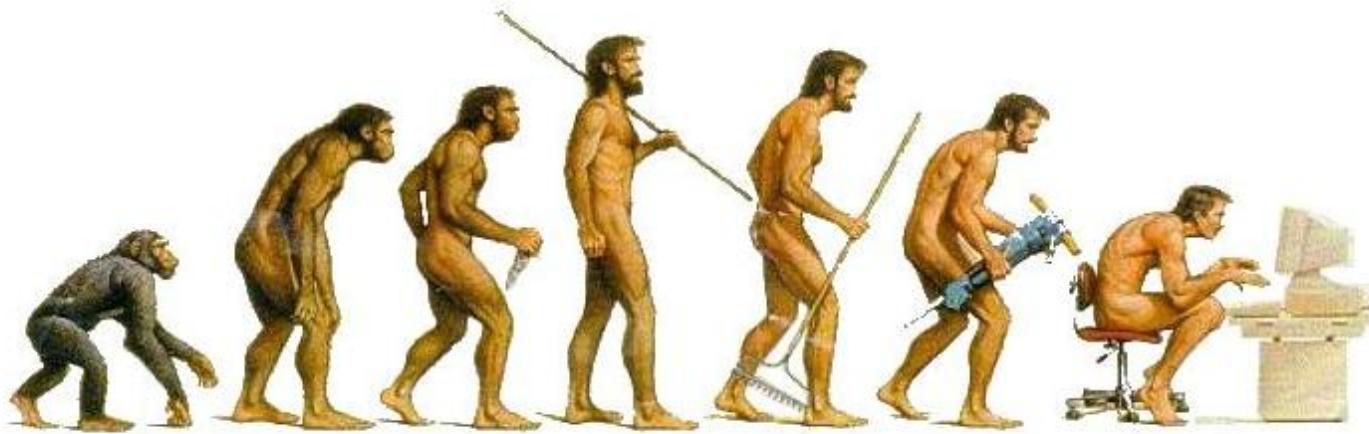


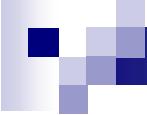
Facilities Management as an Evolving Profession: What the Research Shows



