

Facility/Asset Management Succession: Skills Issues, Trends and Observations

- If you transfer or are promoted do you know who your possible successors are?
- In your collaboration work with other agencies and private contractors do you see evidence of FM/Asset Management core skills more than one level deep?
- What skills gaps do you see in your work with agency staff and private contractors?

- What evidence do you see that either new or enhanced skills are required for FM/Real Property professionals to be both successful and "promotable"?

2000 -- The Federal Real Property Council (FRPC) identified Succession Planning as the number one issue.

2001 -- GSA OGP issues Succession Planning Guide

2008 -- BICE Issues "Core Competencies for Federal Facilities Asset Management through 2020: Transformational Strategies"

Recent Developments

- "It's the economy, stupid."
- "...you have a president that is aggressively and optimistically moving forward with making government cool again," said Max Stier, president of the Partnership for Public Service. . . . across the board federal workers feel that energy and need to perform. . . . " Washington Post 3/17/09

This means . . .

- The Federal Sector may be poised for a renaissance borne of the current economic crisis, the effects of the stimulus package and its perceived stability as an employer.
- Unlike private sector employees, the Federal workforce will still be able to retire “on time”.
- Where do the core competencies fit in?

BICE report outlines Essential Areas of Expertise for Federal Asset Managers

- Integrating people, processes, places, and technologies by using a life-cycle approach to facilities asset management;
- Aligning the facilities portfolio with organizational missions and available resources; and
- Innovating across traditional functional lines and processes to address changing requirements and opportunities.

Areas of Emphasis for Federal Asset Managers

- Critical Thinking skills: *reading comprehending, analyzing, solving*
- Teamwork
- Financial Analysis
- Project Management: Critical Path Scheduling
- Procurement/Contracting: *needs analysis, specification, scope development, negotiation*
- "EQ – Emotional Quotient
- Increased emphasis on training and development
- Selecting and developing the next generation of Asset Managers

Private Sector developments

- Middle management jobs are being eliminated
- In the asset management arena, those delivering development, project management and other services have seen a significant drop off in business owing to the credit crunch and the virtual cessation of commercial real estate development.
- Travel and training budgets have been slashed
- Hiring managers report huge numbers of applicants for jobs.

Our clients and peers report . . .

- Continued difficulty finding qualified applicants
- Especially for entry-level positions (\$35-55,000/yr)
- Applicants lacking basic critical thinking skills
- Deficiencies across the trades: HVAC, Electrical, Finish Carpentry

Reported Skills gaps

- Interpersonal/Customer Service skills
- Oral communications
- Written communications (spelling, grammar)
- Reading comprehension
- Basic computing skills
- Basic Math skills
- Critical thinking skills
- Purchasing/Vendor Management

Service Provider Skills Gaps

- Interior Architecture/Space Planning: *Interviewing, needs assessment, writing*
- Mechanical Engineering: *System Commissioning and Operation*
- Services Contractors: *Work Planning and Scheduling, Quality Assurance, Key Performance Indicator development and monitoring*

General Vocational Trade Skills Gaps

- Basic Reading comprehension and writing
- Interpersonal communications skills
- Customer Service
- Problem Solving
- Diagnostics
- Planning/Scheduling
- Language (bi-lingual)
- Safety

Specialty Vocational Skills Gaps

- HVAC Technical Skills: Diagnostics, Controls, Energy Management, Building Automation, Certification
- Electrical Skills: Licensure, Energy Management
- Carpentry: Refinishing/Touch up, Planning/Scheduling
- Custodial: Supervision, Means/methods, Quality Control, Equipment operation, Sustainable practices.

What can the Federal Asset Manager expect?

- More private sector applicants for mid-level jobs
- These applicants have many of the required skills, but they lack familiarity with the FAR and other government practices
- Continued loss of seasoned employees and their institutional knowledge
- Entry level employees with computer skills (especially text messaging) but in some cases lacking writing and communications skills.

Strategies for Success

- Inventory skills -- your own and your group's
- Identify one or more potential successors
- Think of yourself as a successor
- Refuse to accept substandard analyses, written or computational work from subordinates and peers
- Identify specific remedial training for subordinates where needed.
- Activate your personal strategy for continuing education and training – including certification/licensure

Questions . . .