



**Commentary: the office of the future
Will ergonomics be sacrificed?**

Peter H. Feldmann

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Engagement The key to the work of tomorrow

By Henk Visser



To develop successful organizations and effective workplace concepts, HR, IT, FM, Real Estate and senior management must come up with a joint response to the challenges of the work of tomorrow.

This article outlines Henk Visser's vision of how to create inspiring and productive work environments.

Our society is rapidly changing into a knowledge and service economy, in which thinking and collaboration are the most important business processes. This development is reinforced by the almost infinite possibilities of (information) technology – and we are only just at the beginning of this process, rather than the end.

These trends lead to substantial changes in organizations. Business models are changing, as is the way in which we can and must work (together). There are no sectors that are not directly or indirectly affected by this. At the same time, we see all around us the need to be able to respond quickly to change. The economic situation is volatile, competition is proliferating, and speed and flexibility have never been

as important as they are today. And to top it all, we can see a strong trend towards a need for quick results. Results for the shareholders and thus for the organization, teams and also the individual employees.

From talent management to people management

We are facing all these challenges with our employees, but they too are going to be adopting a different approach to life.

Traditional values such as lifetime employment, status and remuneration are dropping down the rankings. New generations are driven above all by the organization's (work) culture; shared values, passionate leaders, opportunities for collaboration, personal development, recognition and work/life balance. Salary is still important, but is no longer the

decisive factor. Employees are becoming ever better educated, have more and more choices of whom they are going to work for and are open to change.

On the other hand, we can and must demand more from them. Given the increasing complexity of today's work and work organization, it is essential that teams and individuals should be able to act on their own responsibility.

A vision of an inspiring work environment

To develop successful organizations and effective workplace concepts, we have no choice but to expand our horizons and to develop, from a much more holistic perspective, an understanding of how we can create attractive and productive work organizations.

This can no longer be achieved by individual solutions, often technical in nature, such as dashboards for talent management, IT workflows and flexible workplaces for optimizing the use of buildings.

These strategies give the impression that the organization is seeking to optimize costs rather than facilitate real change and develop value for all. Employees will switch off if these solutions are not accompanied by an idea of how they are going to help us in a broader perspective. It is therefore all about developing a credible and compelling vision of how to create an inspiring and productive work environment.

We must therefore also start to see our employees as consumers, whom we need to engage and entice with an attractive offer of shared values, strong leadership, a positive and collaborative culture and outstanding facilities.

Engagement, empowerment and environment

The increasing scale of organizations and the professionalization of our sectors means that up to now most support services have been focusing primarily on their own specialist areas. The time has now come for us to work together to develop our organizations and turn them into attractive employers with a stimulating work environment and the best possible facilities. HR, IT, FM, Real Estate and senior management must come up with a joint response to the challenges of the work of tomorrow. This is not so much about technological innovations and new equipment, but more about having the will and the ability to work together across organizational boundaries, to actively involve employees and teams, to allow them to make their own choices, to give them responsibility for the way they are going to work (together) and to provide them with the means to do so.

Meaningful work	Hands-on management	Positive work environment	Growth opportunity	Trust in leadership
Autonomy	Clear, transparent goals	Flexible work environment	Training and support on the job	Mission and purpose
Select to fit	Coaching	Humanistic workplace	Facilitated talent mobility	Continuous investment in people
Small, empowered teams	Invest in management development	Culture of recognition	Self-directed, dynamic learning	Transparency and honesty
Time for slack	Modern performance management	Inclusive, diverse work environment	High-impact learning culture	Inspiration
A focus on simplicity				

Source: Bersin, Josh. Is "corporate talent management" dead? What's next? 2014

Military precision

By Kevin Stanley

Ex-service personnel have already learned how to ‘be the best’. They can give and take instructions and have the logistical nous to take over in a crisis – all of which should feature in the CV of a good FM, says Kevin Stanley

Upon retirement from the military many personnel who have performed FM roles (although often without a fancy job title) move into civilian FM roles that match their project management and strong organisational skills.

Military personnel tend to retire at quite a young age, generally around 45, so they have a lot of working life left. They’ve developed a bank of experience performing FM type support roles within the military so moving into civilian FM roles can often be an attractive proposition. They are also equally attractive to employers.

“Ex-military personnel have skills in logistics, people management and team leading. Many with engineering skills move across into hard services management and the management of more complex buildings that have a higher standard of technology, as they understand new technology very well and are able to use this knowledge to good effect,” says Anne Lennox-Martin, managing director, at FMP360.

Ex-military personnel have an excellent ‘can do, get done’ attitude and strong organisational and people management skills. They can envisage how to get from A to B easily. They have logistical and co-ordination skills, they’re comfortable managing projects or managing buildings and they’re good at co-ordinating operations, all of which means that they fit FM roles.

Directly prior to leaving the armed forces back in 1994, Rob Farman was a staff officer at HQ RAF Support Command at Brampton in Cambridgeshire. One of his last roles involved developing a command management plan reporting against performance indicators including time, quality, quantity and cost – a project brought about by the devolved budgets introduced by NATO at the time. These are clearly the kind of skills ideally suited to FM, but Farman says that as much as FM is often misunderstood by those leaving the forces, they too need to better explain the skills they can bring so that potential employers understand their potential.

“I’ve been astonished at what I’ve seen,” says Farman. “One chap explained that he’d been an artillery observer. What does that mean, I asked? It involves co-ordinating the fire power of guns and mortars and air power while advancing with the military,

adjusting your plan of attack as you move forward, bringing shells down as little as 150 yards next to your own infantry. Someone who can do that is quite incredible.”

Get some in

Angela Unsworth, transition manager at Carillion Amey, says ex-military personnel are used to finding solutions and delivering results.

“A military career, on the whole, builds competent, capable operators. Astute, pragmatic and quick to cut to the heart of a problem, their focus is on the commander’s intent; understanding his or her operational output requirement is key to them delivering ‘service excellence’ and achieving the objective. It’s not difficult for them to change the emphasis of this to focus on the customer’s intent and on understanding the customer’s requirements in delivering service excellence,” she says. What ex-military personnel do find challenging is understanding that in civilian life they can delegate tasks upwards. They have a military command structure ingrained in their minds.

“They’re used to instructing others lower down the structure to complete tasks and in turn being instructed by their superiors. It’s challenging for them to be in a civilian FM role where they may instruct someone to do something and they might not do it,” says Jane Wiggins, director at FM Tutor & Associates.

“This mindset, however, serves them very well in public sector jobs such as in the NHS or in local authority or education environments, or organisations such as financial or construction, where there is a strict process that must be adhered to all of the time, perfectly, to avoid accidents. They tend to be logical and methodical and used to working within a structured environment.”

While there are certain similarities, there are also big differences between military and civilian FM. Military FM is often more varied and pressured. A military FM based in Afghanistan, for example, might be setting up a temporary camp, or be involved with the logistics of catering for a large number of people on the move. There are many FM roles in the military that would not be required – or would be different – in civilian FM.

FM roles within the military are usually referred to by military terminology such as QMs RQMs,



logistics managers or storemen. These jobs are not often regarded as powerful roles, but the amount of experience that they can gain is still significant and can be very useful in civilian FM roles.

Rob Farman was in charge of 170 soliders and airmen in the Falklands War, providing ground equipment and maintenance support to the aircraft and mechanical transports. Farman believes that the demand for developing and conforming to standardised workflows and procedures in the armed forces provides future employers in FM with a mindset attuned to the tasks in hand.

“In the armed forces things have to be carefully planned and procedures standardised,” says Farman. “With people moving around the forces frequently, teams have to form quickly in response to crises. That’s when you want things standardised as much as possible. Also, the army and RAF both have separate standards and procedures so it was important to resolve any conflict between the two.”