Government / Industry Forum
December 13, 2007

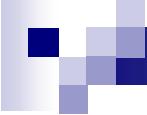
Jim Whittaker

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



Facility Management Evolution

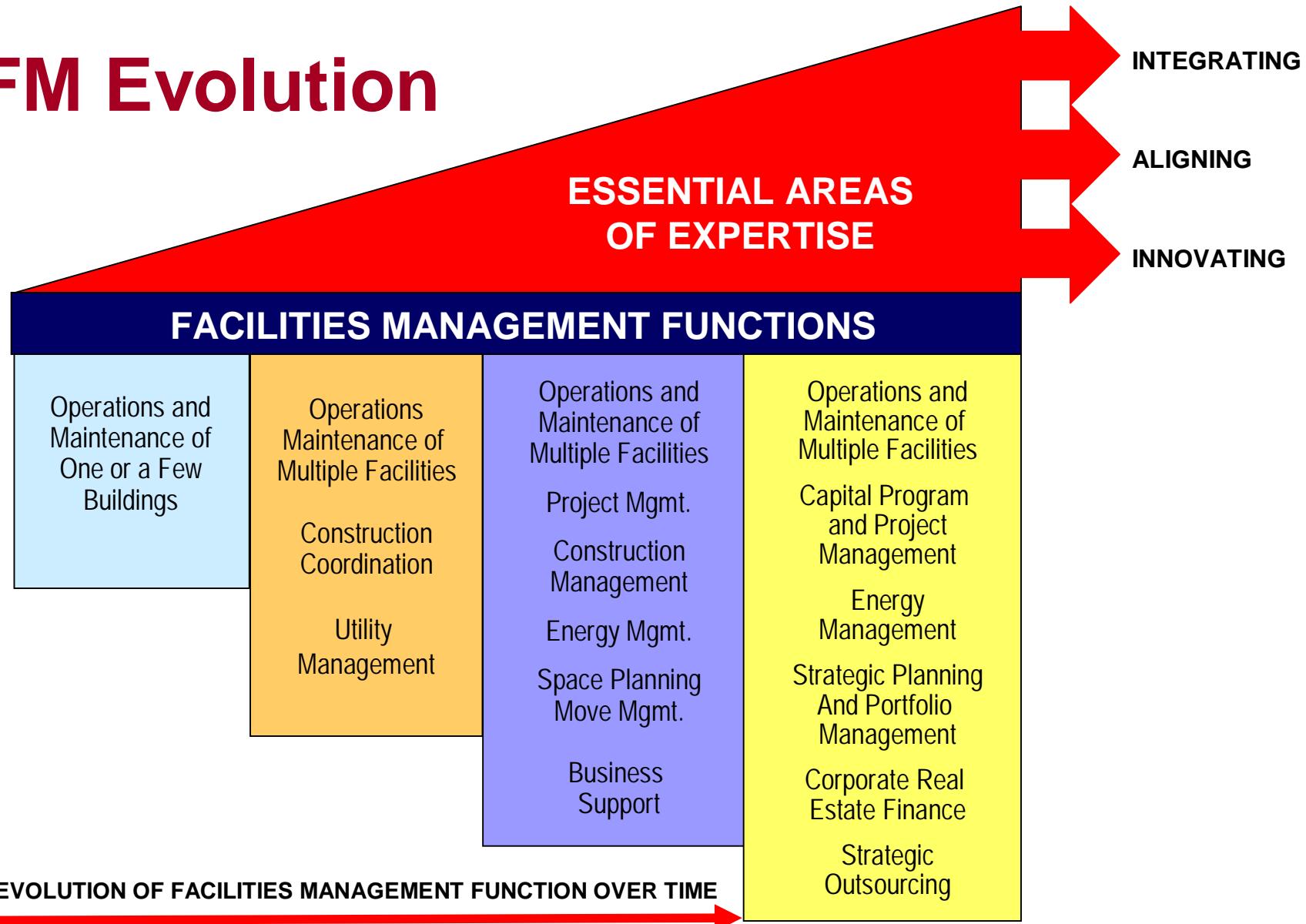
- Evolving FM Functions
- Driving Forces
- What the Research Shows
- Cultural Change / Leadership
- Identifying Core Competencies

