Three Agencies Building High Performance Teams: GSA, DOD, and VA - One Year Later

March 23, 2016
10:00 – 10:50am

Presented by
Brian Gilligan, National Program Manager, General Services Administration
George Mino, Office of the Secretary of Defense
Roy Hirchak, Defense Health Agency
Paul Krasley, Vice Chancellor Veterans Affairs Facilities Management School
Presenters

• Brian Gilligan, PE, National Program Manager, Office of Federal High Performance Green Buildings, GSA

• George Mino, PE, Senior Program Manager, Office of the Secretary of Defense, DoD

• Dr. Paul Krasley, Vice Chancellor, VA Facility Management School, Veterans Affairs
Learning Objectives

1. Discover how federal agencies are implementing the FBPTA requirements

2. Learn how the FBPTA competency model can be adapted to fit individual agency needs

3. Understand how the FBPTA relates to the BBWG, DOE approved energy and building operator related credentials
General Services Administration
More than an administrative obligation
Encouraging a Reflective Practice Model

Plan

Assess

Discuss

Execute
What do I need to know?
How well do I know it?
What resources can help me?

Identify and fill basic knowledge gaps
Plan / Discuss: What do I need to know?

**Position Profile: Property Manager (GS11-12)**

- **Assess My Proficiency**
- **Set My Priorities**

**My Dashboard**

**Show Instructions**

**Filter By:** My Position Profile

**COMPETENCY AREA**

1. Management of Facilities Operations and Maintenance
   - 1.1 Building Systems
     - 1.1.1. Demonstrate familiarity with building systems and knowledge of how they affect energy use.
     - 1.1.2. Demonstrate ability to work with Facilities team to assess a facility's need for building systems.
     - 1.1.3. Demonstrate ability to oversee the acquisition, installation, and operation of building systems.
     - 1.1.4. Demonstrate ability to work with Facilities Team to establish practices and procedures.
     - 1.1.5. Demonstrate ability to work with Facilities Team to determine and administrate the allocation of building systems' resources.
     - 1.1.6. Demonstrate ability to monitor and evaluate how well building systems perform.
     - 1.1.7. Demonstrate ability to manage corrective, preventive and predictive maintenance.
     - 1.1.8. Demonstrate ability to develop, test and implement, when necessary, emergency procedures and disaster recovery plans.

**ASSESSMENT STATUS**

- **SELF**
- **TARGET**
- **SUPERVISOR**

**QUALIFICATION PROGRESS**

- **Completed**
- **In Process**
- **Incomplete**

**Find Qualifications by**

- Performance Gaps
- High Priority Gaps
- Advanced Search
Find Qualifications: What resources can help me?

Select Qualification

- **Keyword:**
- **Qualification Type:**
  - Certificates
  - Certification / Accreditation
  - Courses - Government
  - Courses - Private
  - Federal Reference
  - Guided Training
  - Professional Experience

- **Performance:** 1.1.5. Demonstrate ability to work with Facilit... (view / change)
- **Dates:**

Search Results

<table>
<thead>
<tr>
<th>Compare</th>
<th>Performance Gaps</th>
<th>Title</th>
<th>Qualification Type</th>
<th>Provider</th>
<th>Hours</th>
<th>Contact Length</th>
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<tbody>
<tr>
<td>✓</td>
<td>14.00</td>
<td>FMP Leadership and Strategy</td>
<td>Courses - Private</td>
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<tr>
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</table>

- Add to Plan

Compare Selected | Cancel
Execute: Track Progress

My Dashboard

Show Instructions

Position Profile: Property Manager (GS11-12) (change)

Assess My Proficiency  Set My Priorities

Filter By: My Position Profile

Competency Area

1 Management of Facilities Operations and Maintenance

1.1 Building Systems

1.1.1. Demonstrate familiarity with building systems and knowledge of how they affect energy use.

1.1.2. Demonstrate ability to work with Facilities Team to assess a facility’s need for building systems.

1.1.3. Demonstrate ability to oversee the acquisition, installation, and operation of building systems.

1.1.4. Demonstrate ability to work with Facilities Team to establish practices and procedures.

1.1.5. Demonstrate ability to work with Facilities Team to determine and administer the allocation of building systems’ resources.