“Compare that to the skills involved in, for example, the data centre environment - they each require similar procedures to ensure that this mission critical service is kept running. In fact, mission critical is a phrase that originated in the armed forces.”

Training for transfer

Training may be required for ex-military personnel moving into civilian FM and even if they may already be competent from a qualifications perspective they may face cultural issues.

“Ex-military personnel are comfortable with taking orders and following instructions, they’re very used to it so there’s a cultural difference between military and civilian life,” says Lennox-Martin. “Ex-military personnel working in civilian FM roles do find that working with people who have different opinions can be challenging at first. When they have intelligent and

capable people reporting to them they have to allow them empowerment and they can find that really tough. It’s a psychological difference,” she adds.

Training may be required to learn new skills and methods of communicating. In terms of commercial skills they’ll also need to understand how a business works and to align their service to what’s needed.

“Moving into civilian FM they’ll have soft FM skills such as catering, management and leadership that they’ve developed throughout their military career. They’ll have been educated and trained, but these skills may not have been formalised in a badged qualification such as NEBOSH, IBOSH, a PRINCE2 or a APM qualification,” says Wiggins.

Ex-military personnel who move into civilian FM roles in the middle of their working lives can be in a good position to take advantage of opportunities for career progression into senior positions. “Ex-military personnel can often double, triple or even quadruple their salary within three to 10 years of moving into civilian roles. They’re used to changing roles and moving around in terms of geographical postings,” says Wiggins.

“They’re used to developing new relationships and new friends, comfortable with regular annual performance reviews and stretching themselves in the work environment. They’re adaptable and capable of hitting the ground running, which makes them capable of being successful quickly,” says Wiggins. Upon leaving the military they have many challenges to face – finding a new job, deciding where to live. It’s a big adjustment for them and their families. Fortunately, there’s a lot of help available. Commission periods are usually 12 to 20 years, but they can be up to 30 years. When nearing the end of their commission, personnel are given a two-year transition period. This is an

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Commentary: the office of the future

Will ergonomics be sacrificed?

By Peter H. Feldmann

Technology makes life easier. At least, that's what everyone hopes. Yet technology also dictates, to an unprecedented extent, the rhythm and pace of our work. This poses new challenges for ergonomics – if ergonomics are seen as a systemic approach.



The qualified occupational health and ergonomics advisor Peter H. Feldmann is ergonomics project manager and systems ergonomist at König + Neurath AG.

Image: König + Neurath

“Work is losing its connection to a physical location.” A popular and widely accepted theory. If we are to believe the trend experts, this process is transforming workplaces into virtual spaces that are no longer defined by a desk and a computer, but by a complex infrastructure. Flexible, open-plan office layouts serve as temporary homes to the new generation of knowledge and project workers. Laptops, tablets and smartphones are the tools of this IT revolution that is “liberating” us from any direct ties to our physical surroundings. We are constantly online,



Ergonomics is not a “rigid” science. It must adapt to the constant change in the world of work, while also taking aspects of psychology and organization into account. On account of these relationships, Feldmann talks about “system ergonomics”.

Image: König + Neurath

checking our e-mail, even when we’re at home or on holiday. Retrieving data for presentations and meetings from the “cloud”, wherever there’s power and Internet access, and even discussing our work on social media platforms. What are the consequences of this cultural transformation for ergonomics, if work is possible almost anywhere? Does it make the whole issue of occupational health and safety superfluous?

Quite the reverse. “The future of high-

quality work lies in the development of ergonomically designed work systems, in which technology and organization have been tailored to the people who use them”, declared the Federal Institute for Occupational Safety and Health confidently when it unveiled its “Digital Ergonomics 2025” study in late 2013. The emphasis here should be on “systems”, because ergonomics is an interdisciplinary, practical science. It aims to adapt the world of objects to people in a way that achieves a balance between economic and person-oriented objectives. Since, however, the world of work is constantly changing, there can never be an optimum workplace; the effects of new environmental conditions must be continuously integrated within the field of ergonomics. It is for this reason that some years ago, at König & Neurath, I developed the concept of “systems ergonomics”, which takes into account ergonomic, organizational and psychological aspects. An example. Back pain is perhaps our most common ailment. The number of operations has been increasing for years now - although in many cases concrete physical causes for the pain cannot be identified. One of the primary causes is considered to be prolonged sitting and a lack of movement. Paradoxically, however, it has also been demonstrated that people who suffer from back pain are often also dealing with internal stress. They are putting themselves under pressure. 25 years ago, for example, the majority of corporate communications took place by post. The acceptable response time was around a week. The introduction of the fax machine cut this response time in half, and then the Internet and e-mail reduced the expected response time to a single day. Applied to mobile working, this means that areas of retreat

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important time as it will shape the rest of their working careers and personal lives. During this time they may receive training. It’s good for them to gain a BIFM-recognised qualification to verify their ‘on the job’ knowledge. Other skills such as health and safety and project management skills are useful. Some will have technical trade skills from working as chefs, electricians, or military police officers. In order to aid transition they’re given an ELCAS grant, which helps to pay for training and qualifications. Assistance also covers housing, job interview skills and social services.

“This help and resettlement period is very important as if someone joins up to the Army, Navy or RAF at 16 to 18 years of age and doesn’t leave again until they are in their late thirties they may never have had a real job interview and lack the skills to perform in this environment. To come out of the military might be a shock, especially if they are being made redundant,” says Wiggins.

On a positive note they are mature and have a good deal of common sense. They are able to look after people and buildings; this is an attraction for FM employers. They’re used to helping other people in their unit and have lots

of life experiences and practical abilities. When they move into civilian FM in a steady, safe, environment it’s easy for them to help other people.”

Orders is orders

There are other practical differences between military and civilian FM. The often-cited concerns within FM about the lack of board-level recognition and the role of FM in organisations is something ex-military people will also have to overcome. They could find organisations that allow free thinking difficult to understand. They expect board members and managing directors to be respected without question. Why don’t people do what they are told? Why would it be necessary to consult people about space management and change? Why would they need to persuade someone to do something? These are all real questions that ex-military personnel ask when moving to civilian FM roles. But they are usually able to quickly adapt.

“Military people are extremely flexible and adaptable as a result of working with very fluid, dynamic, operational activity; consequently, we’re very effective contingency planners. Our extensive experience in conflict resolution can be of great benefit to any organisation. We’re strong characters with well-developed leadership and people skills. We’re able to resolve

disagreement and seamlessly align people and resources to the task,” says Unsworth.

“All of the outputs of contracted services have a profound and direct impact on the output of the client. Any lack of joined-up service delivery could fundamentally undermine the CEO’s output. It’s imperative that the FM has full oversight of every aspect of the business. When I was in this role it was fundamental that I sat on the board to manage those risks. I was able to capture fleeting opportunities that enhanced our business, opportunities that I would have no sight of if I was positioned elsewhere in the organisation. It’s here that employers are missing business opportunities in FM – if you want to be even more successful, get your head of FM on the board,” she adds.

“Military personnel can have a perceived maverick streak to how they operate that may alarm the faint-hearted. But if you interpret this as having the intellectual capacity to make rapid and accurate decisions and the moral and physical courage to apply those decisions, then who wouldn’t want such an asset on their staff? Look at it this way, it’s not maverick behaviour, it’s innovative behaviour. We’re energetic, agile, loyal and committed and we don’t stop until we have a solution that is sustainable from all perspectives,” says Unsworth.

