Facility Management Competences: a Tool for Learning
Objectives

- NPS Asset Portfolio
- NPS FM Competency Model
- NPS Work Force Development Strategy
To fulfill its mission, NPS maintains an extensive infrastructure in parks across the nation.

NPS assets not only enable the mission but, in many cases, are the mission.
NPS Asset Portfolio

• Diverse set of assets includes 30 asset types, many of which are maintained beyond industry expected lifecycle
• Developing standard evaluation protocols for the industry standard and non-standard asset types
• Managed in a computer maintenance management system
NPS Asset Management

- Life-Cycle Business Practices Volume 1
  - What are the practices
  - Why put them into practice?
- Life-Cycle Business Practices Volume 2
  - How are the practices implemented?
  - How is the Park Asset Management Plan Developed?
- Life-Cycle Business Practices Volume 3
  - Work Flow Process
Core Competencies for Federal Facilities Asset Management Through 2020: Transformational Strategies

<table>
<thead>
<tr>
<th>Federal Facilities Asset Management Recommendations</th>
<th>NPS Actions</th>
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<tbody>
<tr>
<td>To effectively manage federal facilities portfolios to 2020</td>
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<tr>
<td>To develop core FM competencies and functional requirements.</td>
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<td>Compare current skills base to the skills base required for facilities asset management</td>
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<td>Develop long-term strategy to acquire, develop, and sustain a (FM) workforce</td>
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<td>Collaborate to revise the GS-1600 job classification series.</td>
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<td>Expand knowledge base for facilities asset management</td>
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<td>Use a balanced scorecard approach to measure FM workforce development</td>
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NPS Facility Management Workforce

• 324 are classified as 1640's. Of those, 243 are supervisory.

• Grade range
  • GS-14 or 15 in our large parks where they run a city complete with roads, sewer, water, housing, refuse disposal, etc. Asset portfolio up to 1200 assets
  • GS 12-13 in parks with 200-400 assets
  • GS-9 or 11 in small to mid-sized parks with an asset portfolio around 50 - 100 assets
Competency

A measurable pattern of skills, knowledges, abilities, behaviors, and other characteristics which an individual needs to perform work roles or occupational functions successfully.
NPS Approach to Competency Development

• Phase I – Environmental Scan
• Phase II – SME Review
• Phase III – Research Validation
• Phase IV – Refresh 2009
### NPS Competencies

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<tr>
<td>A. Planning and Procedures</td>
<td>A. Service Scheduling, Performance, and Tracking</td>
<td>A. Project Management</td>
<td>A. Cultural Resources</td>
<td>A. Plan and Organize the Facility Function</td>
<td>A. Leading Change</td>
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<td>B. Property and Structure Ownership Management</td>
<td>B. Facility Management Software</td>
<td>B. Programming and Design</td>
<td>B. Natural Resources</td>
<td>B. Budget and Finance</td>
<td>B. Leading People</td>
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<td>C. Life Cycle Management</td>
<td>C. Health, Safety, and Environmental Factors</td>
<td>C. Construction and Relocations</td>
<td>C. Environmental Leadership</td>
<td>C. Assessment and Innovation</td>
<td>C. Results Driven</td>
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<tr>
<th>Competency</th>
<th>E. Technology</th>
<th>E. Building Coalitions and Communications</th>
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## Compentency Structure: Task † Condition † Criteria

### II.D. OPERATIONS AND MAINTENANCE—Emergency Preparedness

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<th>Task</th>
<th>Conditions</th>
<th>Criteria</th>
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| II.D.1 Develop emergency plans. | Natural disasters, accidents, system failures, vandalism, and other unanticipated events can interrupt asset feature operations. Some interruptions, such as loss of energy, can disrupt facility operations, jeopardize energy systems, and overtax the park’s wastewater treatment system. Suppliers of energy could be unable to deliver service due to damage from bad weather. Many park areas contain water impoundments such as dams, and the failure of these impoundments can have far-reaching and often life-threatening impacts. Whatever the cause, interruption in building systems, community services, and vendor services impacts facility operations. Emergency plans have many components. They need to be all-encompassing, and they must be developed in conjunction with pre-existing park emergency management teams to increase continuity and efficiency throughout the park. In order to perform the indicated task successfully under these conditions the Facility Manager must ensure that the following criteria are met: | a. Continuity plans and anti-terrorism issues are addressed.  
b. Risk assessments identify areas of greatest concern.  
c. Input from people with the appropriate expertise is included.  
d. The tasks and procedures that need to be performed during and after an emergency are included, documented, and tested.  
e. People and services with appropriate skills and knowledge needed to perform the procedures are identified, documented, and confirmed, and the list is maintained.  
f. The need for back-up systems is determined, and specifications for those systems are developed.  
g. Procedures for training people to perform the procedures are included, documented, and acted upon.  
h. Procedures for notifying people and emergency services are specified.  
i. The need for signage, written instructions, drills, and training are assessed, documented, and acted upon.  
j. Procedures for testing the plan are specified.  
k. The plan is documented and communicated to the appropriate people.  
l. Plans are maintained, updated, and changed as facilities or their users change.  
m. Relationships and protocol are developed in collaboration with emergency response agencies outside of the NPS. |
Work Force Development Strategy

- Strategic Deployment of Training
- Competencies provide a framework for the:
  - Facility Manager Leaders Program (FMLP)
  - A year long course of study consisting of three Residential classes, over 700 hours of distributed education and training, and various developmental assignments
  - Facility management workforce development plan with focus on a wider audience the opportunity for individual development
Facility Manager Leaders Program (FMLP) Curriculum Foundation

- Compiled course of study from Eppley Institute for Parks & Public Lands at Indiana University using:
  - Facility Management for the 21st Century
  - DOI Strategic Human Capital Plan
  - NPS Director’s Order No. 80
  - GAO Recommendations on Human Capital Planning
  - OPM Report on Strategic Planning for Training
  - Industry recommendations and standards for certification, training, higher education and government executive publications and facility management organizations
FMLP ADMINISTRATION

- NPS Park Facility Management Division
- NPS Learning & Development Division
- Eppley Institute for Parks and Public Lands
- Selected Park Chiefs of Maintenance (Board of Regents)
FMLP: One Year Course of Study

Principles of Asset Management
- 40 hour classroom course
- Introduction to COS; mentors introduced
- IDP’s developed for distributed learning sessions

Distributed Learning Session 1
- 25 e-courses, monthly webcasts and chat rooms
- 1 Developmental Assignment (DA)
- 2 independent studies and leadership paper

Advanced Facility Management Practices
- 80 plus hour classroom course
- Comprehensive Simulation Experience
- Mentors in 2nd week; broad focus on aspects of FM

Distributed Learning Session 2
- 5 e-courses; 2 -40 hour classroom courses
- 2 DAs team and individual
- Prepare poster and personal leadership paper

Capstone Study in Facility Management
- 40 hour classroom course
- High level WASO focus
- Poster session, leadership focus and graduation
Facility Manager Workforce Development

- Interactive Satellite Broadcast
- Distributed on DVD
- *Facility Management Program Workforce Development Guide*
  - Selecting Training Methods
  - Individual Development Plan (IDP) Process
  - A Mentor for a New Facility Manager
  - Sample Learning Contract
Questions?

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