1.1.6. Demonstrate ability to monitor and evaluate how well building systems perform.

1.1.7. Demonstrate ability to manage corrective, preventive and predictive maintenance.

1.1.8. Demonstrate ability to develop, test and implement, when necessary, emergency procedures and disaster recovery plans.

Assessment Status: Completed  In-Process  Incomplete

Qualification Progress: Actions

Find Qualifications
Execute: What GSA staff were told

- 2015 Actions
  - Shave Energy
  - FEMP Water Management
  - Federal References

- Low-Cost Government
  - Penn State
  - FEMP / NIBS
  - Federal References

- Property Management
  - FMA
  - RPA
  - Federal References

- Facilities Management
  - FMP
  - CFM
  - Federal References
Execute: training completed through 2015

<table>
<thead>
<tr>
<th>Source</th>
<th>Qualification</th>
<th>Count</th>
<th>Development Track</th>
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<td>General Services Administration</td>
<td>Shave Energy - GSA Employees Only</td>
<td>1,057</td>
<td>2015 Actions</td>
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<tr>
<td>DOE - FEMP</td>
<td>FEMP 06 Water Management</td>
<td>516</td>
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<td>Pacific Northwest National Laboratory (PNNL)</td>
<td>Building Retuning</td>
<td>325</td>
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<td>Facility Infrastructure Fundamental Training</td>
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<td>Low-Cost Government</td>
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<td>Smart Building Operations Training</td>
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<td>Certified Facility Manager (CFM)</td>
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<td>Facilities Management</td>
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<tr>
<td>IFMA</td>
<td>Facility Management Professional (FMP)</td>
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<td>AEE - Association of Energy Engineers</td>
<td>Certified Energy Manager (CEM)</td>
<td>63</td>
<td>Other Significant</td>
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<td>ASHRAE</td>
<td>Operations And Performance Management Professional</td>
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<tr>
<td>BOC - Building Operator Certification</td>
<td>BOC - Building Operator Certification Level I</td>
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<tr>
<td>USGBC</td>
<td>Green Associate</td>
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</table>

GSA’s organizational focus was Low-Cost / No-Cost training
In 2015 property managers closed ~10% of all gaps
Employees and Supervisors are concerned with Performance of O&M and Project Management
Assess: 2015 Assessment: Lessons Learned

• Reflective practice is tough to implement
  – “Check the box” view persists
  – Time issues – this is “one more thing”
  – Training funds limited

• CMU Study – 15% energy savings with Shave Energy

• Review assignment of competencies / qualifications
  – Property manager vs. contract O&M staff
  – Greater development of technology competencies
Plan: Simplified career pathways

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<tr>
<th>Early / Transitional</th>
<th>Journeyman</th>
<th>Master</th>
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<tr>
<td>FEDSAT Completion</td>
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<td>BOMI – PAC</td>
<td>BOMI – RPA</td>
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<td>IFMA - FMP</td>
<td>IFMA - CFM</td>
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<td>AEE - EMIT</td>
<td>AEE - CEM</td>
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<tr>
<td>BOC – BOC I</td>
<td>ASHRAE - BEAP</td>
<td>ASHRAE - OPMP</td>
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<tr>
<td>BOMI - SMC</td>
<td>BOC – BOC II</td>
<td>BOMI – SMT</td>
</tr>
</tbody>
</table>

Based on ”FBPTA – Aligned” credentials
“BBWG – Recognized” Providers

Early / Transitional | Journeyman | Master
---|---|---
FEDSAT Completion | Facility Management | Energy Management

**Building Operations Certificate**

**Energy Manager AEE – CEM**

**Building Operations Professional**

BBWG Recognized = 3rd Party accreditation; more rigorous and sustainable long-term
What can contractors do?

- Self-Certify
- Technical Proposal
- Individual Compliance

- “FBPTA – Aligned” Qualifications
- Better Buildings Workforce Guidelines “Recognized Provider”
- Equivalent Standards
Plan: 2016 Program Priorities

• Adjust property manager competencies
• Define contractor role and test contract language
• Seek end-user feedback on Accelerate FM
• Increase online “FBPTA-Aligned” resources
  – FEDSAT, FEMP/NIBS, IFMA Essentials, ETS/Red-Vector
  – Increase targeted technical training
• Promote simplified career pathways
  – Incorporate Better Buildings Workforce Guidelines credentials
Department of Defense
Key Themes

