

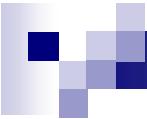
Core Competencies for Federal Facilities Asset Management Through 2020: An Overview



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THE NATIONAL ACADEMIES
Advisers to the Nation on Science, Engineering, and Medicine



Annual Investments in Federal Facilities

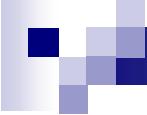
\$20+ billion for new and renovation

\$20+ billion to maintain/operate

\$4.5 billion on utilities (2001)

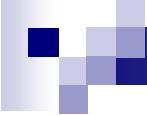
\$500 million for water/sewer (2000)

Over 50% are more than 50 years old



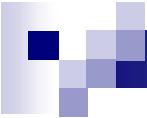
The Challenges or “Realities”

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



A Foundation of Studies

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



The NRC Studies (Trilogy)

Stewardship of Federal Facilities

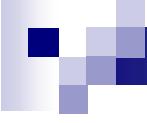
- Not been good stewards
- Cannot continue to ignore consequences

Outsourcing Management Functions

- Identified core competencies to decide and oversee outsourced functions

Investments in Federal Facilities

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



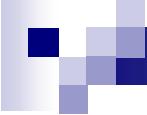
The Next Step – Core Competencies

Challenge

- Retiring workforce
- Finding the next generation
- Technology impact

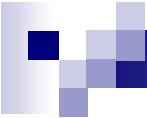
Opportunity

- Redefine the core competencies in Facilities Asset Management



The Task

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

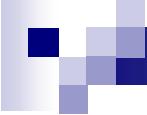


Recommended Theme for the Future

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

Facility Lifecycle Management





The Essential Areas of Expertise

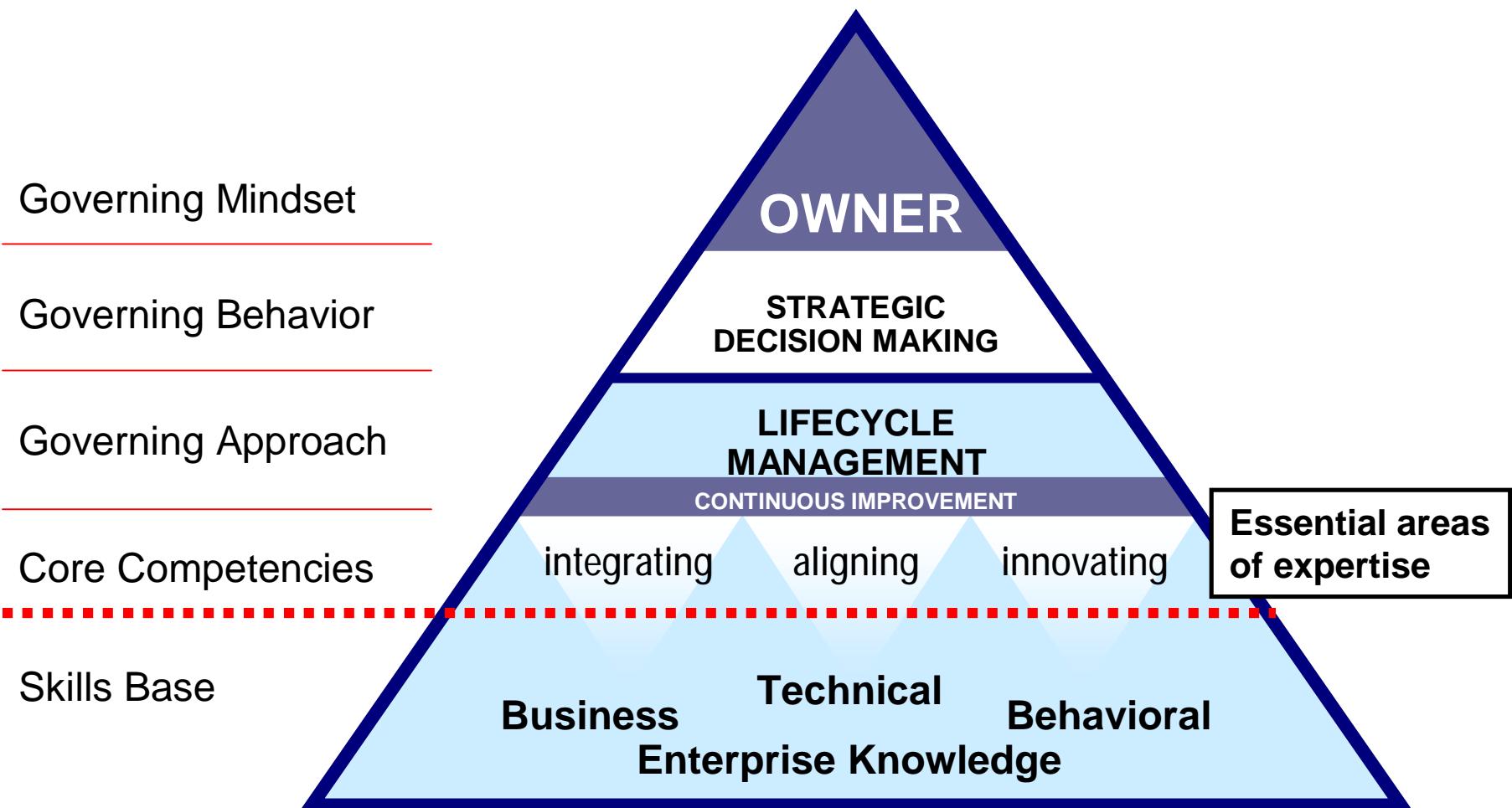
- **Integrating** people, process, places, and technology for lifecycle mgmt.
- **Aligning** facilities portfolio with mission and resources
- **Innovating** to address changing requirements and opportunities

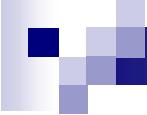


Required Skill Base

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

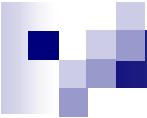
Framework for Effective Facilities Asset Management





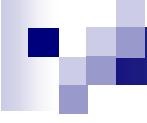
Identify Required Skills and Functions

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



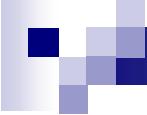
Develop Strategy for Transformation

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



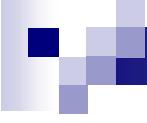
Overcome the Barriers to Recruiting

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



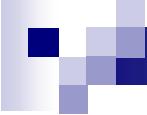
Expand Knowledge Transfer

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



Measure Progress

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



Future

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

Questions / Discussion



Thank You
Dave Nash