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BULGARIA

Facility and property management – find the differences or the points of convergence

By Deyan Kavrakov

It is not a secret to any real estate professional – there is some confusion regarding the contemporary identity and functions of Facility Management (FM) and Property Management (PM). In public discourse and daily business interaction the differences and similarities among these management professions are blurred and unclear, which sometimes lead to wrong end user or client expectations and interpretations.

I had been asked frequently “What are the differences between Facility Managers and Property Managers?” or “Where is the borderline between Property Management and Facilities Management?”

The modern business is irreversibly global and highly competitive. In this aspect, the popular saying by Covey sounds logical, that “Strength lies in differences, not in similarities”. In real

estate business, I would go a step further and say that,

We must value the differences, but also be aware of similarities and then learn from one another to excel in business.

In this analysis, we will focus on the practical comparison between FM and PM. Adding Asset Management to the equation is a very important perspective but it would be more effective to be addressed in another comparative article.

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Will ergonomics be sacrificed?

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and Internet-free zones have become a luxury. From an ergonomic perspective, many “alternative workplaces” are far below the standard required for healthy working. It is with good reason, therefore, that large companies such as BMW have recently decided to restrict the availability of their employees in their free time.

An optimization of the human/machine interface can only do so much to reduce “internal stress”. While there is little that person-oriented workplace design can do to eliminate subjective stress factors, such as excessive working hours and workload, there are numerous objective stress factors that can be reduced through systemic ergonomic planning. Constant distraction as a result of noise and movement or insufficient light are some of the classic variables that can have a negative impact on concentration and creativity. The neuroscientist Ernst Pöppel also believes that “people can only be creative if they are able

to concentrate on a single thing. Multitasking is the death of creativity.” The performance of “solution workers” does not therefore depend on where they work, but on the environment in which they can be creative. That, in turn, is the task of ergonomics, which should not just be restricted to correct posture, but should give equal attention to all aspects of the human/equipment interface, psychology and organization.

That is why we developed the concept of systems ergonomics – but there are still a number of questions which remain unresolved, to which we as manufacturers of office furniture can offer important, but not complete answers with our product range. Who is responsible for ensuring that a home office meets the same ergonomic standards as a conventional office? Who decides on compliance with minimum ergonomic requirements when workplaces are renovated or redesigned? How can I raise awareness, so that employees behave accordingly? And who protects employees from pushing themselves too far? Or should everyone be responsible for themselves? There are no universal answers to these questions, but employers and employees will need to change their way of thinking in this area.

The differences and the common ground between Facility Management and Property Management are presented in *Table 1*.

Primary Business and Support Business Processes

According to The European Committee for Standardisation (CEN) in EN 15221-1 (2006), Facility Management is defined as: “Integration of processes within an organization to provide and develop the agreed services, which serve to support and improve the effectiveness of the primary processes of the organization.”

In other words, FM is the professional management of all technical, infrastructural and commercial tasks within the secondary processes of an organization in order to improve the productivity of the primary business activities.

In general, all organisations, whether public or private, use buildings, assets and services (facility services) to support their primary activities. FM coordinates these assets and services, its material/ immaterial Infrastructure with the aim to adapt to the variety of changes in the organisation’s environment and market conditions.

PM provides professional services to clients who view the real property as their primary business. For the Facility Manager the building is a means to an end; for the Property Manager the building is an end in itself.

A. The Client Perspective

Property Managers work for investors who own real estate for the cash flow

from operating income and for the gain in value during their ownership term. Owners may consist of individuals, developers, private equity funds, REITs, or a variety of trusts.

Facility Managers work for the users of real estate who either own or lease their properties. Users typically consist of private corporations, educational institutions, healthcare institutions, central and local governments, NGOs. While many of these entities want to maintain and increase real estate value, most of them own and lease properties to support the primary business or core functions of their organizations, which differ from real estate investment for profit gains.

B. Priority of Client’s Goals

Investors prioritize their goals as follows:

1. Income – maximize income from operations
2. Value – increase the value of the property
3. Customer relations – maintain tenant relations to help maximize occupancy and cash flow
4. Operations – efficiently maintain the property in order to achieve the first three goals

Users prioritize their goals in almost reverse order as compared to investors:

1. Operations – maintain the property in support of the occupier’s core business units and end users, with an emphasis

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Interview with DEKRA occupational physician Milena Lucic: “Small changes, big effect”



Milena Lucic is Senior Occupational Physician at DEKRA

How important a role does ergonomics actually play in the workplace?

Prevention is essential. According to the Federal Institute for Occupational Safety and Health, in 2012 one in two full-time employees complained about back or neck problems at work. Half of these people had to seek treatment. And it is not just physically strenuous activities that cause these issues.

Why does working in an office make so many people ill?

There are many good practical approaches for occupational health and safety, particularly in terms of the ergonomic design of workplaces. Often, however, these are not taken sufficiently seriously or correctly implemented by either employers or employees, and so have no effect. Many employees do not take advantage of the opportunities for designing and organizing their workplaces.

What can companies do about it?

Companies need to adopt a culture of prevention. Occupational health and safety needs to be firmly embedded in the company by means of training, inspections, advisory services and ergonomic solutions. It is important that the health and safety specialists and the occupational physicians work hand in hand with the employer and the employees. And an essential factor: Management need to set an example and must be seen to be taking prevention seriously.

What are the most common mistakes in ergonomics?

They are generally the simple things: The chair is too low, the screen is too high, the desk is not adjusted to the user’s body size. Sometimes objects are positioned under the table and impede the freedom of movement of the legs, resulting in a cramped sitting position. Even small changes can have a big effect.

Tip: <http://www.gda-portal.de/de/Arbeitsprogramme2013-2018/MSE.html>

Facility and property management – find the differences or the points of convergence

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on ensuring that assets fulfill their useful lives and that interruptions to the primary business process are eliminated

- Customer relations – ensure that FM services are optimal cost/quality ratio and geared toward supporting high productivity of business units and end users
- Value – preserve and maintain the value of the property in the event that it becomes surplus and available for disposition
- Income – not a priority, unless subletting of surplus space is needed – not primary business activity

C. Owner vs. Occupant Perspective

The stakeholders in property management process are the property owners or investors, on one side and the tenant or occupant on the other side. Investors, by definition, are interested in the return that a property or asset has to offer. This differs significantly with an occupier who would most likely be concerned with the utility and benefits that can be derived from occupying an asset (Ricker). For this reason, investors will often approach real property in a quite different manner from those occupying the asset. The differing agendas of the investor and occupant collide in the context of asset lifecycle management and capital investment levels. Here are some examples:

- Essentially, the occupant will be looking for long term occupation, which is financially sustainable and predictable, while the investor is driven by changing real estate market return rates and lease levels that determine more flexible, thus shorter term tenancy.
 - The owner of a shopping center will look to reduce costs as much as possible without affecting the tenants, whereas the occupant/tenant would ideally like the owner to invest as much capital as possible into the shopping center in order to differentiate and position itself against rival retailers.
 - The property manager of a shopping center who is the owner's trustee establishes and maintains a tenant mix that results in the highest possible profit - owners will let go tenants who are not beneficial to delivering adequate returns.
 - Another instance is related to the potential impact that an occupant might have on property worth that affects the relationship between them and the investor. A tenant with a high profile and an inferior reputation might reduce the liquidity of an asset by reducing demand from other investors; this would most likely manifest in an increased yield and therefore lower capital values of properties. On the other side, property yield and liquidity are not the facility manager's priority, rather his/her major goal is the continuous and cost efficient supply of optimized work environment in order to improve productivity of the end users.
- There is a middle ground and the road to it lies in the balance maintained

through mutual compromises. One thing that both parties agree on is the need to build and occupy a highly functional, usable and desirable building at the optimal cost/quality ratio. That is why the definition of BOMA stresses that "Property Management is the process by which an owner and/or service provider maintains and creates value in real property consistent with the owner's objectives through the efficient balance of tenant/owner relations, ...". However, it must be highlighted that boardrooms and shareholders are at first place, mostly interested in the bottom line objectives and then in the commitment to occupants' needs for optimal workplace and productivity gains.