- DoD conducting FBPTA pilot using GSA FBPTA Webtool before wider implementation

- Developing competency model and curriculum for Energy Managers due to Congressional and White House interest

We are exploring how FBPTA could be implemented to achieve the best value to DoD organizations.
FY2010 Federal Buildings Personnel Training Act

Title 10, United States Code, Section 115b, requires biennial report to Congress about the DoD strategic workforce plan:

- **Skills and competencies needed**
- Appropriate mix of military, civilian, and contractor personnel
- Projected trends in workforce
- **Gaps in skills and competencies, and means to close gaps**

FBPTA Implementation Strategy

- Proceed deliberately because all Components have some form of competency assessment tool to develop Individual Development Plans.
- DHA performing pilot for positions that have greatest impact on total cost of ownership using FBPTA Webtool, and then will apply lessons learned to pilots by all the major Components.
- Incorporate FBPTA DoD-wide into existing competency assessment practices, including new contract provisions.
- Revise position descriptions and curriculum, as needed; and evaluate requiring certifications.
High-Value Occupational Series Impacted by FBPTA
(Have the most significant effect on total operating cost)

<table>
<thead>
<tr>
<th>Occupational Series</th>
<th>Number of DoD Personnel as of 30 Sep 2014 *</th>
<th>Type</th>
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<tbody>
<tr>
<td>1176 – Building Management</td>
<td>123</td>
<td>Salaried</td>
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<tr>
<td>1601 – Equipment, Facilities, and Services</td>
<td>2,784</td>
<td>Salaried</td>
</tr>
<tr>
<td>1640 – Facility Operations Services</td>
<td>1,237</td>
<td>Salaried</td>
</tr>
<tr>
<td>5306 – Air Conditioning Equipment Mechanic</td>
<td>1,064</td>
<td>Wage-Grade</td>
</tr>
<tr>
<td>5309 – Heating and Boiler Plant Equipment Mechanic</td>
<td>203</td>
<td>Wage-Grade</td>
</tr>
<tr>
<td>5402 – Boiler Plant Operating</td>
<td>494</td>
<td>Wage-Grade</td>
</tr>
<tr>
<td>5415 – Air Conditioning Equipment Operating</td>
<td>18</td>
<td>Wage-Grade</td>
</tr>
<tr>
<td>No assigned OS - Building Energy Managers (EMs)</td>
<td>TBD</td>
<td>Salaried</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td><strong>5,923 + EMs</strong></td>
<td></td>
</tr>
</tbody>
</table>

*Some personnel may have positions related to industrial operations in lieu of facilities. Also, the above numbers do not include contractor personnel in these types of positions.*
DOD Competency Management Process

**PHASE I: COMPETENCY DEVELOPMENT**

- **Review Data**
  - Draft list of technical competencies
  - 2 Weeks

- **Conduct SME Panels 1 & 2**
  - Prioritize list of competencies; Draft SME-validated model
  - 2 Weeks

**PHASE II: COMPETENCY VALIDATION AND ASSESSMENT**

- **Validate Model and Assess Competency Gaps (in DCAT)**
  - Competency validation and gap assessment
  - 3 Weeks

- **Report Findings and Prepare for Model Refresh**
  - Competency reports for DOD use; proposed model revisions
  - 4 Weeks

**Leverages existing competency models**

**Conducts remote, online SME panels**

**Establishes an enterprise competency assessment tool**

**Provides baseline gap assessment**
5-Tiered Framework

**Tier 1** - Common Training
(soft skills, security, leadership)

**Tier 2** - Occupational Series
(mechanical engineer or ME)

**Tier 3** - Sub-Occupational Specialty
(HVAC ME)

**Tier 4** – Component Unique
(Navy HVAC ME)

**Tier 5** – Position Specific
(High Perf Bldg Navy HVAC ME)

Proficiency Levels

- **Level 1** - Awareness
- **Level 2** - Basic
- **Level 3** - Intermediate
- **Level 4** - Advanced
- **Level 5** - Expert

Criticality Index
Importance, need in early career, and whether it separates high performers.

