Human Capital Challenges Facing Facilities Management
Overview

• Challenges

• Classification and Qualifications

• Competencies

• Recruitment Strategies

• Hiring Flexibilities

• Next Steps
Challenges Facing Facilities Asset Management Community

- 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

• 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

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
    ß Inspect and direct activities providing services such as plumbing, utility, water and sewage treatment, telephone, janitorial, and elevator service
    ß Assure compliance with all certification, safety, fire prevention, and security program requirements
    ß Inspect contractors’ work for compliance with specifications or standards
    ß Determine and project funding requirements
    ß Justify budget requests
Qualifications Standard

• **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

- 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

• 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

• “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

- 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

- 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