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Leadership: It's not what you think

By Andrea Sanchez

In a recent values workshop I facilitated at my workplace I posed the question, "Raise your hand if you're a leader." To no surprise only those with formal leadership titles immediately raised their hand. It was clear to see that everyone in the room reverted to the norm of how leaders are generally classified in a workplace.

What if I had posed this question to a group of random individuals at a coffee shop or at a grocery store? Does the environment and culture play a role in framing your definitions? The big question is does title really make you a leader? And inversely, do you need a title to be a leader? The answer is no.

What is leadership anyway?

The leadership industry is a booming one. There is no shortage of books, webinars, courses, conferences, videos, etc. on the topic. Many "leadership" experts and coaches have surfaced, and most recently, an overwhelming amount of entrepreneurs have redefined how the so-called traditional leader looks and acts.

Traditional theory classifies leadership as a social process of influencing feelings, thoughts and behaviors of others by identifying what needs to be done, how to do it and facilitating efforts to accomplish shared goals.

Why do we try so hard to fit in only to ponder how we can stand out?

To fully understand leadership one must also go back to the fundamental lessons we are taught — some of which are subconscious — that affect our thoughts and behaviors on the topic.

As babies and toddlers, we don't think twice about how we act or react. We are not comparing ourselves to others, nor do we care about what others think about us. Our priority is fulfilling basic needs, being secure and feeling loved.

A funny thing happens when we grow up. Even though a 50-year-old crying and throwing a temper tantrum is not a sight we would normally see, the need for feelings of security and being loved that we had at two years of age has not disappeared. Most will start comparing themselves to others and be cognizant of what others think of them. We start absorbing cultural norms, rules of behavior and for some, let society dictate how we think, look and

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"Comment"

Creating a powerful global FM community

Tony Keane

President and CEO of the International Facility Management Association

In my role with the International Facility Management Association, I am privileged to work with FM professionals from around the world. And naturally, almost everywhere I go, the same question comes up: How does facility management here compare with facility management everywhere else?

In the past 35 years since IFMA was created, the FM industry has grown and evolved tremendously. While the nature of FM fundamentals of are similar around the world, the difference is which priorities each competency plays in each region. In some places around the world, FM is a mature and recognized industry that is finding its place among the top decision and policy makers, while in others it's a still fighting for an identity. Even within regions, the differences in FM between industries and individual organizations can be profound.

Yet, the fact that the question of comparison comes up so frequently suggests a fundamental underlying reality. FM professionals recognize the benefit they get from participating in a global community of practice. While there are details that distinguish each of IFMA's 24,000 members and each of the 135 countries those members represent, at their core, facility managers are tackling the same challenges and pursuing the same opportunities.

Standardizing the industry – so that FMs around the world can speak the same professional language – is the ongoing task of the International Organization for Standardization (ISO) to which IFMA has contributed significant resources. In fact, the latest ISO standard for FM is open for public comment until 26 January, 2016.

IFMA is also conducting a Global Job Task Analysis (GJTA) to identify job responsibilities and tasks shared by facility managers worldwide. Results from this year-long project will form the foundation for our profession's body of knowledge, and ensure that all FMs are measured against a single standard. For the outcome to be all-encompassing, we need global participation by practicing facility managers.

Based on responses from facility managers in 62 countries, IFMA's 2009 Global Job Task Analysis (GJTA) identified 11 core competencies of facility management. These then became the foundation for IFMA's globally recognized professional credentials, our educational offerings, papers and event programming.

The latest GJTA survey will open to all facility professionals on 12 January, 2016. You can find information and the survey online at http://www.ifma.org/gjta

Global, community-wide participation is critical to the project's success. The project's success, in turn, will play a central role in the further development of a vibrant global FM community. IFMA is the world's largest and most globally recognized professional association in the world.

Already, IFMA thought leaders are working hard to advance FM priorities in Brussels through the EU FM Coalition (http://www.eufmcoalition.org/). We are working with partners in Europe and around the world to advance the FM profession in classrooms, board rooms and town halls.

The facility management industry has come farther in the last three decades than many would have thought possible. As technology drives FM professionals to new and exciting opportunities, it also creates a growing need for community. The industry is nothing without the contributions of individual FM professionals. Together, we can ensure our future is as promising as it looks.

Leadership: It's not what you think

act. We still strive to feel loved by fitting in and finding a group or environment that will make us feel secure. Although we are each born unique, unlike toddlers, we find a way to blend in our uniqueness with what is considered acceptable.

> *Take charge of who you were meant to be; accept the position of being CEO of yourself*

Why do we try so hard to fit in only to ponder how we can stand out? Were we more comfortable in our uniqueness when we barely knew how to walk?

As we go through our schooling and into adult learning, we are taught about role models and given examples of great versus not-so-great leaders. Strong leaders have been widely associated with the qualities of assertiveness, extroversion, charisma, intelligence and power. Our minds are framed with these prototypes and if we find a so-called leader who doesn't meet one of the prescribed traits we unconsciously dismiss them as not being adequate. If we are each born unique, it is evident that this formula does not work.

Why leadership is not for you

Leadership is beyond what the traditional sense of the word represents. This explains why many are unaware that they are leaders just by being themselves. The following list depicts traditional thinking on leadership which at times prevents people from reaching their full potential.

I don't have a big title.

You mean you're not a CEO, vice president, director, manager, etc.? Senior titles are not easy to come by and at times are scarce. But there is something even more scarce, a title that only one person in the world can have. That is the title of being you.

