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

Workforce and Management Practices Committee
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

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 . . .