DCAT Initial Target Tier Level
DOD Competency Modeling Update

- **FY 2015 Completed**
  - 1173 Housing Manager
  - 1601 Equipment & Facility Services Manager
  - 1640 Facility Operations Services Manager
  - 5306 Air Conditioning Equipment Mechanic

- **FY 2016 Scheduled**
  - 08XX Energy Manager
  - 1176 Building Manager
  - 2805 Electrician
  - 5309 Heating & Boiler Plant Equipment Mechanic
  - 5402 Boiler Plant Operator
  - 5407 Electric Power Controlling Equipment Operator
Energy Manager Competency Model

- Drivers: FBPTA, 10 USC 115b, and FY 2012 Defense Authorization Act, and Executive Order 13693 (Planning for Federal Sustainability in the Next Decade)

- References.
  - Better Building Workforce Guidelines (BBWG) Job Task Analysis, Course Outline & Learning Objectives, and Credentialing Schemes
  - FBPTA Competencies and Performances
  - DoD Energy Manager's Handbook, In-House Training Courses, and Position Descriptions

- Dec 2015: Subject Matter Expert (SME) review of initial model
- Spring 2016: SME Panels to refine and develop final draft model
- Summer-Fall 2016: Validate using Defense Competency Assessment Tool, and identify competency gaps using a census or random sample survey. Finalize model.
- OPM will use to evaluate creating a new EM occupational series; and DoD will use to develop duties, tasks, and learning objectives to create standardized curriculum.
Defense Health Agency
Defense Health Agency FBPTA Pilot Phases

- 2 phases at multiple locations (O&M by DoD civilians and by contract)

- **Phase 1 (2015)** - Supervisors identified following positions with greatest potential to maximize building performance and return on investment; and then determined FBPTA competencies applicable to each position.
  - Facility Manager
  - Project Engineer
  - Central Utility Plant Operator
  - Heating, Ventilating, and Air-Conditioning Controls Technician
  - Energy Manager
Defense Health Agency FBPTA Pilot Phases

- **Phase 2 (2016)** – Create profiles for each position in the GSA FBPTA webtool (Accelerate FM). Access impacted employees and supervisors use the webtool to identify any competency gaps at the below sites. Employee-Supervisor can develop Individual Development Plans to close any gaps. Evaluate how to apply at sites where O&M is performed by contract. Consider revising position descriptions based on the pilot results.

<table>
<thead>
<tr>
<th>Medical Centers</th>
<th>Hospitals</th>
<th>Ambulatory Center</th>
<th>Clinics</th>
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<td>Eglin AFB</td>
<td>Ft Meade</td>
<td>Ft Myer</td>
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<td>Langley AFB</td>
<td>Andrews AFB</td>
<td>Randolph AFB</td>
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<td>Portsmouth</td>
<td>Pendleton</td>
<td>Ft Eustis</td>
<td>Quantico</td>
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<td>Bremerton</td>
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<td>WRMMC</td>
<td>Ft Benning</td>
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<td>Wright Patterson</td>
<td>Ft Stewart</td>
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<tr>
<td></td>
<td>Ft Belvoir *</td>
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</table>

* - Ft Belvoir was in 1st pilot
Defense Health Agency FBPTA Pilot Phases

- Phase 2 (2016) Competencies Work

- Medical and Medical Research Facilities Focus
  - Building Systems found in these type of facilities
    - Includes emergency procedures and disaster management
    - Corrective, preventive and predicative maintenance
    - Operational performances due to critical nature of building operations
      - Heavy HVAC due to pressurization and infection control
  - Best practices
    - Use of technology solutions
    - Building Automations Systems
    - Maintenance Management Systems
      - Auditable for recordkeeping for Accreditation Purposes
## FBPTA HIGH PRIORITY Competencies and Performances

### EXAMPLE

<table>
<thead>
<tr>
<th>Position Title - Facilities Manager</th>
<th>Occupational Series 1640 - Facilities Operations Services</th>
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</thead>
<tbody>
<tr>
<td>DCAT Tier Level of the Performance</td>
<td>GS-1640-11, Intermediate Level Position</td>
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<td>DCAT Target Proficiency Level</td>
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<td>Supervisor Proficiency Rating</td>
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<td>Calculated Variance</td>
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<td>Calculated Gap</td>
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<td>Qualifications to Close Gap</td>
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</table>

### Competency Area - 1. Management of Facilities O&M (11 vs 12 in full list)

### Core Competency - 1.1 Management of Building Systems (30 vs 43 in full list)

#### Performances (78 vs 232 in full list)

1.1.1. Demonstrate familiarity with building systems and knowledge of how they affect energy use. Systems include: HVAC, Electrical (and standby generators), Lighting, Mechanical/Plumbing, Fire Protection, Vertical Transportation, Structural, Roofing, Building Envelope, Motors and Drives, and Fuel systems.
Veterans Affairs
The Academy

- VA created the VA Acquisition Academy to develop and recapitalize the acquisition workforce.