Being born unique gives you the advantage of being unlike any other individual. Embrace the spark in you, feed it and let it come out for all to see. Someone is always taking notice and you may be making a difference without being aware of it. Take charge of who you were meant to be; accept the position of being CEO of yourself.

I'm not an extrovert.

Who determines the ideal leadership traits? Forget the prototypes, as they put us in boxes and automatically dismiss people who may have great potential. At the same time, what if you're shy? What if you're terrified of public speaking? What if you lack charisma? Actually, the worst scenario to be in is "What if you refrain from being you for fear of what others may think?"

To lead is to go for it. Proceed with confidence — give the world a chance to see what you're made of.

I don't have power.

You have more power than you think. You are alive and life is full of possibilities. Stuck in a dead-end job? Don't like the rules? Don't see traction in a project? Instead of putting yourself in the box of not having the title to make certain decisions, step out of your engrained prototype thinking and find opportunities on your own. The world is full of gaps. We tend not to notice them because we choose to walk on the road that has been nicely paved over and over again by our actions and thoughts.

You have the power to make opportunities rather than wait for opportunities to come to you. You are the only one who can give yourself permission to be placed in a position of no power. As long as you are breathing, you are in control (and have complete power) of your thoughts and actions. When you do this others will notice and, despite what you may think, will want to follow your lead.

> *Lead yourself to your envisioned reality*

I don't have experience.

Experience in what? A child is a leader when she proves she can ride her bike without training wheels, when he starts to pick out his own clothes and when she asks questions to determine how she will feel about a topic. Leadership starts with you — shaping and accepting who you are.

Nobody else can have more experience at being you than yourself. All the leadership courses, credentials and titles in the world do not guarantee you will be a good leader. Don't get me wrong — I have great respect for many people with leadership titles, as they have worked hard to get where they are. Unfortunately, some people feel a false sense of entitlement that often comes with experience and title. A person needs to prove her leadership capacity on a daily basis, being in tune with her aura, thoughts and actions.

Leadership first comes from within. Let who you are lead you into what you are meant to be for the day or in your career.

I don't have any followers.

That's what you think. You may not realize that someone is learning from you when you least expect it. When driving, have you noticed that people may take your lead to change lanes? When at a restaurant, has someone ever ordered what you have because it looked good? Has a colleague adopted your presentation style, system for file organization or included you in meetings because you included them? The list can go on and on.

People often think of leadership in such a formalized way that they neglect to see daily elements that make them leaders. Imitation is the highest form of flattery. If someone makes the effort to copy you it's because they took notice of something that you did that is helpful for them. Leaders initiate. They create opportunities for others to follow, learn and eventually

take the leadership role themselves. It's a reciprocal process.

I don't want to be a leader.

If you don't want to think for yourself, follow your dreams, embrace who you are supposed to be or make your own decisions then yes, I would agree. Despite your background and situation, you have the power to change your perspective. Nobody can take away your inner drive or the fire that makes you be you. You lead your way to your own success, whether that is a certain role or a certain state of mind. It is important to start thinking of leadership beyond the confines of title and number of followers.

Leadership is the ability to take ownership of you. I have yet to meet someone who does not want to achieve that.

I am not given any opportunities to lead.

I would like to challenge that. Refer to the thoughts under "I don't have power."

I don't have the time or energy.

Yes, leadership does take time and energy. But it takes more time and energy to constantly be someone you are not. Again, placing the traditional title-based leadership aside, you can't be a leader to others without being a leader to yourself first. Title-based leadership is not for everyone, and that's okay. Life is about variety. If we were all meant to be leaders in the same way then there would be no original thinking.

You owe it to yourself not to let others dictate how you show up or think. You are unique on purpose. Stop spending so much time hiding behind a different personality — it can get exhausting.

> *Authenticity is the new power tool*

I don't want the attention.

The best leaders are those who don't demand or require attention. They subtly go about their day or idea without realizing that they are impacting others. They are themselves and are comfortable with being real. In this day and age formality and special limelights have taken a back seat. Authenticity is the new power tool. The good news is that everyone has access to realness and its strength can be adjusted according to your comfort level.

I don't know how to become a leader.

Don't try so hard. Being you should come naturally. Think beyond titles, beyond followers and beyond any box that society has put you in. That is the noise that is getting in the way of you hearing your calling. Figure out what motivates you and map out a way to always make time for your motivation each day. The first step is changing your frame of mind so that you are in charge of it rather than it being in charge of you.

Lead yourself to your envisioned reality. Along the way you may even pick up some followers. If you believe it you will achieve it.

Make your own dent

Leadership theories are backed up by impressive research from experts who have made sense of their findings in an organized way. Although the volumes of work out there are incredibly smart and thorough, the truth is that anything dealing with people is messy. That is what makes being human worthwhile and exciting. As unique individuals, people have the power to start over each day. One day one may choose to lead, other days we may give others a chance to step up to the plate.

A leader can be shy and soft spoken. A leader can be young. A leader can be old. A leader can be anyone who dares to be themselves during times when nobody else will.

Nobody changed the world by being like everyone else. Dare to be you. Dare to lead.

Andrea Sanchez is IFMA's senior director of strategic communications and editor-in-chief for FMJ. She has been with the association since 2007 and has more than 15 years of experience in the communications and editorial field. Her passion involves social media, challenging status quo thinking and assisting others reach their full potential. In her spare time she hosts #DareToBe chat as @asanchez16 every Tuesday at 8 p.m. ET on Twitter. Sanchez can be reached at andrea.sanchez@ifma.org.