D. Operations

Property Managers manage all aspects of income and expense for their investor/owner clients. On the income side, they work closely with leasing agents and brokers to guarantee maximum occupancy rate of the leasable area at market rent levels and then collect these rents and additional charges as per the leasing contract. On the expense side, Property Managers contract for and pay for all operating expenses. Expenses are deducted from the collected rents, and the surplus is credited to the client.

Facility Managers manage the expense side of the budget with a focus on ensuring that the assets are in optimal condition to support the core business operations. They also manage the optimization of space utilization by establishing key performance indicators, such as number of net floor area in m² per 1 working place or per 1 user, or percentage of utilization rate of working stations. Property Managers are targeting maximum occupancy rate of the property in order

to maximize rent revenues. Unlike Property Managers, Facility Managers target optimal occupancy that will meet certain cost/quality ratio and satisfy productivity standards of the employees and production standards of the specific primary business unit. Example: FM employs space management techniques as hoteling, hot-desking and virtual office to maximize utilization of usable office space, thus reduce leased floor area, while PM is more interested in ensuring maximum gross leased area per 1 tenant.

The differences between FM and PM lie the priorities, goals, hierarchy of tasks, approaches to end users, to clients and customers; separation of primary and support business processes. Also, differences are identified in:

- degree of consideration of FM and PM by strategic level of management;
- whole lifecycle of assets in FM vs. planned business cycle of assets in PM
- roles of the FM and PM in the implementation of specific corporate or organizational policies;
- degree of application of FM and PM in private and public sectors.

The Common Ground

The daily operations and responsibilities in FM and PM are overlapping to a very significant extent. On operational level they manage a myriad of services in the areas of maintenance, hospitality, accommodation, safety and security, logistics, technical infrastructure, workplace, ICT, cleaning and waste management, open grounds. Both Property and Facility managers use alike management and analytical techniques; methods; procedures; IT solutions. They perform corresponding management functions as strategic planning, risk management, service management, financial planning and control, performance management, quality management, people and change management, outsourcing, benchmarking etc. The key competencies and skills of Facility Manager and Property Manager, which are required and demanded by clients, owners and occupants are so similar, that job descriptions converge in at least 75% of its content. This practice will be addressed in another, forthcoming article, where we will consider also Asset Management in the real property equation.

	Facility Management	Property Management
Level	• Strategic, tactical and operational	• Strategic, tactical and operational
Content	• Aligning real estate strategy with productivity strategy • Implementation of real estate strategy	• Implementation of real estate strategy and productivity strategy
Scope	• All buildings, facilities, infrastructure which support the primary business	• All buildings, facilities, infrastructure which are the primary business itself
Perspective	• Production perspective	• Real estate as instrument for service provision • Focus on end user and occupier needs • Investment perspective • Real estate as profit generating instrument • Focus on Owner/Tenant relations management in order to achieve highest possible net operating income and cash flow
Authority	• Facility Manager represents the Tenant/Lessee or the property Owner, who are Occupants and whose primary business in most cases is not real property	• Property Manager acts as a trustee of the property Owner or Landlord, whose business is the real property itself
Impact	• Individual objects, international, regional	• Individual property assets, international, regional
Sector	• Private sector • Public sector – central, regional (state) and local government	• Private sector • Limited application in public sector
Objectives	• Continuous and cost effective supply of optimized work environment in order to improve productivity and effectiveness of the primary business	• Profit and cash flow generation • Increase shareholders value by operating the building/s, enhance value and yield through operation
Performance Indicators	• Financial indicators, qualitative indicators, environmental indicators, normative indicators, productivity indicators, technical indicators • Target indicators - Costs/Quality, Total Cost of Ownership, Satisfaction Level	• Financial indicators, qualitative indicators, normative indicators, environmental indicators • Target indicators – Net Yield, IRR, Cash on Cash Return, Net Operating Income
Horizon	Real Estate operation throughout the whole asset life cycle	Real Estate operation throughout the planned business cycle

Facility Management vs. Property Management, Table 1



Deyan Kavrakov
FRICS, CIPS has 20 years of experience on senior management positions in international and Bulgarian companies in the area of asset, property and facility management. As Manager of TCM he is Certified Facility Management Trainer by WIFI, Bulgaria and Member of the Management Board of the Bulgarian Facility Management Association.

Managing risk throughout the facility portfolio

By David Isaacson

Risk is inherent in any organizational effort, whether that organization is a commercial business, a hospital, a school or a government entity. While organizations invest tremendous time, energy and money in trying to manage many aspects of risk, they often underinvest in one major area: their facilities. Many organizations are now using a “risk-based” approach to infrastructure management to help them answer these questions:

- Where is the greatest risk within the portfolio, both today and in the future?
- What projects should be the highest priority to address the risk, given limited capital dollars?
- How can these necessary expenditures be justified to management?

Identifying and managing the potential risks of facility condition

Why do otherwise well-run organizations fail to factor risk into a facility capital planning and management program? For one, there is usually no “standard” approach or method to quantify risk — no accepted metrics, processes or programs. They lack a method to combine risk analysis with other facility-related elements (condition, functional adequacy, etc.). And perhaps most significantly, they lack tools and training.

A wide variety of risks exist within most building portfolios, including life and safety issues; compliance with codes, mandates and regulations; environmental hazards; natural disasters; and the potential exposure of an organization’s image, brand and reputation. The financial impact of any of these risks can be severe, ranging from loss of business continuity, to hefty fines for non-compliance and lawsuits, to the high cost of emergency repairs and unplanned projects. It’s important to identify these risks and quantify them in order to make intelligent decisions and develop capital plans that can protect organizations from unforeseen events and diminish risk overall.

It’s crucial to identify the specific risks the organization faces in terms of its facilities and the importance of each. Life and safety issues are always important to any organization, but they may be even more so in a facility that caters to the public. The type of facility affects the level of risk — for example, within a health care system, the failure of an emergency clinic is more crucial than the failure of an office building; for a university, the failure of classroom buildings most likely has a greater impact than the failure of administration buildings.

Every organization has a unique definition of facility risk. Facility teams need to work with departments across the organization to understand

what facilities and systems are most critical in support of the organizational mission and its specific objectives. Knowledge is power, and identifying and quantifying risk will benefit any facility management team by providing the first defense against the worst or the unplanned. Emergencies will occur; organizations that plan appropriately will most quickly recover at lower cost.

The facility risk index – An actionable metric

Many organizations want to do more than identify their facility risk — they want to be able to measure the risk of failure so that it can be minimized by addressing deferred maintenance and conducting proactive maintenance. While the data from a facility condition assessment can be used in a basic prioritization scenario, the risk index is an asset metric that can take into account multiple considerations, and combines system criticality and facility condition to present a more accurate measurement of risk. The risk index provides an objective view into facility risk and builds a solid case for funding capital projects.

The risk index process has three steps: create risk templates, calculate the risk index and demonstrate the potential impact of risk on the organization.

Step 1 – Create risk template

The first step in the process is to create building models, known as templates, for all building types and then break them into major systems. Organizations can define various risk factors, such as criticality and impact on operation, and each system in a building should be rated on these risk factors. The model can be used to examine the risk today versus five and ten years forward. The model can then be applied across the organization’s facility portfolio. The risk profile of individual buildings can be tailored to the organization’s unique situation

while the model can be adjusted by the purpose of the building and other variables.

