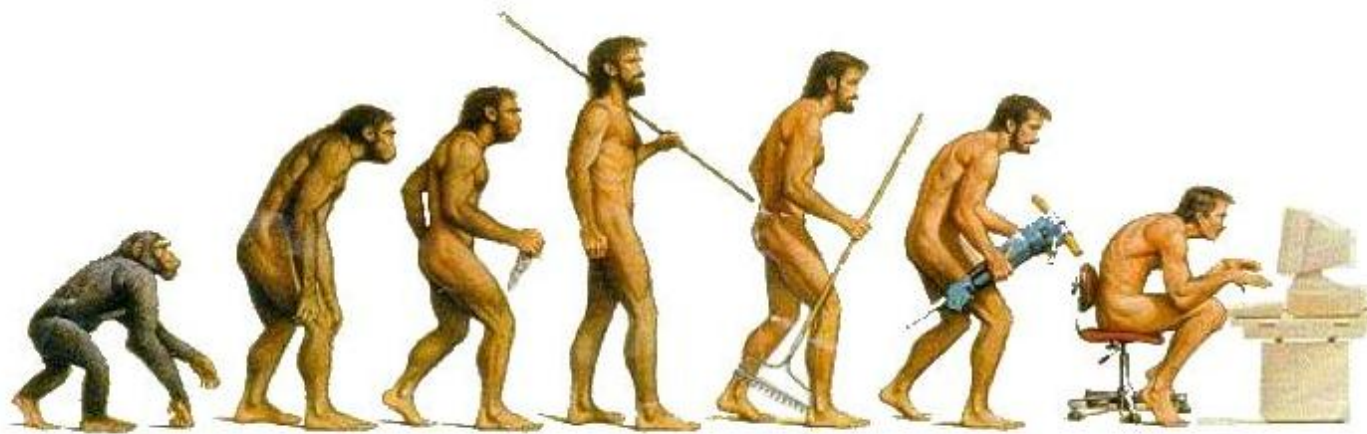


Facilities Management as an Evolving Profession: What the Research Shows



**Government / Industry Forum
December 13, 2007**

Jim Whittaker

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



Facility Management Evolution

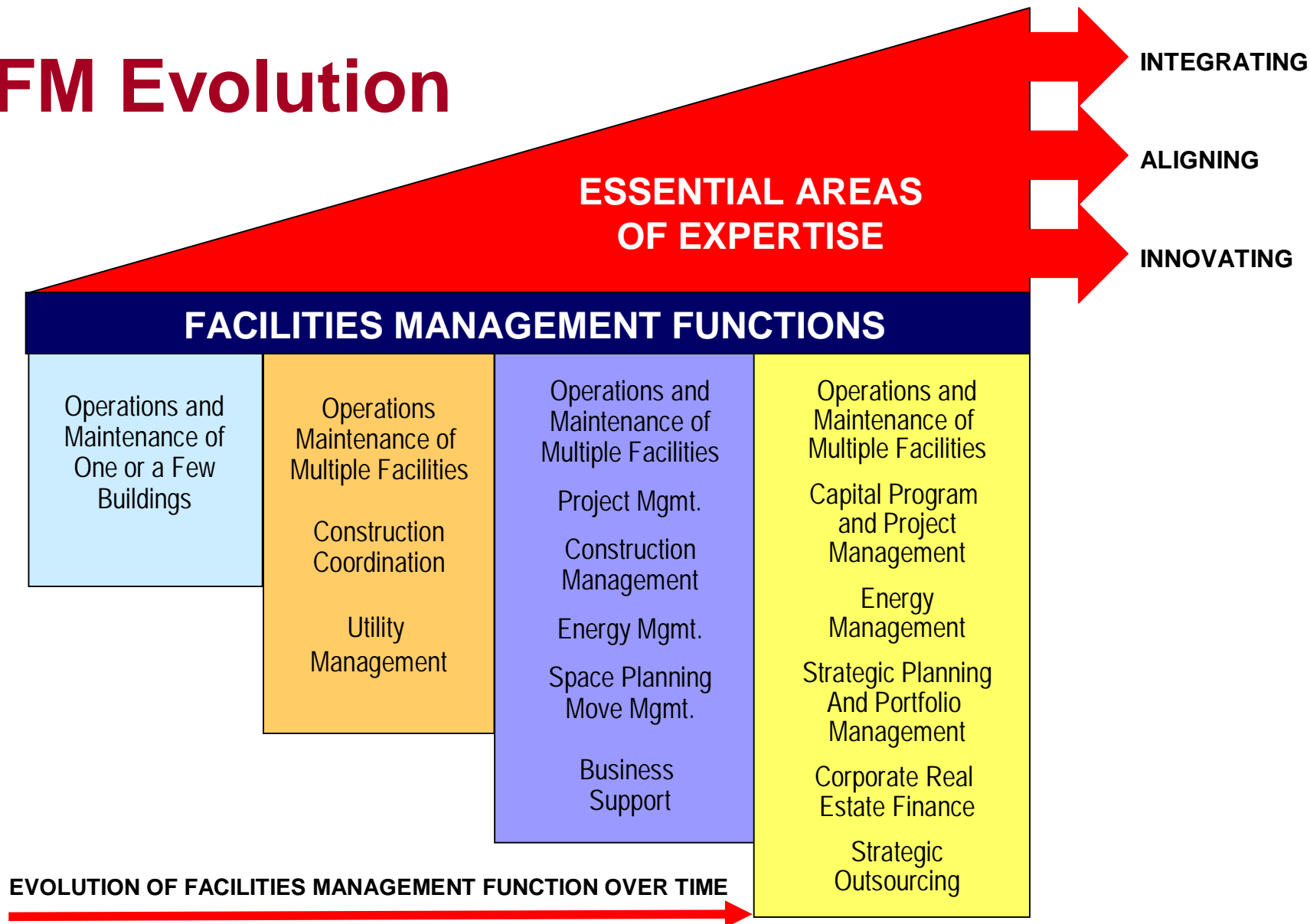
- n Evolving FM Functions**
- n Driving Forces**
- n What the Research Shows**
- n Cultural Change / Leadership**
- n Identifying Core Competencies**