Asset vs. Facility management – spot the difference

Comparative Analysis of Professional Identity and Functions

By Deyan Kavrakov FRICS, CIPS

Asset Management has many roles and faces today. In modern business world, some are fascinated by its proliferation and complexity, similar to the admiration of a multitalented artist, who is all-in-one screenwriter, director and producer of the latest blockbuster. There are also others who view modern Asset Management as the mythical Hydra that has spread all over and hijacked various management disciplines. Then, there are the Users and Clients who are ... puzzled.

The evolution of Asset Management (AM), Facility Management (FM) and Property Management (PM) throughout the past three decades has led to significant convergence and integration of their professional functions and business concepts. A concise comparison of AM vs. FM current identity will be useful to clients or users of asset management services, as well as to professionals managing multiple physical assets and focused on integrating the built environment, real estate, infrastructure, technology and people.

Three major factors determine the differences between AM and FM:

- The asset types to be managed;
- The organizational/corporate goals of the asset's Owner/Investor;
- The assigned scope of responsibility.

First, let's highlight, that this analysis does not explore financial sector's wealth management; management of financial assets, cash and investments instruments on behalf of their owner.

Second, non-financial assets in any enterprise could be classified in two major categories according to their purpose of use:

A. Assets that are used to carry out primary business functions (real estate, production machinery and equipment, plant facilities, tools, etc.) They are within the scope of responsibility of AM.

B. Assets that are used in support business functions (buildings, transportation vehicles, workplace facilities, mobile devices, IT equipment etc.) They are within the scope of responsibility of AM and FM.

Third, physical/property assets are divided into two major types in accordance to their essential characteristic and function:

1. Immovable assets

- Vertical real estate (buildings) – office, retail, industrial, logistic, residential, public, educational, health care, recreational, sports, multifunctional etc.
- Horizontal real estate (facilities) – urban parks, playgrounds, sport facilities, recreation facilities, cemeteries, lakes etc.
- Infrastructure networks – power, water, sewer, transport, communication, irrigation, defense etc. (D. Albrice)

2. Movable assets

Physical assets, which are not permanently attached to the immovable assets – plant machinery, equipment, tools & instruments, vehicles, furnishings, electronics, IT devices etc.

Once the playground is set up, let us focus at the concise comparison between AM and PM.

Differences

Asset Manager (Physical Assets)

- For the Asset Manager the leading objective is maximum Return on Assets and Asset Utilization (rate)
- Asset Manager's scope of work are all assets utilized by both primary business and support business functions of company/organization
- Asset Manager's priority is to improve maintenance productivity and optimise equipment reliability as per Investor's production/primary business targets
- Asset Manager is focused on achieving Investor's profitability objectives while minimising assets' capital expenditures (CAPEX)
- Corporate social responsibility activities are out of AM's scope of work

Facility Manager

- For the Facility Manager the leading objective is optimal work environment
- Facility Manager's scope of work are all assets which support the primary business of a company/organization
- Facility Manager's priority is to improve the User's primary business productivity and effectiveness
- Facility Manager is focused on End User/Occupier workplace needs and demands while optimising operational (OPEX) and capital expenditures (CAPEX).
- Over 90% of corporate social responsibility initiatives are managed by FM

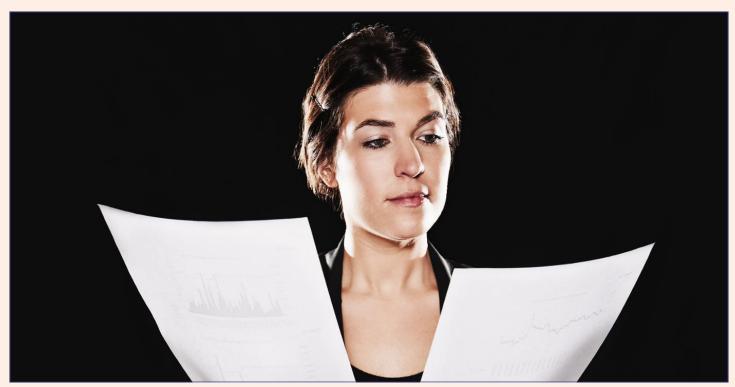The hierarchy of objectives and tasks is one of the major differentiators between AM and FM.

A. Client's Agenda and Priorities

The differences between the roles of AM and FM derive from the varying agendas of Investor/Owner and End User/Occupier, respectively their priorities.

Asset Investors prioritize their goals as follows:

1. Value – minimize Replacement Asset Value ratio (RAV), thus maximize Return on Net Assets (RONA)

Comparative Analysis of Professional Identity and Functions

2. Capital spending – achieve optimal Capital Expenditure level while balancing Risk and Performance

3. Operations & Maintenance – target optimal MTBF (mean time between failures) and maximize primary business process reliability

4. End user/Occupier – maintain effective User feedback in order to achieve the first three objectives.

Users prioritize their agenda in a significantly different order as compared to Investor:

1. End user/Occupant – ensure that FM services are optimal cost/quality ratio and directed to supporting high productivity of primary business processes and end users

2. Operations & Maintenance – operate and maintain the property/asset in support of the Occupier's core business activities and end users demand for continuous, effective and efficient workplace environment

3. Value – preserve and maintain the value of the asset/property based on whole lifecycle

4. Capital spending – secure optimal level of capital spending in order to achieve the first three goals

The hierarchy of objectives and tasks is the major differentiator between AM and FM.

In private sector, Asset Managers work for investors who own or lease real estate and assets for the cash flow from operating income and for the gain in value during their ownership term. Investors may consist of individuals, entrepreneurs, corporations, investment funds or a variety of trusts. In AM, the Client is the Investor, the User is the individual/organizational unit that utilizes the asset to perform primary or support business function.