As part of the process, weightings need to be defined to understand the relative impact of each risk factor (e.g., applying a weighting factor to see the level of criticality for each building). You might rate a prime system that provides critical support and needs immediate renewal a 1.75; a system that provides functional non-critical support with renewal needs 10 years in the future, a .5.

Step 2: Calculate risk index

The risk index includes deferred maintenance requirements linked to the area of risk (generally identified during a facility condition assessment) and a system criticality/risk factor.

The cost of project requirements as defined during a facility condition assessment is multiplied by the risk factor and then divided by the estimated replacement value for that system or facility. The index is calculated for each system as well as the whole facility. Three risk indices are calculated for the current situation, as well as for five and ten years ahead.

Step 3: Demonstrate impact of risk

Once risk is identified, addressing critical issues prior to failure is vitally important. With projects prioritized and the risk index in place, facility managers can justify both short- and long-term budget requirements by demonstrating the impact of different funding levels on the risk of an individual facility or the entire portfolio. Using “what if” funding scenarios, organizations can pinpoint the risks and highlight the financial consequences if the work is not completed.

How can facility managers act on this data? With a prioritization and budget ranking tool, it’s possible to rank capital projects against each other and determine which of the projects will most significantly bring down the level of risk. The key is to integrate this information into the overall capital plan.

Mitigating risk through prioritization

A Fortune 500 pharmaceutical manufacturer with more than 100 million square feet of infrastructure supporting its worldwide operations learned how important it is to factor risk into a facility capital planning and management program. The company’s business continuity plans were essentially emergency response plans. A lack of investment in infrastructure and failure to identify and address systemic problems at its plants left the company vulnerable. When a facility failed, it had a significant negative impact on the brand’s reputation and the bottom line. The disruption limited its ability to maintain an adequate stock of quality products in stores and pharmacies.

To avoid similar business disruptions, the company developed a “risk-based” approach to infrastructure management which helped to prioritize mission-critical systems. In this case, the

highest priority was given to systems and equipment that affected production, whether directly or indirectly. Through this approach, the company has minimized unnecessary expenditures in end-of-life systems and tied capital allocations to functional value.

In another example, a research laboratory with government funding needed to meet “mission readiness” mandates. The challenge was how to allocate limited capital funds to remediate aging infrastructure for mission-critical systems.

In order to meet the mandate, the facility team needed to determine risk by analyzing three factors: time, the risk of failure and mission criticality. First, team members worked closely with the organization’s leaders to define the mission importance of each facility and rank them accordingly. They then determined the criticality and risk of the major systems within each facility and calculated a system mission criticality index (SMCI) for each system based on timeframe (near term (one year), medium term (five years) and long term (10 years)). This information was then rolled up into an overall mission criticality index (MCI) for each facility. Based on the MCI, the team identified areas of high mission criticality that could pose an immediate impact on life safety, regulatory compliance or environmental risk.

Risk resolution

Risk management enables facility managers to take into account those factors that can have a major impact on the operations of not only individual buildings but also the organization itself. A risk index provides an objective view into facility risk and builds a solid case for funding. The flexible model enables facility managers to adjust variables based on systems and their importance for the company’s operation.

With effective risk management, facility managers can pinpoint areas of risk within the organization’s portfolio, today and in the future, and systematically prioritize projects to address that risk. A repeatable, consistent process for evaluating and addressing facility risk enables strategic decision-making and provides a level of confidence to an organization’s facility staff and management.



David Isaacson is director of product marketing at VFA, Inc., an Accruent company, the leading provider of end-to-end solutions for facility capital planning and management.

Optimization of the operation of sustainable buildings applying the facility management

By Assoc.Prof. Viera Somorová, Ph.D.

Nowadays, in the field of civil engineering there exists an upward trend towards environmental sustainability. It relates mainly to the achievement of energy efficiency and also to the emission reduction throughout the whole life cycle of the building, i.e. in the course of its implementation, operation and liquidation. These requirements are fulfilled, to a large extent, by sustainable buildings.

In general, the word optimization means the creation of the most suitable conditions that give the greatest advantages (for example: in the case of the plan, programme, process, etc.). In our case, the optimization of the operation of a sustainable buildings represents the most suitable solution of its functioning with the aim to achieve to create optimal operation.

For the efficient utilization of energies, water and other resources are ensured, above all, highly sophisticated technological equipments are installed in the sustainable building. During the operation of sustainable buildings highly-sophisticated technological equipments must fulfil the inevitable functions of ensuring their sustainability [1].

An assumption of the fulfilment of necessary functions is ensuring of their trouble-free course dependent not only on a high level of the information and communication technologies but also on their well-functioning technical administration.

One of the ways of ensuring the quality of the well-functioning technical administration of

highly sophisticated technological equipments is the application of “the highly-sophisticated methods” of managing supporting activities, i.e. the facility management. According to the European standard EN 15221-1 Facility management - the technical administration is part of the technical infrastructure. Within the scope of the activity performed by the technical

administration and in accordance with the standard the client’s requirement for the technical equipment of the building (technical infrastructure) are satisfied by services providing an agreeable environment, light and shade, electric current, water and gas. Considering the system aspect, the facility management is the most convenient solution of the technical administration justified by the most efficient utilization of the synergy among individual technical-administration services.

Precondition for optimal operation in relation to sustainability of building is observance of projected parameters, which are basically projected parameters of sustainability in the operation phase. The problem of the sustainable building consists in the fact that during the operation not all sustainable buildings achieve the projected parameters of sustainability neither in the case of the excellent project nor in the situation of the perfect realization.

One of the reasons of the non-observance of project parameters of sustainability is the management approach to the operation of sustainable buildings lacking any system. The research is oriented so to develop an optimization model of the operation of sustainable buildings by applying the facility management; the final aim is to come to the optimum operation from the viewpoint of the energetic effectiveness as a determinable and preferential project parameter of the sustainability of sustainable buildings.

Optimization model of the operation of sustainable buildings

The optimum operation which is an objective of the optimization can be achieved by adhering to the projected parameters of sustainability (PPS) which result from the project documentation. An effective form of the technical administration which will enable the fulfilment and observance of PPS can be achieved by applying the facility management [3]. However, the essential phenomenon is also the quality of processes proceeding in the technical administration. A useful tool for monitoring the quality of the performed processes is the permanent checking of their quality on using a form of the PDCA (plan-do-check-adjust) management quality.

The optimization system of the operation is represented by the illustrated model:

The course of steps in the optimization of the operation of sustainable buildings:

1. The definition of input data - input data are projected parameters of sustainability of sustainable building, that are given by a project documentation. Based on the fundamental principles characterizing sustainable buildings the parameters of sustainability are defined as follows:

- integration into the environment in which the building is situated,
- ecologically efficient building materials,
- the indoor environmental quality,
- energy effectiveness .

