



# Human Capital Challenges Facing Facilities Management

*Working for America*

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT





# Overview

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- Challenges
- Classification and Qualifications
- Competencies
- Recruitment Strategies
- Hiring Flexibilities
- Next Steps



# Challenges Facing Facilities Asset Management Community

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- Coordination with agency human resources and human capital management functions
- Cross-occupational workforce planning
- Strategic human resources management, including recruitment, selection, training, development, and performance management
- Workforce metrics



# Classification and Qualifications

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- Classification standards provide criteria to evaluate positions
  - Pay plan (e.g., General Schedule, Federal Wage System)
  - Occupation (e.g., 1640, Facility Operations Services)
  - Level of the work (e.g., GS-12)
- Qualifications standards provide minimum criteria to evaluate individuals' ability to perform the work of the position
  - Experience
  - Education, where applicable
  - Should be supplemented by additional competencies (based on job analyses) to determine **best qualified** applicants



# Classification Standard

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New classification standard issued May 2003, coordinated with agencies

- Renamed 1640 occupation from Facility Management to Facility Operations Services
- Work encompasses two main functions
  - Maintain, repair, or modify facilities, and plan and oversee work performed by carpenters, electricians, utility system(s) operators, janitors, and/or others
  - Operate facility programs and services efficiently
    - § Inspect and direct activities providing services such as plumbing, utility, water and sewage treatment, telephone, janitorial, and elevator service
    - § Assure compliance with all certification, safety, fire prevention, and security program requirements
    - § Inspect contractors' work for compliance with specifications or standards
    - § Determine and project funding requirements
    - § Justify budget requests



# Qualifications Standard

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- **Administrative and Management Positions Group Standard**
  - General Experience through administrative, professional, technical, investigative, or other responsible work
  - Education may be substituted for experience (See IOR)
- **Individual Occupational Requirements (IOR) for series 1640**
  - Education must include major study in engineering, industrial arts, property management, or business administration
  - General Experience must demonstrate a knowledge of:
    - § Practices and procedures related to property management
    - § Maintenance, material requirements, building operations and repair
  - Specialized Experience may be demonstrated by:
    - § Managing maintenance programs
    - § Conducting surveillance activities over construction and maintenance operations performed by a variety of private contractors
    - § Estimating material and labor costs for a variety of construction projects



# Where Do Competencies Come From

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- Job analyses identify critical job duties, tasks, work conditions, and work products, and the competencies required for these
- The Uniform Guidelines
  - Established job analysis as an acceptable process for developing job-related assessment tools
  - Adopted 1978
  - Adopted by EEOC, DOL, DOJ, OPM
  - 5 CFR 300.103



# Application of Competencies

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- Established Governmentwide by OPM or by agencies to meet specific needs
- Identified by occupational series and grade level or by position
- Uses include workforce planning, training and development, and personnel selection
- When used for selection, the competencies must be used with the appropriate qualification standard
- The results support agency efforts to identify and close competency gaps for mission critical occupations





# Recruitment Strategies

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- “Call to Serve” (Recruitment Focused on Students)
- How to attract a new generation to Federal Service?
  - Develop long-term strategies founded on building relationships with educational institutions
  - Work collectively with agencies that employ facility asset management occupations
  - Educate career counselors on Federal hiring process
  - Use “near-peers” as recruiters
- Career Patterns Approach - (Various “dimensions” to employment)



# Hiring Flexibilities

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- Student Employment Programs
  - Student Career Experience Program (SCEP)
  - Student Temporary Employment Program (SCEP)
  - Presidential Managerial Program (PMF)
  - Federal Career Intern Programs (FCIP)
- Category Rating
- Direct Hire Authority
- Veterans Appointing Authorities



# Next Steps

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- Meet with your agency human resources (HR) and human capital (HC) management functions
  - Increase their understanding of your needs
  - Increase your understanding of existing HR/HC initiatives (e.g., Human Capital Assessment and Accountability Framework (HCAAF), annual agency “Proud to Be” (PTB) goals, mission critical occupations, competency gap analyses)
- Collaborate as a functional area across agencies, for example, host job fairs
- OPM could host a half-day workshop on workforce strategies, limited to 2 representatives per agency, one from HR/HC and one from Facility Operations Services