Facility Managers work for the Occupants or Owners of real estate who own or lease their assets. They consist of private sector companies and individuals, public sector entities, central and local governments, NGOs. In FM, the Client is the C-suite (strategic level); the Customer is the corporate/organization unit that specifies and orders the facility services (tactical level); End User is the individual receiving facility services: employee or visitor of buildings/facilities (operational level).

B. Operations

On operational level, Asset Managers prime interest on a daily basis is in enhancing effectiveness and efficiency of assets performance and production processes, by systematic maintenance management and reliability engineering of physical assets. In AM, the complex equation of "realizing value from assets" while balancing "their associated performance, risks and expenditures over their life cycles" (J. Woodhouse), does not include management of services directed to the Employee, End User, Customer, Occupier.

Unlike Asset Managers, Facility Managers provide on a daily basis multiple services to the employees working in their sites and to visitors (or customers). On operational level FMs manage ever-growing support services in the areas of hospitality, accommodation, workplace, logistics, business services etc. I would point just few FM services that serve the employees, users and visitors: secretarial and reception services; help desk services; catering and vending; event management, provision of work wear, occupational health services, workplace design and ergonomics, signage and decoration, office supplies and reprographics, travel and fleet management, security, the full spectrum of business support services – marketing, legal, professional real estate services, accounting and many others. In other words, FM is directed to improving End User/Occupier productivity and provide adaptive workplace environment in order to meet the changes in competitive marketplace and stakeholders demands. Any visitor of a property/facility is within FM responsibility since he/she is an end user of FM services (not of asset management services).

At the end, on strategic level, both AM and FM target improving return on capital. AM's priority platform for achieving it is asset maintenance & reliability management; FM's priority vehicle for accomplishing it is facility & end user service management.

C. Decision Making in AM and FM

The systematic management of all decision making processes taken throughout the whole lifecycle of any asset is the cornerstone of AM. AM Decision Making consists of:

- Cost-based Decision Making

- Risk-based Decision Making

- Performance-based Decision Making

Balancing the trade-offs among Cost/Risk/Performance within the whole asset lifecycle lies in the core of AM. (And FM)

Actually, this is the fundament of any sustainable decision making on management level – regardless the industry or sector. The decision making process in FM though adds one more decisive component to the matrix – End User Service-based Decision Making.

D. Minimalist vs. Maximalist Approach

There are two modern approaches to AM (F. Schrodinger).

The minimalist concept views AM as a management tool enabling any business to plan for the replacement of its assets prior to them becoming obsolete or failing to adequately perform their functions. It is based on the capital maintenance of assets and reliability engineering.

The maximalist approach is encompassing and systematic. It considers assets in systems. And it is not limited to physical assets. People, information & data, finances, technologies, intellectual rights are all various asset types. They are highly interconnected and inter-dependent, so the optimal management of assets requires systematic integration. That is why the international ISO 55000 (0-2) Standards for Asset Management are positioned alongside a Quality Management System (ISO 9000), Environmental Management System (ISO 14000), Risk Management (ISO 31000) and OHSAS 18000 for Occupational Health and Safety. Would it be good practice to apply the asset management concept to any system in an organization – for example, to Human Resources? According to ISO 55000 the answer is yes, after all, personnel is an asset and HR management is a system. It will be interesting to observe how HR manager utilizes the whole lifecycle costing method and applies RAV to employees.

If you compare the European Standards for Facility Management EN 15221 (1-7), developed and published by CEN (2009-2013) to Asset Management Standards ISO 55000 (0-2), developed and published by ISO (2005-2014) it is clear that AM and FM functions, professional responsibilities and methods are comparable and similar to a high degree. The difference is in the scope of application – Asset Management is applied to both primary and support business processes, while FM is focused on support business processes.

> *"If the only tool you have is a hammer, all problems look like nails."*

E. Real Estate Asset Management

There is a field of AM, which is identical with Strategic Property Management (PM), similar to Corporate Real Estate Management and to Strategic FM. Real Estate AM is actually strategic property management of owner's real estate at investment level. Executed on strategic level, AM focuses on proactive, long-term financial planning, which includes investment analysis, operation analysis and the positioning of a property or portfolio of properties in the marketplace in accordance with market trends, conditions and investor profitability targets. (BOMA)

When the primary business of given company is real estate investment and management, AM is actually Strategic PM. It very important to underline that the investor/shareholder guiding principle is maximum ROI from a property or portfolio of properties from acquisition to disposition. In real estate business, the investor's horizon is not the whole asset lifecycle, but the predefined business lifecycle, which differs from whole lifecycle and includes profitable exit from the investment. Very often this business lifecycle is lease determined. In practice, Real Estate AM does not encompass operational responsibilities, like maintenance management or reliability engineering. Example: Occupant relations management and property operation are the core responsibility of Property Manager and/or Facility Manager. They are explored in depth in "Facility and Property Management – Find the Differences or the Points of Convergence." (Euro FM Insights, Issue 33, May, 2015)

The Common Ground

As management disciplines AM and FM have common fundament – the concepts of whole asset lifecycle and total cost of ownership. Asset Managers align assets with the primary production/service processes and set up return on assets targets for the whole organization/company. Facility Managers develop and implement the asset management strategy in all support processes to the primary business/organization activity.