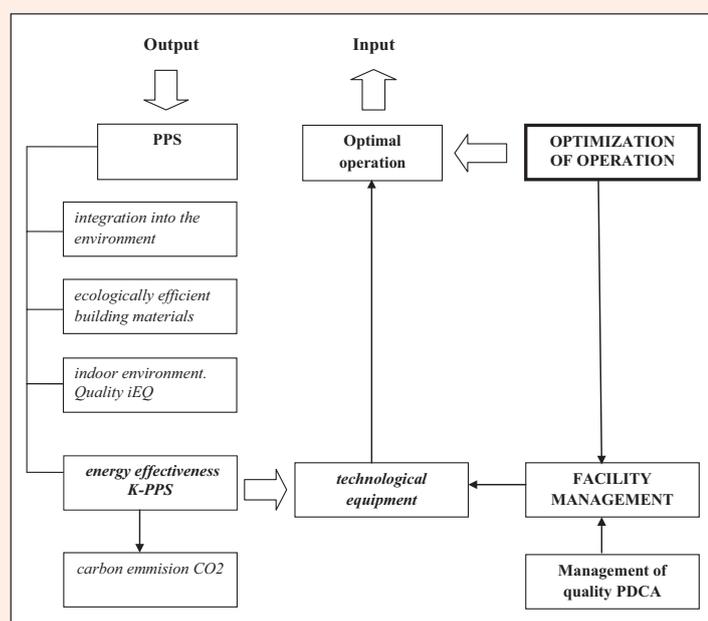
2. The definition of the key projected parameter of sustainability (K-PPS) in relation to the operation - The indoor environmental quality (iEQ) is given primarily by the quality of indoor atmosphere. The indoor environmental quality of sustainable buildings is ensured by highly sophisticated technological equipments which are installed therein. They ensure primarily the projected energy effectiveness of heating, cooling, water heating, illumination, etc. as well as the desirable quality of the indoor working environment (air exchange) and the operative regulation of the indoor atmosphere.

3. Technological equipments. The correctly proposed HVAC (Heating, Ventilation and Air-Conditioning) system permits the sufficient ventilation and air filtration. The next important factor is the thermal and illumination quality [4].

It can be stated that the determinable design parameter of sustainability in relation to the operation is the energetic effectiveness of highly-sophisticated technological equipments. If the technical parameters of equipments determined by producers are maintained, then the projected parameter of sustainability – energy effectiveness -will also be maintained.

Notice: By lowering the energy consumption the carbon dioxide emissions (CO₂) released into the environment are subsequently reduced

4. The application of the facility management in the administration of technical systems - The application of the facility management in the administration of technical systems of sustainable buildings calls for the regular maintenance and obligatory inspections which serve as a basis for elaboration of the preventive maintenance plan. In the technical administration of sustainable buildings the preventive maintenance of equipments must be kept by a facility manager in the same way as in standard buildings and the revisions of equipments must be carried out according to respective instructions and regulations. The role of the maintenance is to ensure the lower rate of failures, longer lifetime and the appropriate functionality of technical and technological equipments. The management of the maintenance must be planned and performed according to the schedule of regular preventive maintenance works at regular time intervals. The



Scheme 1 Optimization model of operation

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How can facility managers add value?

By Per Anker Jensen and Theo van der Voordt

Recent years have seen a growing interest in the concept of added value of facilities management (FM) and corporate real estate management (CREM), and how to attain and measure it. There is a wide variety of definitions in use, and recognition of different types of added value, such as user value, customer value, financial value, environmental value and relationship value.

Workshops with practitioners have confirmed that the concept of added value is interpreted in many ways. Prioritisation of different types of added value appears to be highly subjective and dependent on an individual's position, experience and personal beliefs, and it seems to be difficult to detail specific measures of how to add value.

In order to further explore how people in practice manage added value, we interviewed a number of

experienced senior facility managers, corporate real estate managers, consultants and service providers in Denmark and the Netherlands.

Daily Practice

It was found that almost all the interviewees use the term added value in daily practice. It is used both to demonstrate the added value of ones' own function or department and to discuss the added value of interventions in accommodations and related facilities and services.

The focus on added value depends on the involved stakeholders

According to one of the interviewees:

- Shareholders focus almost one-sidedly on a high return on investment and low risk, costs and reliabilities.
- The Board of Management usually connects added value to their strategic vision and policy and steer on maximum turnover (volume of business), minimum costs, and a high Ebit (earnings before interest and taxation).
- Heads of regional units have to cope with both top-management needs (profit), regional customers and employee requirements. They try to find a balance between cost reduction and benefits such as attraction and retention of talented staff.

Site managers focus more on operational issues and employee satisfaction.

One of the advantages of applying the added value concept is that the dialogue is moved away from the contractual agreement and the Service Level Agreements. One of the respondents explains: "It makes the customer feel that you are interested in his business and not just in submitting the next bill. It makes it possible to raise the level of the whole facility management provision". It helps to speak the language that top managers understand.

The downsides of added value as a concept are that it is:

- perceived differently by different people
- difficult to be made operational, and

- difficult to measure in economic terms

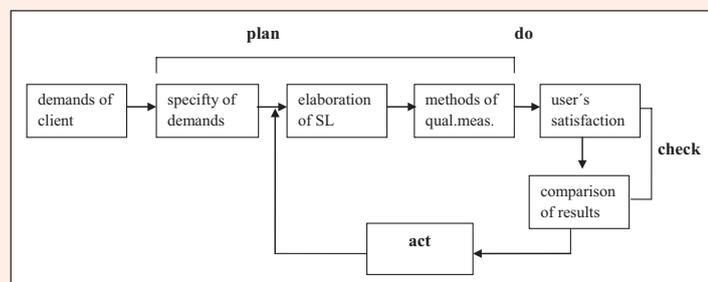
It is critical to understand which value is most important for the client or customer and what he or she really needs – which often is more than simply solving the current problem.

Most practitioners perceive added value as the trade-off between benefits and costs, and focus on achieving value-for-money and making the core business more effective. Value has both an economic meaning and meanings related to subjective qualities, such as making things easier to be managed. Various interviewees made a distinction

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Optimization of the operation of sustainable buildings applying the facility management

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Scheme 2: Management of quality

technical administration must also perform:

- detection of failures,
- ensuring the early assistance of maintenance workers in the case of incurred failures to avoid the subsequent damages,
- monitoring of technical and technological equipments,
- receipt of requirements for services, for example, through the help desk or service line.

In order to analyze and assess the maintenance performance of equipments a record must always be done after finishing the works. In this connection, the number of workers necessary for the execution of works, the required material and spare parts are also assessed. The information is a background for the next planning of

the technological regular-maintenance procedure which can also include the technological procedure of repairs, the distribution according to individual working steps, etc. [5]

5. The definition of the quality of the technical administration - Management of quality (PDCA) [6]

An important part of the technical administration is provide a failure free operation of the technological equipment for compliance with the PPS. Quality of the maintenance meets this requirement.

The management of quality is aimed to ensure the maintenance of technological equipments in such a quality to fulfil the requirements of the organization (client) for their continual failure-free operation, to ensure the optimization of the maintenance process and the continual improvement.

The specification of requirements, elaboration of the service level (SL) and the definition of methods for measuring the quality are part of the P phase (plan) followed by the performance of services D (do). The phase of checking C (check) includes audit and the comparison with requirements for the quality of provided services. The analysis is a part of the phase A (act). On the basis of the results gained by the analysis the optimization of rendered services is determined and the whole check cycle is repeated.

Conclusion

In this period of time, when there exists a trend of decreasing the energy consumption not only from the aspect of costs but primarily from the viewpoint of the accessibility of their sources, sustainable buildings considered the energetically effective structures with a minimum negative influence on the environment are an urgent problem of the present time.

Energy efficient, and thus the

economic effectiveness of sustainable buildings is defined already at their designing realized on a basis of the proposal for highly sophisticated technological equipments with projected parameters serving as the projected parameters of sustainability in sustainable buildings. The observance of given projected parameters of the equipments is an assumption of creating the optimum operation ensuring the optimum working environment for users of the sustainable buildings.

A tool for achieving the optimum operation is a choice of the most convenient technical administration of the highly sophisticated technological equipments. The application of the facility management in the technical administration and co-operation with quality management will permit to develop the optimum operation and achieve the multiplication effect of the energetic effectiveness of sustainable buildings.

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- [6] STN EN 15221-3 Quality in Facility management

How can facility managers add value?

continued from page 8

between what they called hard economic aspects and more soft aspects related to health, safety, environment and quality.

