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

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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

- Outsourcing Management Functions for Acquisition (2000)
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

Capital Asset Management

- Replacements
- Re-investment
- Improvements
- Renovations/Retrofits
- Upgrades

Planning, Design & Construction

- Space Utilization
- Design/Construction
- Commissioning

Operations & Maintenance

- Planned Maintenance
- Requested Maintenance

10-25%

50-70%

10-25%
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
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

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