The daily operations and responsibilities in FM and AM are alike to significant extent. On operational level FM and AM manage number of services in the areas of maintenance, operations, safety, logistics, and technical infrastructure. Both Asset and Facility Managers use shared management concepts like Asset Utilization Rate, Asset Register, Asset Replacement Value, Total Cost of Ownership, Criticality Condition Index; they utilize similar analytical techniques, methods, procedures, IT solutions. AM and FM perform corresponding management functions as strategic planning, risk management, service management, financial planning and control, performance management, quality management, change management, project management, energy management, outsourcing, benchmarking etc.

This brilliant thought by Ab. Maslow describes that status, which every manager would like to avoid. If we continue Maslow's metaphor, decades ago, professionals dealing with physical assets and the built environment had one heavy toolbox with instruments for problem solving and decision making. Nowadays, Asset Managers and Facility Managers use impressive, modern laboratory building of management, where everyone have to share versatile, but common tools, instruments and means. Differences arise from differing agendas and goals of the various stakeholders and the actual shareholders.

This is abridged version of the article. More detailed analysis is available at www.tcapital.bg

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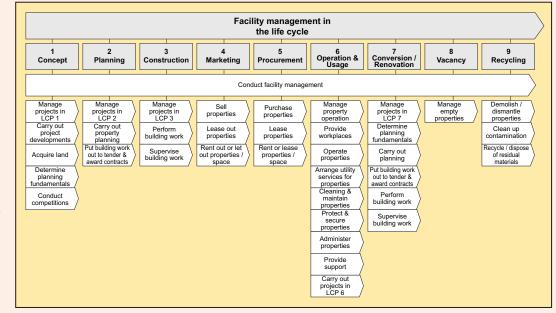
FM-3D in practice

By U. Glauche, A. Klein, H. Wündisch

The following article is linked to the article "Law in FM – What it was, what it is, what's coming?" (published in Der Facility Manager, March 2015) and explains the application of FM-3D and FM law using drinking water installations as an example.

The FM-3D process model (see fig. 4) was originally developed in 2012/2013 for the purposes of higher education, specifically for the FM master's program at the Technical University of Nuremberg. The starting point was a degree course with 20 lecturers, including 15 external lecturers, each of whom had their own view of facility management and their own opinion on how it should be taught. Coordinating the content of the program – including the tuition to be given and the

Life cycle phases with main FM processes from GEFMA 100

lecture notes – between the various lecturers proved to be difficult; the degree course was (and still is) highly fragmented into individual lectures with, in the opinion of the authors, no common theme running through the whole program and a lack of clear integration between the individual lectures.

A common frame of reference based on a specific management model – a master plan for the master's program, as it were - should help remedy this situation, but the previously known

and published models, when taken in isolation, did not appear suitable for this role. Various models were therefore combined as follows:

Model 1: PDCA cycle

The PDCA cycle model (fig. 1) is well established and has proved its worth as a fundamental model for a process-oriented problem solving approach. It may now be found, among other places, in the management system standards ISO 9001 and ISO 14001 ff.

Model 2: EN 15221 FM model

The FM model in EN 15221 (fig. 2) is characterized by multiple action levels where the various parties interact with one another:

Model 3: GEFMA 100

From the GEFMA model (fig. 3) we adopted the life cycle approach, which is considered to be essential for sustainability and for an understanding of the relationship between planning, construction and operation.

Result of the combination

The FM-3D process model now combines the main features of these three individual models:

- The sequence of Plan-Do-Check-Act process steps in every main FM process or FM sub-process,
- the (now five) action levels with the parties involved (incl. the legislature and the public authorities, so that significant attention is given to FM law), and
- the chronological sequence of successive processes in the individual life cycle phases (LCPs).

By depicting several PDCA cycles in an overall process chain extending throughout the life cycle, it is also possible to show more clearly that the results (output) of the processes in LCP 1 Concept are simultaneously the input conditions (input) for LCP

2 Planning, the results of Planning in turn form the input for Construction, the results of which represent the input for Operation, and so forth.

This also applies if the LCPs are broken down into their main processes, e.g. if LCP 2 Planning is broken down into the individual planning phases in accordance with the Fee Scale for Architects and Engineers (HOAI).

Application example: drinking water installation

The practical benefit of what might at first seem to be abstract, theoretical and scientific can be demonstrated quite easily using an application example, in this case based on the drinking water installation in a building:

The process chain starts in LCP 1 Concept and at the highest regulatory level of action. Here you can find the German Drinking Water Ordinance (TrinkwV) and, for the implementation of the project, DIN 18205 "Brief for building design" and HOAI Section 55 "Service profile of technical equipment", service phase 1 basic evaluation. Taking these regulatory provisions into account, the first results are worked out from the user requirements: a plan of requirements / specifications for the drinking water installation, which will serve as the input for the subsequent LCP 2 Planning.

LCP 2 Planning adds a large number of other standards and guidelines to be observed on the regulatory level, including DIN 1988-100ff, EN 806-1ff, EN 1717, DVGW Worksheets 551 and 553, VDI 2050-2 and VDI/DVGW 6023. The planning is carried out in accordance with the service profiles of HOAI service phases 2 to 5 (pre-planning to execution planning). Each planning

Fig. 1: PDCA cycle
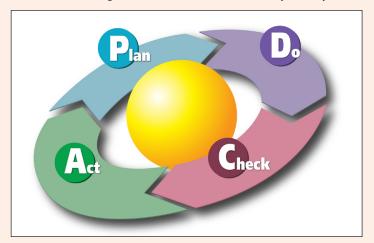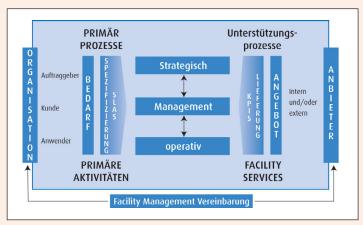

Fig. 2: FM model from EN 15221

FM-3D in practice

phase produces results and documents that are incorporated into the next phase or into the application for planning permission. The planning permission, with any conditions and ancillary provisions it may impose with regard to the drinking water installation, means that the public authority level is also reflected in the plan.

