Facilities Management as an Evolving Profession: What the Research Shows

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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

ESSENTIAL AREAS OF EXPERTISE

FACILITIES MANAGEMENT FUNCTIONS

Operations and Maintenance of Multiple Facilities
- Operations
- Construction Coordination
- Utility Management

Operations and Maintenance of Multiple Facilities
- Project Mgmt.
- Construction Management
- Energy Mgmt.
- Space Planning
- Move Mgmt.
- Business Support

Operations and Maintenance of Multiple Facilities
- Capital Program and Project Management
- Energy Management
- Strategic Planning And Portfolio Management
- Corporate Real Estate Finance
- Strategic Outsourcing

INTEGRATING
ALIGNING
INNOVATING

EVOLUTION OF FACILITIES MANAGEMENT FUNCTION OVER TIME
Facility Management Evolution

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Forces Affecting Federal Facilities Asset Management

- Changing Strategic Missions
- Technology Advances
- Budgetary Pressures
- Aging Workforce
- Geopolitical and Socioeconomic Trends
- Sustainable Development
Facility Management Evolution

By 2020, Facilities Professionals...

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

Industry Associations

- International Facility Management Association (IFMA)
- Association of Higher Education Facility Officers (APPA)
- 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

IPMA  

APPA

IREM

BOMI INTERNATIONAL®

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

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- Finance
- " 
- Leadership/Mgmt.
- " 
- QA&I
- Communication
- O&M / H&EF
- Real Estate
- Technology
- PP&M
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Cultural Change and Leadership

Executive Core Qualifications (ECQs)

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

Office of Personnel Management (OPM)
Facility Management Evolution

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Identifying Core Competencies

Skills and Capabilities

TECHNICAL

BUSINESS

ENTERPRISE KNOWLEDGE

BEHAVIORAL
Functions and Skills

Technical

- 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
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

- Identify Functions
- Evaluate Individuals
- Close Skill Gaps
- Assess Organization

Integrating Aligning Innovating
Questions / Discussion

Thank You

Jim Whittaker