- Opened September 2008 in Frederick, Maryland

- Innovative learning environment with 80,000 square feet, 16 classrooms, 7 breakout rooms, and work space for more than 150 employees and interns

- Created to develop:
  - Contracting professionals, including entry-level interns
  - Program/project managers
  - Contracting officer’s representatives
  - Facilities managers
  - Supply chain managers and logisticians
Mission
The Facilities Management School (FMS) provides professional development, training, and continuous learning opportunities for the Department of Veterans Affairs Facilities Management workforce.

Goals:
• Create a Center of Excellence
• Professionalization of FM
• A library of electronic resources, including:
  – Webinars
  – Shorts
  – Toolkits
  – Virtual conferences
  – Self-Assessment Tools
• Alumni Network
• Online Courseware
## VA Real Property Assets by Administration

<table>
<thead>
<tr>
<th>Owned Assets</th>
<th>Leased Assets</th>
<th>Land</th>
<th>Facility</th>
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<tbody>
<tr>
<td>Buildings</td>
<td>Historic Buildings*</td>
<td>Square Footage</td>
<td>Leases</td>
</tr>
<tr>
<td>VHA</td>
<td>5,439</td>
<td>1,878</td>
<td>145,588,523</td>
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<td>VBA</td>
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<td>NCA</td>
<td>404</td>
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<tr>
<td>Staff Offices</td>
<td>8</td>
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<td>1,696,608</td>
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<tr>
<td>Grand Total</td>
<td>5,873</td>
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* Includes National Register Eligible buildings

** Includes replacement of owned/leased buildings and structures
Facilities Management Video
### Available Courses (6)

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<td>FMS 105</td>
<td>Building Automation Systems Basic</td>
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<td>FMS 105B</td>
<td>Building Automation Systems Advanced</td>
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<td>Construction Contract Management</td>
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<td>FMS 306</td>
<td>Certified BMET Preparation</td>
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<td>FMS 307</td>
<td>Certified BMET Hands On Lab</td>
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<td>FMS 402</td>
<td>VA Construction Management</td>
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### Future Planned Courses (2)

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<td>Intro. to Facilities Management</td>
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<tr>
<td>FMS 203</td>
<td>National Historic Preservation Curriculum</td>
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## Available and Future Planned Courses

### Trades Training

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<td>HVAC: Air Conditioning &amp; Chilled Water Systems</td>
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<td></td>
<td>2-day Air Conditioning and Refrigeration</td>
<td></td>
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<tr>
<td></td>
<td>2-day Chilled Water Systems</td>
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<tr>
<td>FMS 020</td>
<td>Boiler Plant Operator</td>
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<td></td>
<td>2-day Steam Systems Maintenance, Safety &amp; Optimization</td>
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<td></td>
<td>2-day Boiler Operation Maintenance and Safety</td>
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<td>1-day Water Treatment for Boilers, Chillers &amp; Cooling Towers</td>
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<td>FMS 030</td>
<td>2-day Plumbing and Pipefitting for Plant and Buildings</td>
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<td>FMS 040</td>
<td>Electrical Safety: An Overview of NFPA 70, NFPA 70E and Shock/Arc Flash Protection</td>
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<td></td>
<td>2-day NFPA 70 and 70E</td>
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<td></td>
<td>3-day Shock and Arc Flash Protection</td>
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### Certification

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<tr>
<td><strong>MedGas</strong></td>
<td>ASSE 6010 Medical Gas Systems Installer</td>
</tr>
<tr>
<td></td>
<td>ASSE 6020 Medical Gas Systems Inspector</td>
</tr>
<tr>
<td></td>
<td>ASSE 6040 Medical Gas Maintenance Personnel</td>
</tr>
<tr>
<td></td>
<td>ASSE 6000R Re-Certification</td>
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<tr>
<td><strong>FMS 501</strong></td>
<td>FM Certification IFMA FMP</td>
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<tr>
<td><strong>FMS 502</strong></td>
<td>FM Certification IFMA SFP</td>
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<tr>
<td><strong>FMS 503</strong></td>
<td>FM Certifications IFMA CFM</td>
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</table>