This is followed by the preparation of and participation in the process for awarding contracts for construction (service phases 6+7 of HOAI). The legal provisions governing the awarding of contracts must be observed in this respect. Important output documents include the award/ tender documents, the individual quotations, the price comparison list, the award proposal, and finally the contract and the documentation of the award.

LCP 3 Construction begins with the handover of the final planning results to the company performing the work, based on which the work/assembly plans will be drawn up. In this LCP, additional regulations apply to the performance of the work, such as DIN 18381 "German construction contract procedures (VOB) - Part C: General technical specifications in construction contracts (ATV)" or various specialist information from the National Federation of Plumbing, Heating and Air-Conditioning Companies (ZVSHK) and the Federal Industrial Association of Building Services (BTGa, formerly BHKS). The service profile of HOAI service phase 8 applies to the project/ construction monitoring, which takes place at the same time.

On completion of the installation, a leak test and initial hygiene inspection are carried out, any faults are corrected, the system is filled with water and the client is notified that the installation is ready for acceptance. In the period prior to acceptance, the equipment documentation (inspection documents) is handed over and the operating and maintenance personnel are trained, as also defined in DIN 18381 (VOB/C ATV).

The current planning and design rules for drinking water installations not only show how new equipment should be correctly planned and designed, but also describe the changes, in some cases significant, compared to common earlier designs, e.g. in the separation of drinking water and fire water systems, in the dimensioning of systems and system components, in the routing of pipework to prevent stagnation, in the materials used and many other points. In the event of certain changes to these recognized rules of engineering practice, the principle of grandfathering may be invoked, but not in cases in which the health of users is at risk.
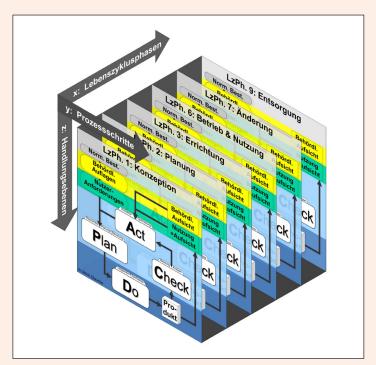
In LCP 6 Operation and Usage, additional relevant regulations will apply, e.g. VDI 3810-2 and – if requested – HOAI service phase 9 "project supervision/support". Sampling in accordance with Sections 14 and 15 of the German Drinking Water Ordinance is to be performed on a regular basis; according to DVGW Worksheet 551, for example, this may be divided into preliminary testing and, if applicable, further testing. Depending on the results of this testing, there are tiered action obligations (from the drawing up of a risk analysis, by way of disinfection, through to overhauling the entire system) as well as obligations to notify the supervisory authority (generally the health authority), with the possibility that this body may issue official orders or usage prohibitions (e.g. bans on users taking showers, which may last for several months, cf. Donaucenter Ulm).

In addition, the drinking water installation is to be maintained, e.g. in accordance with VDMA 24186-6 or AMEV Servicing Instructions 2014.

The advantages of the FM-3D model

The FM-3D model has the following advantages:

- In every LCP and in every main FM process, the relevant regulations can be identified and assigned to the processes.

- The role of the public authorities as licensing and/or supervisory bodies becomes clearer.

- The interdependence of the processes in their chronological sequence becomes clearer. For example, documents that are the result of a process can be clearly identified as being required as the input for the subsequent processes.
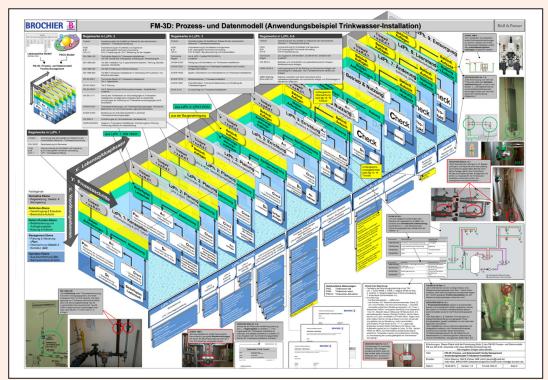
- In this way, the collection of all the documents for all the individual LCPs can be used to create consistent life cycle records for each trade.

- The collection of all the life cycle records for all the trades produces an overview of the data required for Building Information Modeling (BIM).

The above reflections on this particular application example have been represented in a diagram in A1 format, which can be downloaded free of charge on the Web. The link to this can be found at www.facility-manager. de/downloads

Further information:
www.FM-3D.de
www.betreiberverantwortung.info

Ulrich Glauche Dipl.-Ing. (Fh), Rödl & Partner; Anke Klein Dipl.-Ing (Fh), Brochier Gebäudemanagement Gmbh; Henning Wündisch (Attorney-At-Law), Associate Partner At Rödl & Partner. All three are lecturers in the FM Master's program at the Technical University of Nuremberg

FM-3D process model

Process and data model (using a drinking water installation as an application example).
Link for free download at www.facility-manager.de/downloads

DENMARK

Potential millions to be gained by using targeted portfolio strategies and consistent space management

By Preben Gramstrup, entrepreneurial consultant and owner of fm3.dk

There are millions of Euros to be gained by using portfolio strategies. The costs associated with devising portfolio strategies can be recouped very quickly. The 'only' thing you need is management – as in Facilities Management.