Added value is mostly treated on a strategic level, but it is of relevance on all levels and for everybody in the facility management organisation. It should be part of the organisational culture. However, talking about added value on an operational level can also be counterproductive because “operational managers don’t have a clue of what added value actually means”.

The areas of focus in facility management also depend on the context. When the economy is booming, avoiding dissatisfaction and commotion might be key issues, whereas in times of economic recession, cost reduction will be core. The size of the company is a factor as well. In small firms facility management is mainly operational.

Prioritised values

The interviewees were asked as an open question “What are your top five values in the management of accommodations, facilities and services?” The responses per respondent are collected in Table 1.

Cost and satisfaction were most frequently prioritised. However, satisfaction is seen as much more important than cost in Denmark, while cost is seen as much more important than satisfaction in the Netherlands. Productivity is also often prioritised. Values in relation to adaptation and environment are also mentioned in both countries, while culture only is represented in the Netherlands.

The respondents were further asked

about their approaches to six key values – satisfaction, cost, productivity, reliability, adaptation and culture. They were asked how they worked to enhance them, and how they measured them.

Satisfaction concerns the impact of FM or CREM on satisfaction of customers, staff/end users and owners. One of the respondents said that customer satisfaction has been most important but user satisfaction has become increasingly important. Satisfaction is often measured quantitatively by surveys, or more qualitatively, for instance, by mystery visits. Surveys results are often benchmarked across organisations.

Cost covers operational cost, staff turnover and capital investments. Cost reduction is obviously an important objective, but transparency was mentioned as well. Cost impacts are often measured and also benchmarked, both in € and m2 per person, per full-time equivalent or per workplace, occupancy level, total costs of ownership per m2, or in terms of affordability, e.g. the ratio between facility costs and total costs of running a business.

Productivity is related to efficiency, low staff absence and effectiveness. The impact of FM and CREM on core business productivity is difficult to measure. Often productivity impact is not measured directly but addressed more qualitatively in discussions, business cases and performance reviews. Impact on productivity is rarely benchmarked.

Reliability is associated with business continuity, security and safety. The respondents’ views on reliability varied a lot. One view is that reliability is at the lowest level of the Maslow pyramid of needs and therefore is not a motivation factor, which can add value. Another interviewee in a biotech company said that down-time is very important to

control and that compliance to legal requirements has top priority. Reliability is mostly measured in terms of response time and business continuity.

Adaptation is linked to foresight, flexibility and responsiveness. Adaptation is mostly considered on a high management level in relation to capital investments and contract negotiations. A CREM interviewee said that technical flexibility and flexibility in renting are becoming more important.

Culture concerns organisational identity, corporate image and corporate brand. For some companies branding is important, but not for all. Some view culture as related to the image of FM and not as a corporate concern. One interviewee mentioned monitoring the image of FM internally (employee monitor) and externally (customer monitor) and remarked that external image is often more important than internal image. Engagement, i.e. a sense of belonging and being committed to the company, was mentioned more than once as well.

Besides KPIs there are also other ways to visualise or document added value. Providers often prepare performance reviews with fixed intervals to their customers. Other examples are business cases for specific initiatives and reports on finished projects. Added value is also included in the communication with stakeholders in less formal ways as part of on-going dialogue and storytelling. Management of expectations is an important aspect of adding value.

Conclusions

Regarding the definition of added value, all respondents referred to both the benefits and costs of FM/CREM interventions. Benefits are mainly linked to clients, customers and end users but also to shareholders and – less often - to society as a whole. Practitioners mainly steer on the impact of FM and CREM

on the core business and organisational performance, and this is also essential in provider companies’ sales arguments.

The prioritised values are costs and satisfaction, followed by productivity. Impact on the surroundings was mentioned in terms of sustainability, increase energy conscience and reduce CO2 emissions, and Corporate Social Responsibility.

Although various conceptual models and frameworks have been developed to visualise the added value of FM and CREM, it’s apparent that such academic contributions are not yet ready to be implemented into daily practice. Interviewees expressed a need for a clear framework that links concrete FM and CREM interventions to well defined types of added value, key performance areas and KPIs. Furthermore there is an urgent need for best practices, empirical data and stories to illustrate the possible added value of various FM or CREM interventions to CEOs, clients, customers and end users. We hope to cope with this need in our next book on Facilities Management and Corporate Real Estate Management as Value Drivers: How to manage and measure added value, which is expected to be published in 2016.



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The article is based on the conference paper: Theo van der Voordt and Per Anker Jensen, Adding Value by FM: exploration of management practice in the Netherlands and Denmark, in Alexander, K. (ed.), Promoting Innovation in FM. Research Papers Advancing knowledge in FM, EFMC 2014. International Journal of Facilities Management, EuroFM Journal. March 2014.

ID	1st	2nd	3rd	4th	5th
DK1	Transparency of cost and priorities	Scalability	Release management resources	User satisfaction	Satisfaction with service provider
DK2	Core Business objectives	Innovation	Coherent strategy between Core Business and FM	Productivity of Core Business	Communication
DK3	Create time	Create well-being			
DK4	Satisfaction of outsourced staff	Make processes smarter	Improvements and innovation	User centricity and service orientation	Corporate Social Responsibility
DK5	Increase energy conscience and reduce CO2 emissions	Ease of operation	Deliver better service with less or the same cost	Satisfaction	
NL1	Profit (ebit); improving cash position	Cost reduction	Transparency of Real Estate data for shareholders		
NL2	Cost reduction	Affordability			
NL3	Sustainability	Cost reduction	Identity	Satisfaction	
NL4	Cost reduction	Improving Core Business / Productivity	Health		
NL5	Efficient use of space	Forecasting future m2-needs	Balance between owned buildings, rented buildings and sale & lease back	Forecasting of future capital need	Engagement

Table 1: Prioritised values from ten respondents in Denmark and the Netherlands

EFMC News & Reports

EUROPEAN FACILITIES MANAGEMENT CONFERENCE

Chairman's report Chairman's report after the EuroFM members meeting in The Hague looking forward to the EFMC 2015 in Glasgow June 1st – 3rd

**Prof. Ron van der Weerd
Chair EuroFM**



As I stated before in FM Insight and will continue to state:

“EuroFM is, in its roots, a network organization where members are in charge

and where members by meeting each other in formal, informal and social ways come to new ideas, projects and new FM developments. The board of EuroFM is there to facilitate these ideas and initiatives and/or to take these initiatives by themselves. We all want to bring the profession of FM further in the world.

Based upon the FM leaders conference that we had in London we have been working in The Hague on keeping the positive energy that was created there flowing. There is a now a necessary special effort from EuroFM to keep all

of these FM leaders together so that we can learn from each other and improve our meaning for our association members. The special task force (from the PNG, Practice Network Group) is working on that right now. They have been setting out a survey amongst the members to collect information and data to give them optimal support. Also from within the ENG (Educational network group) initiatives have been set up to ask and inform the national associations about how they can be of assistance to their needs.

Also the Task force of EuroFM (and IFMA) to work on an EU (Brussels, European parliament, European committee and politicians) orientated FM coalition is making progress. In that way we want to create more awareness amongst the European Parliament and the European committee of FM industry and its importance for the wellbeing of hundreds of millions of people within the European Union.

In April there have been intensive meetings with IFMA



The EuroFM members' meeting was really perfectly organized by The Hague University of Applied Sciences. Their new Dean, new management

team, teaching and supportive staff all did an excellent job and they were really great hosts. Not only to us, but also to the EuroFM Winter school where around thirty (!!) students from all over Europe were working together on their FM projects and presented the outcome at the end of our members meeting.