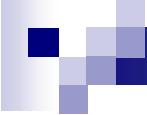


Facility Management Evolution

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FM Evolution

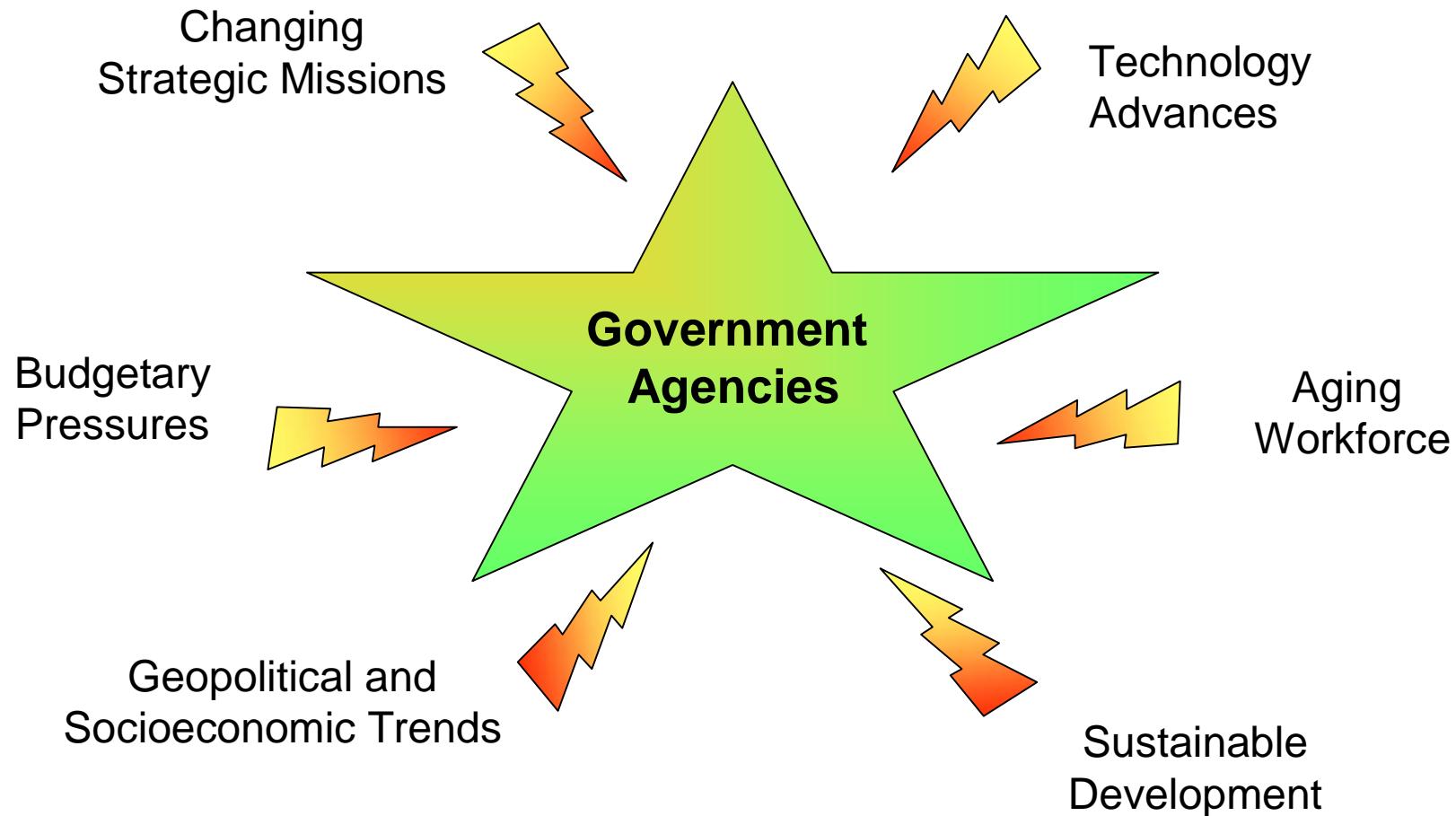


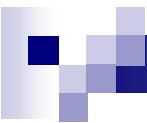


Facility Management Evolution

- Evolving FM Functions
- **Driving Forces**
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Forces Affecting Federal Facilities Asset Management

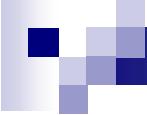




Facility Management Evolution

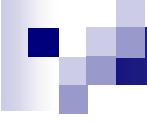
By 2020, Facilities Professionals...

- n ID Facilities as Mission Enablers**
- n Acquire, Renovate, Dispose**
- n Information Technology**
- n Strategic Plans**
- n Smart Buyers**
- n Integrate Workflow**
- n Assess/Manage Risk**
- n Communicate Effectively**
- n Innovate**



Facility Management Evolution

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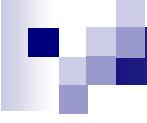


What the Research Shows

Literature Review

Core Competency

“..an organization’s essential areas of expertise and the skills base required for achieving its missions.”

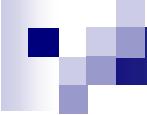


What the Research Shows

Literature Review

- Move from operational to strategic
- Staffed by knowledge workers
- Assimilate business, people, processes, and property knowledge

Common theme – “Facilities asset management is evolving as a business management discipline and will not remain rooted in operational and cost-centric issues.”