### Workshops

<table>
<thead>
<tr>
<th>Workshops</th>
<th>Description</th>
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<tbody>
<tr>
<td>FMS 601</td>
<td>CFM Resident Engineers</td>
</tr>
<tr>
<td>FMS 602</td>
<td>VHA Chief Healthcare Engineers</td>
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</tbody>
</table>

### On the Road

<table>
<thead>
<tr>
<th>Location</th>
<th>Course Code</th>
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</thead>
<tbody>
<tr>
<td>Gilbert, AZ</td>
<td>FMS 105</td>
</tr>
<tr>
<td>West Haven, CT</td>
<td>FMS 040</td>
</tr>
<tr>
<td>Course</td>
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<tr>
<td>FMS 010-OPERATIONS AND SUPPORT - HVAC</td>
<td></td>
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<tr>
<td>FMS 020-OPERATIONS AND SUPPORT - BOILER PLANT</td>
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</tr>
<tr>
<td>FMS 030-OPERATIONS AND SUPPORT - PLUMBING</td>
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<tr>
<td>FMS 040-OPERATIONS AND SUPPORT - POWER GENERATION</td>
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<tr>
<td>FMS 101-FUNDAMENTALS OF FACILITY MANAGEMENT</td>
<td></td>
</tr>
<tr>
<td>FMS 105-BUILDING AUTOMATION SYSTEMS (5 DAY)</td>
<td></td>
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<tr>
<td>FMS 105B-BUILDING AUTOMATION SYSTEMS ADVANCED (5 DAY)</td>
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<tr>
<td>FMS 106-BUILDING AUTOMATION SYSTEMS (10 DAY)</td>
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<tr>
<td>FMS 204-CONSTRUCTION CONTRACT ADMINISTRATION</td>
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<tr>
<td>FMS 306-CERTIFIED BIOMEDICAL EQUIPMENT TECHNICIAN</td>
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<td>FMS 307-BIOMEDICAL EQUIPMENT TECHNICIAN</td>
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<tr>
<td>FMS 401-MANAGEMENT OF VA FACILITIES FOR SUPERVISORS</td>
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<tr>
<td>FMS 402-VA CONSTRUCTION MANAGEMENT</td>
<td></td>
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<tr>
<td>FMS 403-VA HEALTHCARE FACILITIES MANAGEMENT</td>
<td></td>
</tr>
</tbody>
</table>
Facilities Management
4 Competency Areas

Regulatory & Code Compliance

4 Core Competencies:
- Building Code Compliance
- Fire & Life Safety Compliance, Workplace Safety & Security
- Environmental Compliance
- External Accreditation

Planning, Design, Construction & Activation (PDCA)

6 Core Competencies:
- Requirements Identification, Front-End Planning & Programming
- Acquisition Strategy
- Design
- Construction
- Commission & Activate
- Decommission

Operations

7 Core Competencies:
- Maintenance & Repair
- Safety
- Building Technology Systems
- Sustainability & Energy Reduction
- Medical Equipment Management
- Fleet Management
- Fire Fighting

Management & Administration

3 Core Competencies:
- Leadership, Innovation, & Communication
- Administration Planning & Execution
- Emergency Preparedness / Continuity of Operations

VHA: 31 Performances
VBA: 23 Performances
NCA: 23 Performances

VHA: 40 Performances
VBA: 33 Performances
NCA: 35 Performances

VHA: 102 Performances
VBA: 39 Performances
NCA: 68 Performances

VHA: 86 Performances
VBA: 62 Performances
NCA: 71 Performances

DRAFT 9/10/2015
• **Strategic partnerships with DOD, GSA, DHA, & OGA**
  - Formation of contracts to meet FBPTA and continuing education needs
  - Multi-agency contracts.
  - VA hosts classes nationwide

• **Facilities One-Stop-Shop: Serving the VA and OGA**
  - Trades
  - Safety
    - OSHA and NFPA
  - Online FM/Technical Library
  - Medgas
  - Building Automaton/Energy/Sustainability
  - BMET
  - Course Development and Presentation
Dr. Paul F. Krasley, CPLP
Vice Chancellor
VAAA Facilities Management School
http://www.acquisitionacademy.va.gov/schools/fm/index.asp
Paul.Krasley@va.gov