sustainability reporting guideline frameworks
• **Be proactive**
• **Learn** about high performance building rating systems
• **Earn** the SFP
IFMA Resources

- Sustainability Facility Professional (SFP)
  - www.IFMAcredentials.org/SFP
- IFMA Sustainability Webpage
  - www.IFMA.org/sustainability
- IFMA Sustainability Community
  - www.Community.IFMA.org
- Sustainability How-to Guides
  - www.IFMA.org/know-base/how-to-guides

Questions? Want more info? Contact us: sustainability@ifma.org
Thank You!

For attending this educational offering at IFMA’s Facility Fusion.

Be sure to evaluate the session online at the Attendee Service Center
http://tinyurl.com/lutorre