The Hague University: THANK YOU. So, in many ways, it was a very good meeting in The Hague. And now of course looking forward to beautiful Scotland where we will all see each other again at the EFMC 2015 in Glasgow.

The conference venue is great, the program is innovative and challenging, the welcome reception will be quintessentially Scottish; the gala dinner will take place in a historical place where we perhaps will see Harry Potter flying around on his broomstick. See you all there!

Ron van der Weerd, Chair of EuroFM



EuroFM Reports

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Practice Network Group

Karin Schaad, Chair



For the EFMC 2015, which will take place in Glasgow from the 1st to 3rd June, preparations are being made on a daily basis now. The venue and program are all set

up, hotel rooms and airplane tickets are, for the most part, already booked and everyone is looking forward to spending a wonderful time in Scotland, getting information on a variety of current subjects and meeting acquaintances from previous conferences.

EuroFM is always seeking to improve its organizational structure, methods and ways of working in order to be of more added value for its members. The EuroFM Practice Network Group (PNG) currently seeks to know how its current

member national FM associations consider the initiatives that have been started up by the PNG and in what way those associations might like to contribute. In addition, the PNG would like to do an inventory on possible further initiatives the FM national associations would be interested in for EuroFM to start up.

In the meantime, the corresponding survey announced in February was put together and sent out to all National FM Associations after the beginning of April. Therein, the respondents are asked to answer questions about the current value propositions of EuroFM in general. More specifically, one of the aims of this survey is to find out what FM-related European level topics are considered the most current and relevant by the respondents and as such, should be discussed with other FM professionals at future EuroFM Practice Network group meetings. Last but not least a few questions in this short survey are considering the way PNG is currently functioning.

The filled in questionnaires are expected back shortly and results will be presented at one of the two PNG sessions which will be held in Glasgow first thing on Monday and Wednesday mornings, with the meeting on Monday being at least in part dedicated to the hot subject of BIM and its value for FM (for more details

please refer to the PNG invitation e-mail or the EuroFM website).

As stated in the last EFMI Issue, the Practice Network Group wants to discuss topics of interest to the FM professionals at every meeting, in order to make meetings more attractive to members. In the future, one or two topics from the top of the list put together from the results of the survey will be published in the PNG Agenda, so PNG members will know what to expect and can prepare for the discussion. Within the next PNG meeting, we would like to discuss the Topic "Facility Leadership", which was put forward at the last PNG meeting.

At the PNG meetings, we will also get updates on open issues from the meeting held in The Hague in February, such as the Knowledge Portal, the Key Competences of FM as seen from different perspectives, the FM Data Report or progress made on the ISO Standard and the EU Coalition.

We also hope that many practitioners will attend the "Joint Business and Research Session" at the end of the EFMC meeting, as we are looking for more interaction between all the Network Groups. One of the purposes of EuroFM being an Association of Associations is to bring together Research, Education and Practice in order to enhance cooperation and benefit from each other's skills and experience. Practitioners should be able

to tell researchers what kind of input from research would be helpful for their daily business, and on the other hand, researchers should be able to offer solutions for practice issues based on their research and get feedback on them from seasoned practitioners in order to further the development of FM as a profession. Taking it from there, FM professionals working in the field of education will then be able to teach the new insights and thus allow young professionals to start their careers with innovative and up-to-date know-how.

All Practice Network Group members are very welcome to give input about any other FM-related topics they wish to bring forward or discuss at the PNG meeting or give suggestions about what should be further investigated.

In order to allow for better coordination and to make sure there is enough time for everyone who wishes to present a topic, please contact me in advance at karin.schaad@bluewin.ch.

I am very much looking forward to meeting as many of you as possible at our very interesting conference in Glasgow in June. The program sounds promising and there will be something of interest for everyone, totally aside from being a great networking experience and a possibility of making scores of new friends within the FM community!

So, see you soon!

Education Network Group

Pekka Matvejeff, Chair



After the successful London meeting last Fall, EuroFM Education Network Group has put lots of effort into fulfilling the needs and aspirations of

our members. The efforts were concretized further in The Hague meeting in

February, 2015. Based on the feedback, we have decided to focus on a few things, in which our members and other stakeholders seem to have greater expectations.

Our way of doing things is to involve FM students as much as possible to work in different projects for the benefit of the FM industry. In practice, one Dutch student has already started a Thesis project, which includes an inventory of all FM curricula in European Universities of Applied Sciences. Along with this, we have started to make more visible all excellence/honors programs offered in our member universities. All this work is targeted especially to our PNG and CANG members, so that they would be able to be in the front line,

when "picking out" and recruiting the potential future FM leaders graduating from our universities.

Another important project that we have just launched is the developing of the internship process offered by European Universities of Applied Sciences. There is a great potential of skilled and enthusiastic students ready to enter trainee-positions in organizations. Again: our intention is to help especially our PNG and CANG member organizations, as well as other stakeholders to benefit from this future FM potential. We also invite all our IFMA partners and national FM associations to join this development process.

I would like to address special thanks to our active ENG members, who have put lots of effort into these developments during the previous months. In order to be successful, we would like to invite all our members, no matter which part of the industry you represent, to bring in your ideas for developments and also join us in the fruitful networking. We all know that networking is a two way street: it is giving and getting. Usually, one should give something first in order to get something back in return. Joining the work is the easiest way to get to "the wells" of all the knowledge and information one is striving for.

Don't forget our Student Poster Competitions in Glasgow!

Research Network Group

Susanne Balslev Nielsen, Chair



The myth of the FM researchers in their ivory tower

The researchers in the ivory tower is an old saying about researchers being so disconnected

from the practical concerns of everyday life that their research is of little or even no use for practitioners. In the following I argue that this is a myth, and that it does not represent the reality of researchers in the EuroFM Research network group.

My first argument is the collective drive for collaboration with other EuroFM members when developing new research and development projects. At the last members meeting in den Hague, for instance, the RNG discussed how we could create a EuroFM process that would ease the collaboration and matchmaking with other EuroFM members, including associations, practitioners, corporation's members and Education. As a result, we concluded that a shared, updated address list and contact information of all EuroFM members is vital in this process if collaboration between research and practice is to be supported efficiently.

My second argument is the shared research practice, which addresses concrete problems and opportunities in the formulation of research projects. The research in the research network group is generally—if not always—oriented towards solving practical problems within FM, and striving to drive the profession

towards a desired future practice. If you study the research of the individual researchers through publications in, e.g., Google scholar, Researchgate or publications in the EuroFM portal you will find that case studies and practice study is commonly used.

My third argument is the drive for discussing research results beyond the research community. The 14th EuroFM research symposium in Glasgow is for the 14th time facilitating knowledge sharing in open forums for both practitioners and researchers.

Having said this, I admit that there might sometimes be gaps that are too wide to bridge. The gaps are often related to diverse interests or to the use of a different language. FM is a broad field of practice, and to become an expert within this broad field a researcher has to focus and specialize on specific issues or topics. As FM researchers, we compete with researchers from other practice fields, and

we need to emphasize FM as academic discipline to raise the academic reputation of FM research. The consequence is that we sometimes have presentations and discussions, which need to be theoretical and might therefore seem distant from the everyday practice concerns.

Nevertheless, despite the two counter arguments, I still strongly believe that the FM researchers in EuroFM are not in their ivory tower. The gaps between researchers and those with practical FM concerns can be bridged when there is a shared interest, a shared willingness to understand each other's approaches and the possibility to meet face-to-face. EFMC2015 in Glasgow is the next large event where we will have this opportunity. I can only encourage all participants to make the most of this opportunity – let's network and search for the next partnerships in FM research and development.

