

# **Core Competencies for Federal Facilities Asset Management Through 2020: An Overview**



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# **Annual Investments in Federal Facilities**

**\$20+ billion for new and renovation**

**\$20+ billion to maintain/operate**

**\$4.5 billion on utilities (2001)**

**\$500 million for water/sewer (2000)**

**Over 50% are more than 50 years old**



# **The Challenges or “Realities”**

- n Budgets are shrinking**
- n Increasing costs of operations and maintenance**
- n World demanding sustainable facilities**
- n Changing workforce**
- n Changing priorities**



## **A Foundation of Studies**

- n Stewardship of Federal Facilities (1998)**
- n Outsourcing Management Functions for Acquisition (2000)**
- n Investment in Federal Facilities (2004)**



# **The NRC Studies (Trilogy)**

## **Stewardship of Federal Facilities**

- n Not been good stewards**
- n Cannot continue to ignore consequences**

## **Outsourcing Management Functions**

- n Identified core competencies to decide and oversee outsourced functions**

## **Investments in Federal Facilities**

- n No single solution from the private sector**
- n Some practices may be suitable**



# The Next Step – Core Competencies

## Challenge

- n Retiring workforce
- n Finding the next generation
- n Technology impact

## Opportunity

- n Redefine the core competencies in  
Facilities Asset Management



# The Task

- n Help ensure effective asset management**
- n Identify required capabilities and skills**
- n Strategies for transformation**
- n Performance measures**



## **Recommended Theme for the Future**

- n Adopt the mindset of an owner**
- n Integrate facilities-related decisions into strategic planning**
- n Use life cycle management approach**
- n Measure performance**

# Facility Lifecycle Management





# The Essential Areas of Expertise

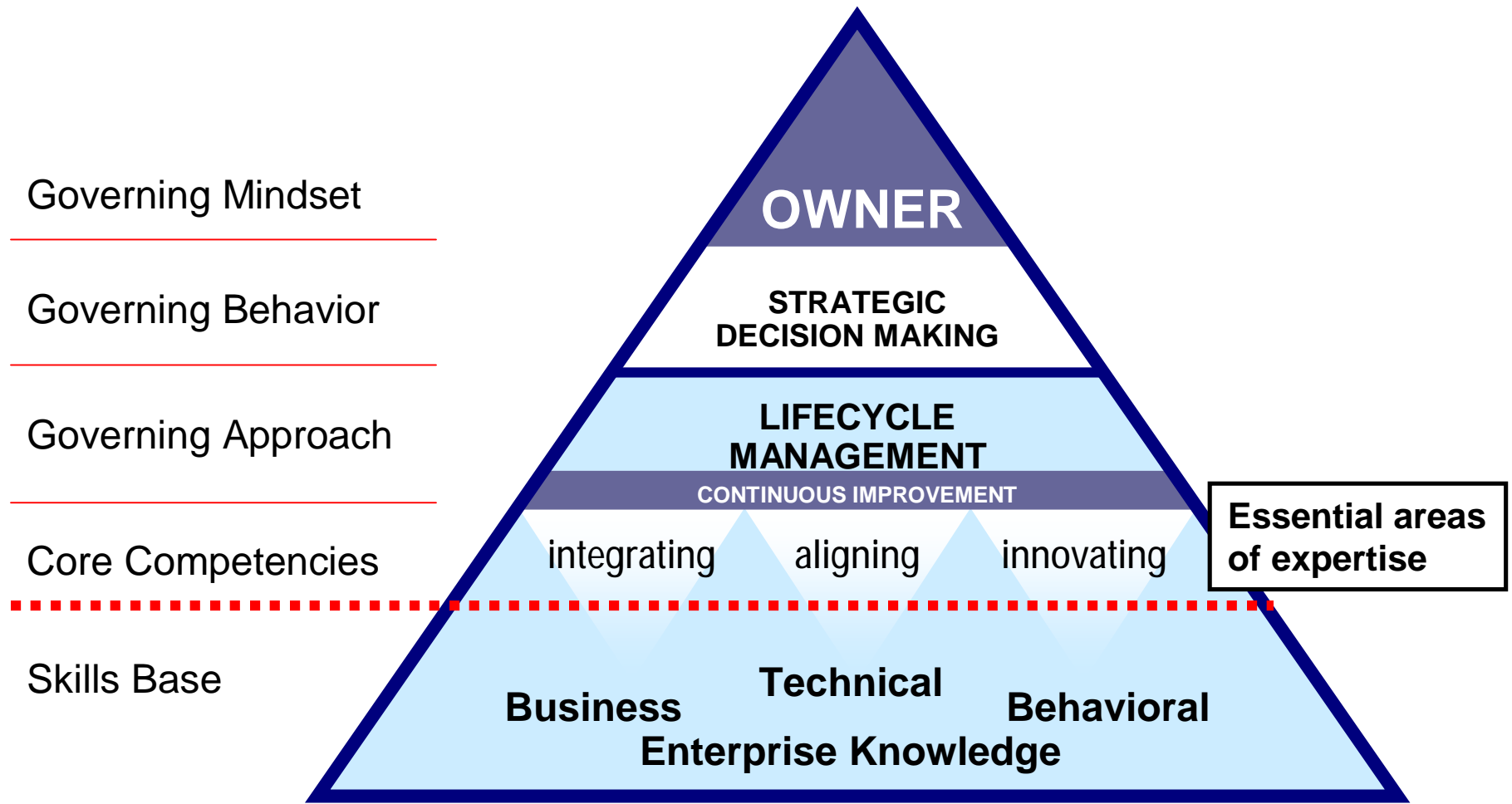
- n **Integrating** people, process, places, and technology for lifecycle mgmt.
- n **Aligning** facilities portfolio with mission and resources
- n **Innovating** to address changing requirements and opportunities




# Required Skill Base

- n Technical**
- n Business**
- n Behavioral**
- n Enterprise Knowledge**

# Framework for Effective Facilities Asset Management





## **Identify Required Skills and Functions**

- n Unique to organizational mission**
- n Identify current & future requirements**
- n Conduct gap analysis**
- n Reorganize to accommodate**



# **Develop Strategy for Transformation**

- n Organizational leadership**
- n Strategy for workforce development**
- n Sustained investment**
- n Measure progress**



# Overcome the Barriers to Recruiting

- n Strategy to recruit recent graduates and private sector staff**
- n Revise job descriptions**
- n Adequate compensation to attract the best**
- n Recruit the core competencies of the future**



# Expand Knowledge Transfer

- n Training and education**
- n Best practices**
- n Professional society involvement**
- n Certification programs**
- n Research**



# Measure Progress

- n Balanced Scorecard**
  - Financial**
  - Process**
  - Customer**
  - Learning and Growth**
- n Measures should be an outgrowth of gap analysis**



# Future

- n Art of the possible**
- n People, process, place, & technology**
- n Patience with diligence**

# Questions / Discussion



*Thank You*

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