Portfolio strategy and space management: two sides of the same coin

The procurement and usage of real estate will be a major item in your organization's budget, irrespective of whether you own or rent. It is therefore often necessary, and indeed beneficial, to reduce costs and optimize usage. You can do this firstly by developing a portfolio strategy to make sure you have the right mix of buildings, and secondly by consistently implementing space management for the best possible use of each property.

While many companies focus on space management, unfortunately only a few ever develop a portfolio strategy.

But space management without a portfolio strategy is like setting sail without a map or a compass. You don't really know where you're going or how to get there. There are even cases of companies spending hundreds of thousands of Euros on properties that the organization does not (or should not) need.

Portfolio strategy following the financial crisis

The financial crisis has been hard on many companies. For the concept of the portfolio strategy, however, the financial crisis has been a 'blessing-in-disguise', since it has focused attention on the high costs associated with bricks and mortar and the running of buildings.

The Danish Building & Property Agency, which is responsible for the Danish government's property portfolio, applies a target figure of DKK 42,000 per workstation to cover rental costs, including utilities, but not including facility services such as cleaning, catering, reception etc.

An annual figure of DKK 60 to 80,000 per office workstation for all FM costs is not unusual – see the survey at www.fm3.dk/husleje. Multiply that by 2,000 employees for a large company or by 5,000 employees for a municipality. That equals DKK 120-160 million for the company, or DKK 300-400 million for the municipality. This means that billions of kroner are spent every year on property expenses, so even a saving of a few percent would represent a considerable sum.

Effective portfolio strategies cut costs by at least 15%

The good news is that an effective portfolio strategy can significantly reduce costs.

A municipality in Zealand needed to cut 10% from its annual property management budget. They could have chosen to use the 'lawnmower method' and just cut expenditure by 10% across the board, but instead they decided to call in outside assistance to help them develop a portfolio strategy for reducing the number of m². Every square meter less means a 100% saving in terms of running, cleaning and maintenance costs – at least for that particular square meter.

Even at the outset, the municipality could see that there were big differences in the number of m² per user within the same type of agency and building. Although some of these differences could be explained by the agencies' locations – agencies in cities typically had the most users per m² – they were primarily the result of a lack of focus and interest. In a municipality (as in many other large organizations), the users perceive buildings and square meters to be a benefit provided free of charge and do not focus on optimization.

However, after developing and implementing its portfolio strategy, the municipality obtained a number of benefits:

- Approx. 25% reduction in floor space, as a result of a decrease in demand due to falling population figures and fewer 'idle' areas

- Annual operating savings of approx. 18% (the municipality did not include rents for its own buildings in its expenditure, otherwise the savings would have been significantly higher)

- Savings of tens of millions of kroner on the maintenance of buildings that have now been removed from the portfolio

- A generally better quality and state of repair of the remaining buildings

Process for establishing a portfolio strategy

The steps we went through in the Zealand municipality to establish a portfolio strategy were:

- Overview of all the properties, including state of repair, size, location, current use

- Overview of the actual need (typically lower than the perceived need) for the premises for the various types of agency and administration, including furnishing requirements, demographics, geography and usage profiles

- Overview of the suitability of properties for a specific purpose: education, care for the elderly, office space, sport or multifunctional use

- The setting of floor area targets for various activities and patterns of use

- Determining the necessary quality levels for the properties, e.g. condition, energy, services

- The organization of data collection and structuring, so that data can be used for both internal and external benchmarking

- A number of concrete proposals and business cases for improving the operational efficiency and utilization rate of the more than 150 properties in the municipal portfolio

- Incorporation of the portfolio strategy in budget procedures

The period required to recoup all the costs of developing the portfolio strategy could be calculated in weeks rather than years!

Portfolio strategies and space management – no gain without (slight) pain

Portfolio strategies and space management also require a change in thinking and habits. It is a question, among other things, of doing more in less space – or of using the same space more and for a longer part of the day.

The challenge is that many organizations do not optimize their spaces in line with changes in the organization's needs. We are usually good at formulating new requirements when the need increases, but we are very reluctant to downsize when it goes the other way. We use the space that is available, even when the number of users or activities is falling.

This means that the space will, at best, be used inefficiently, and in the worst case will be used for the wrong purpose. Similarly, the associated services will not provide sufficient support for activities, users or employees.

Portfolio strategies enable us to analyze the need and assess, among other things, whether the property is even required at all. The main focus of space management is to look at the utilization rate of the building with respect to its primary purpose. A building's primary purpose is that for which it is actually being used, e.g. office space, production, sales premises, education, childcare or care of the elderly.

Experience suggests that it is beneficial to reduce the number of secondary areas in a building, such as storerooms, corridors, cloakrooms etc., and convert this space to areas that can be used for the primary purpose.

In many buildings, the primary area constitutes 45-55% of the gross floor area, i.e. only around a half of the building's total area. Efficient space management can increase the proportion of primary areas to 60-70%. There still needs to be corridors, restrooms, equipment rooms etc. in the remaining 30-40%.

An improvement of 10 to 15 percentage points means, for example, that a municipality with 200,000 m² can free up around 25,000 m² of floor area, which can now be used and optimized for the building's primary purpose, instead of being useless and expensive idle space. Changing from secondary areas to primary areas is also considerably cheaper than constructing new floor space. Typically, it costs only a fifth as much as a new build, because you already have the building shell and the basic facilities in place.

Abandon old ways of thinking and prepare for change

Opportunities, growth and needs are constantly changing. It is therefore an ongoing challenge to adjust budgets, to match the requirements to the buildings, to convert areas to other uses, to adapt utilization rates and to address changing needs.