What the Research Shows

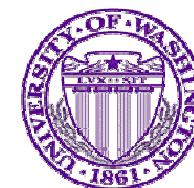
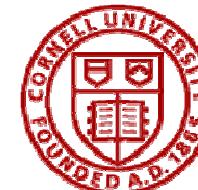
Federal Agencies – *An Ideal FM...*

- Financial perspective
- Leadership abilities
- Customer focused
- Decision-making capability
- Budgeting skills
- Communication skills
- Technical background
- Real estate knowledge
- Technology savvy
- Project management skills

What the Research Shows

Academia

- Degree Programs
- Certificate Programs
- Future



Pratt



Hanze University Groningen

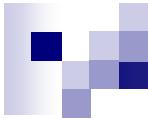


THE HONG KONG
POLYTECHNIC UNIVERSITY
香港理工大學



Breda University
of Applied
Sciences





What the Research Shows

Industry Associations

- International Facility Management Association (IFMA)
- Association of Higher Education Facility Officers (APPAs)
- Building Owners and Managers Association (BOMA)
- Institute of Real Estate Management (IREM)
- Association of Facility Engineers (AFE)
- British Institute of Facilities Management (BIFM)
- The Royal Institute of Chartered Surveyors (RICS)
- Facility Management Association of Australia (FMAA)
- American Society of Civil Engineers (ASCE)
- Society of American Military Engineers (SAME)

What the Research Shows

Industry Associations



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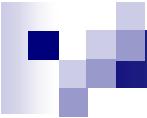
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RPA, FMA, SMA, SMT



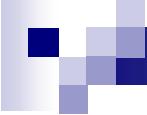


What the Research Shows

Industry Associations

“Facility management is a profession that encompasses multiple disciplines to ensure functionality of the work environment by integrating people, place, processes, and technology”

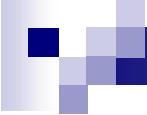
- IFMA



What the Research Shows

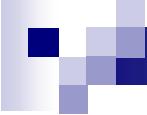
Federal Agencies – *An Ideal FM...*

n Financial perspective	Finance
n Budgeting skills	”
n Leadership abilities	Leadership/Mgmt.
n Decision-making capability	”
n Customer focused	QA&I
n Communication skills	Communication
n Technical background	O&M / H&EF
n Real estate knowledge	Real Estate
n Technology savvy	Technology
n Project management skills	PP&M



Facility Management Evolution

- Evolving FM Functions
- Driving Forces
- What the Research Shows
- **Cultural Change / Leadership**
- Identifying Core Competencies

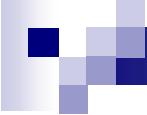


Cultural Change and Leadership

Executive Core Qualifications (ECQs)

- **Leading Change**
- **Leading People**
- **Results Driven**
- **Business Acumen**
- **Building Coalitions**

