

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 . . .