Facility Management Evolution

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

FM Evolution

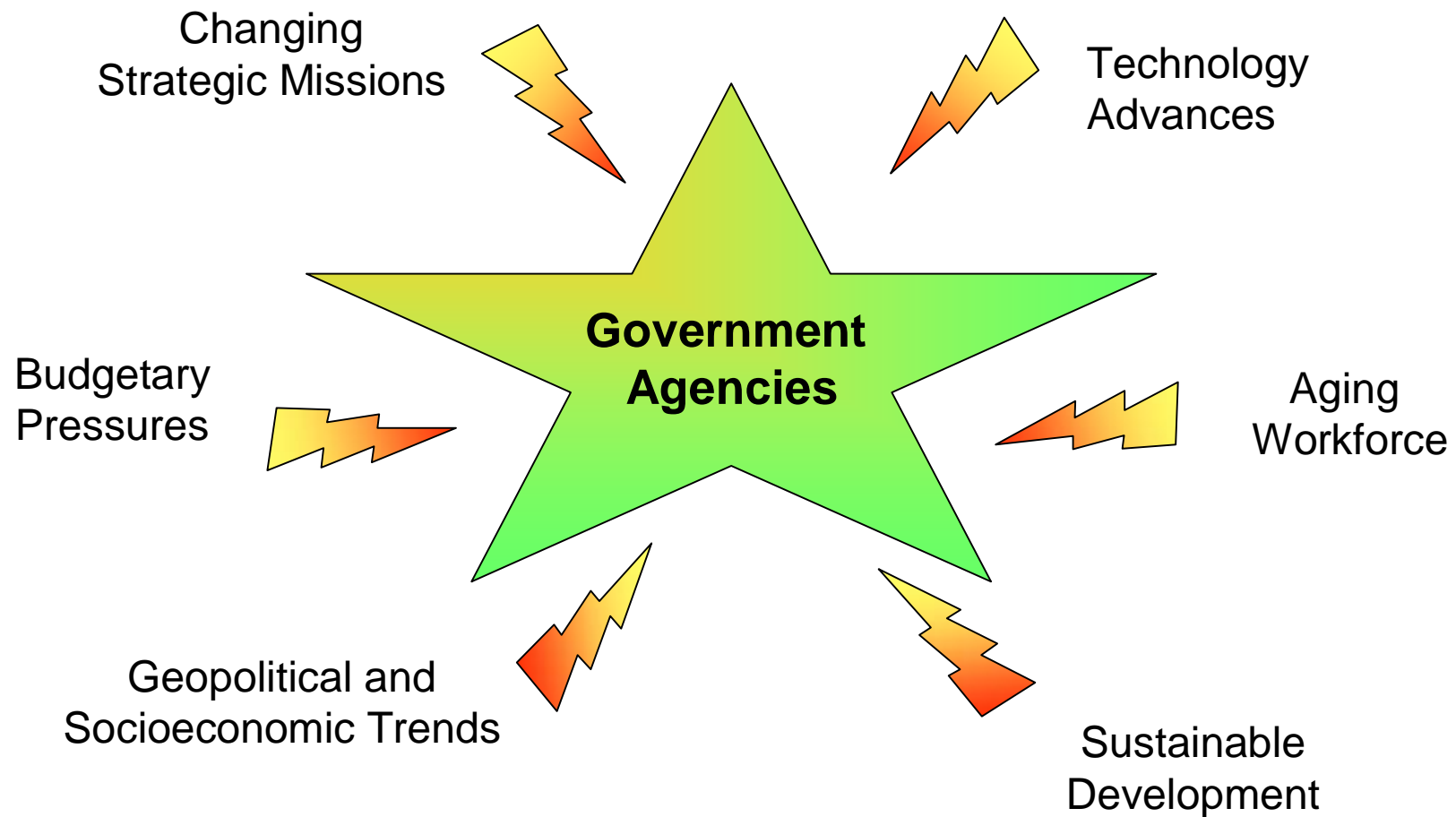




Facility Management Evolution

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

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

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



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

- n Move from operational to strategic
- n Staffed by knowledge workers
- n 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

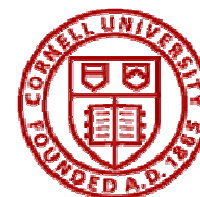
Federal Agencies – *An Ideal FM...*

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

What the Research Shows

Academia

- n Degree Programs