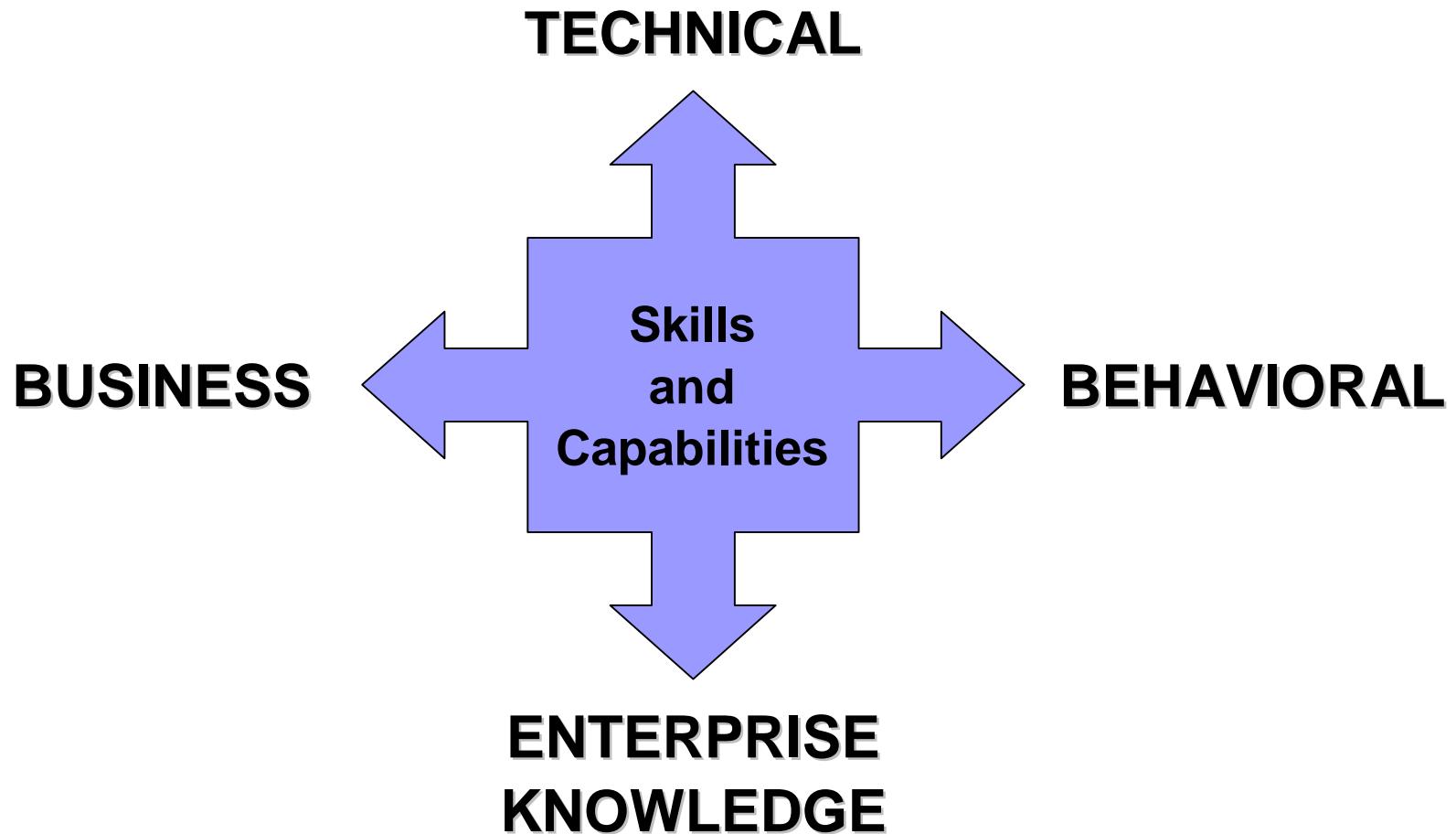
Office of Personnel Management (OPM)

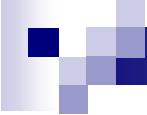


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Identifying Core Competencies

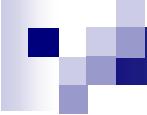




Functions and Skills

Operations & Maintenance
Planning & Design
Building Systems
Project Management
Construction
Code Compliance
Cost Estimating
Space Planning
Env. Health and Safety
Energy Management
FM Technology
Sustainability
Life-Cycle Analyses
Commissioning
Security

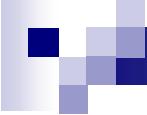
Technical



Functions and Skills

Strategic Planning
Finance and Accounting
Funding Strategies
Contracting/Procurement
Real Estate
Acquisition and Leasing
Business Lexicon
Risk Management
Contingency Planning
Ethics / Law
Marketing
Human Resources
Professional Development

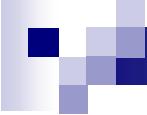
Business



Functions and Skills

Leadership
Teamwork
Mentoring
Coaching
Interpersonal Relationships
Communication
Change Management
Quality and Innovation
Future Issues/Trends
Performance Measurement