- n Certificate Programs
- n Future



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



What the Research Shows

Industry Associations

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

What the Research Shows

Industry Associations



—



—



—



—

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

Finance

”

Leadership/Mgmt.

”

”

QA&I

Communication

O&M / H&EF

Real Estate

Technology

PP&M



Facility Management Evolution

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



Cultural Change and Leadership

Executive Core Qualifications (ECQs)

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

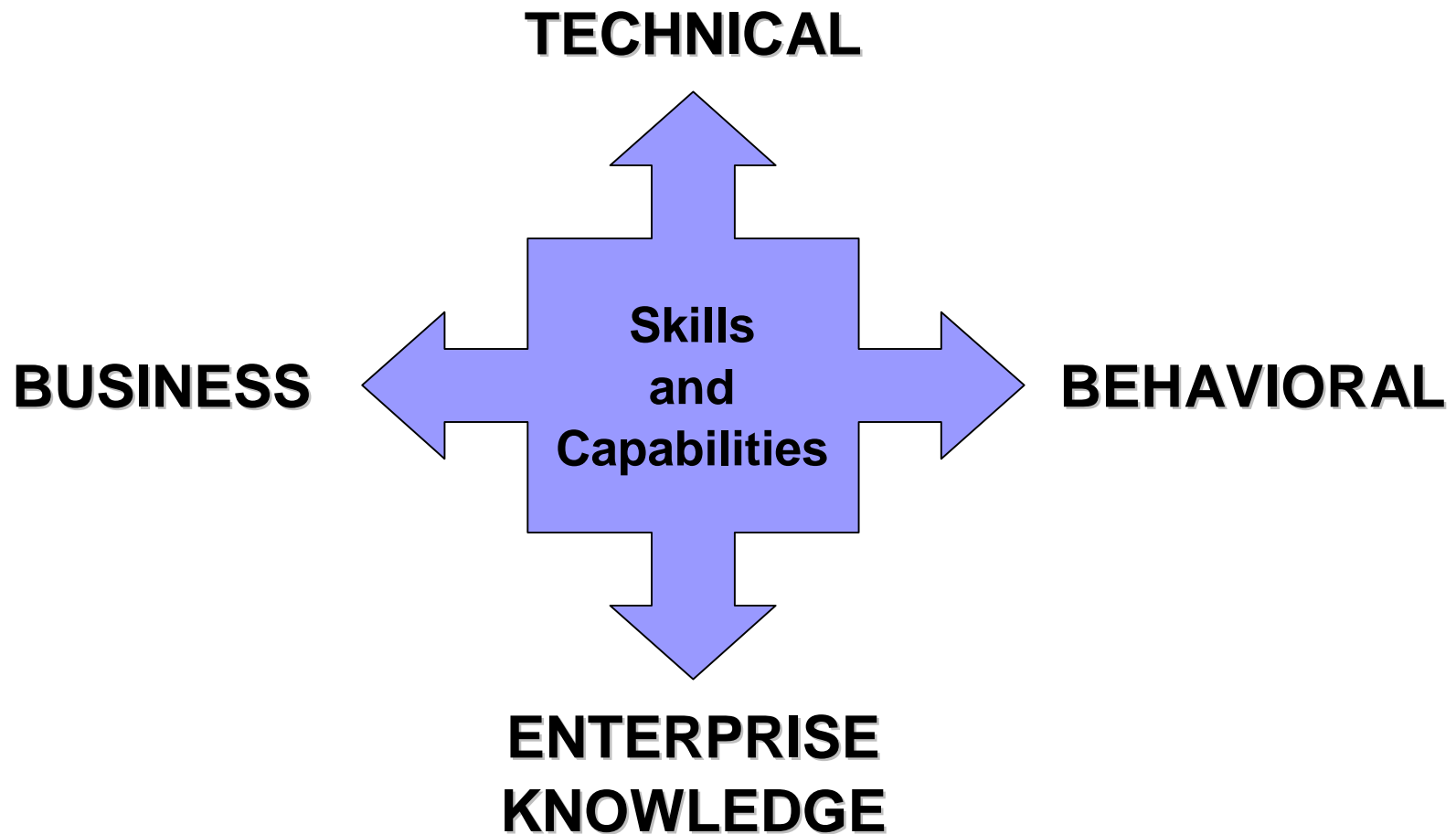
Office of Personnel Management (OPM)