Behavioral

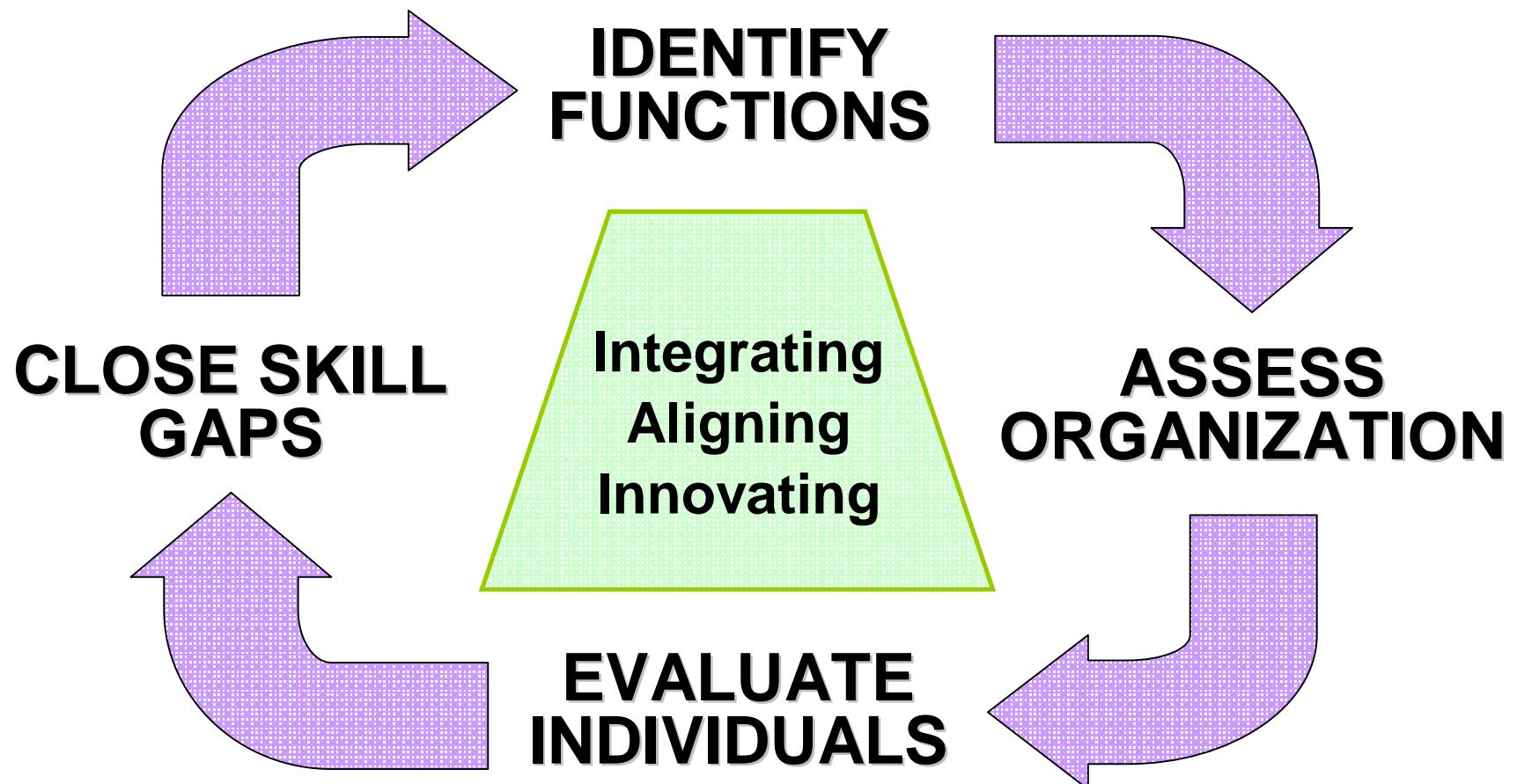


Functions and Skills

Mission
Vision
Values
Culture / Trust
System
Processes
Organization Setting
Resource Allocation

**Enterprise
Knowledge**

Identifying Core Competencies



Questions / Discussion



Thank You
Jim Whittaker