Facility Management Evolution

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

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

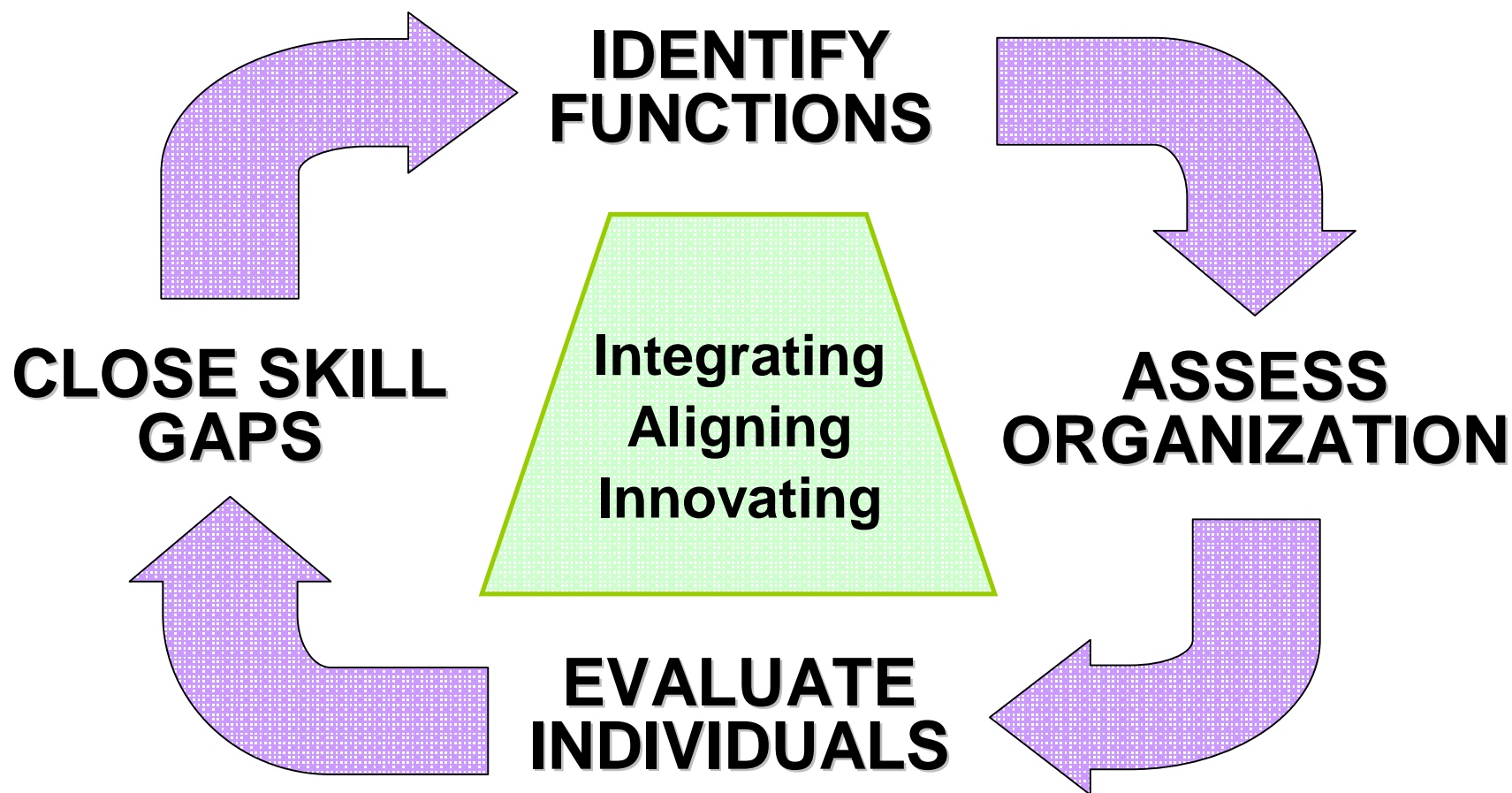


Functions and Skills

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

**Enterprise
Knowledge**

Identifying Core Competencies



Questions / Discussion



Thank You
Jim Whittaker