For this reason, it is a good idea at all times for the organization to have a rolling five-year action plan and overview of anticipated needs alongside its portfolio strategy. Both the worst case and the most optimistic scenarios should be carefully considered.

Based on a rolling overview of needs and capacities, the organization can assess how the properties at its disposal can best be utilized right now, and how they can be optimized over time, depending on the actual situation.

This requires sober and objective analysis, leaving old ways of thinking behind.

And it requires management – as in Facilities Management.

Automatic Space Optimization – a contribution to efficiency and sustainability

By Prof Dr Michael May

Motivation

Cost reduction in and by FM is a major concern. While energy consumption is on the agenda everywhere, an often overlooked but much larger potential lies in the efficient use of available space. Space allocation is tedious and a great challenge to FMs, but one with considerable economic impact on the entire organization. Currently, this endeavor is approached manually by using CAD and related systems, and spread sheets at best. The results are questionable and far from optimal due to the tremendous complexity involved in the task. Experiments have shown that people are not able to solve this task even for moderately sized problems in a close to optimal manner and within an acceptable time.

The Challenge

The inherent mathematical problem in space allocation is a modified Quadratic Assignment Problem (QAP), known as one of the most intricate discrete optimization problems. To date, there are no algorithms that can solve this kind of (NP-complete) problem in an efficient (polynomial-time) and optimal manner. Hence, it is necessary and accepted by the scientific community, to develop heuristic algorithms to tackle the problem. Consequently, the challenge in our research was to develop heuristic optimization procedures that can run on a standard PC or notebook within minutes. Usually, supercomputers or computer clusters are used to solve these optimization problems in an exact way for a very limited problem size (e.g. the number of objects to be allocated).

It is a challenge to develop new technologies that assist in this complex optimization process, considering that much of the information needed (especially supply data) is already available in CAFM/IWMS systems, thereby increasing the benefit of those systems.

Approach

In our research we followed a strict path from problem analysis to prototype implementation that later on resulted in the development of a product:

- Problem analysis (literature review)
- Study of current practices to solve the space assignment problem interactively or manually (in large organizations)
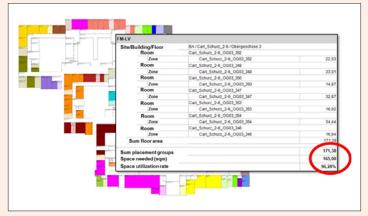- Testing manual approaches with 60+ master students in different countries

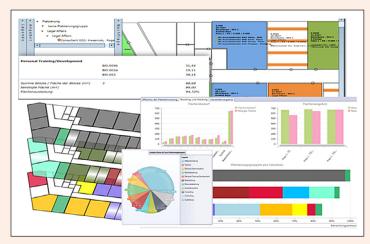*Figure 1. Display of allocation results with a space utilization rate of 96.28 %*

Figure 2. Graphical and textual reporting

- Study the capabilities of CAFM/IWMS systems and identification of shortcomings regarding space assignment
- Mathematical modeling (e.g. modification of the NP-complete QAP and the All-Pairs Shortest Paths problem)
- Algorithm design
- Implementation
- Pilot (benchmark) tests, evaluation, adaptation
- Rollout, first practice projects (public and private sector)
- Interfaces to CAFM/IWMS systems

The R&D effort was especially motivated by the shortcomings of current practices and IT systems. The results of the students' tests also indicated that people are unable to cope with the complexity of the task. No single student was able to even provide a feasible solution to a comparably simple assignment task (two floors, nine different departments, and a number of constraints) within a time frame of two hours. This supported our experience that manual solutions (even if supported by existing interactive (not automatic) technologies like CAFM/IWMS are far from optimal and take enormous amounts of time and cost.

Procedure

Consequently, we developed a novel approach toward automating the solution of this difficult assignment task. In a joint research effort the University of Applied Sciences HTW Berlin and the ReCoTech GmbH have developed new mathematical models and procedures that allow automated space optimization in large real estate portfolios. The procedure assigns departments and people to available spatial resources (in one or more buildings) while taking into account constraints like shortest distances and adjacencies of organizational units. The technology enables the user to generate different variants of space allocations and to evaluate their quality based on criteria such as reduction of cost, time, number of necessary reallocations, and/or communication traffic. In this

way, valuable space is recovered and made available which was previously underutilized and overall space is used more efficiently in general.

With this technology, cost and carbon reductions can be achieved easily. The approach is independent of any specific IT system such as CAFM, IWMS, GIS or ERP and uses standard data formats. The proven economic benefits are impressive and very often unexpected by the user.

Initial Data

We developed a very flexible interface technology that enables the import of so-called supply data from any structured data source. Graphical data (e.g. floor plans, room zones) may come from CAD/BIM, GIS or CAFM/IWMS systems whereas textual data (e.g. areas, organizational structure) can be provided by database systems, spreadsheets, ERP or CAFM/IWMS.

Demand data must be derived from interviews inside the customer organization. This concerns, among other things, the space requirements of the organizational units, specific constraints (e.g. pre-allocation), and the intercommunication needs between units and/or persons.

Semi-automatic procedures transfer the initial data from the various sources into the format needed for the optimization.

The Mathematical Problem

The allocation problem belongs to the class of layout/placement/location problems which is about assigning a certain number of objects in an optimal way to a number of locations/facilities, with regard to the constraints and relations between the objects to be placed.

Mathematically the QAP reads as follows:

Let $o_1,...,o_n$, be $n>1$ objects (e.g. persons/groups, facilities), which are to be assigned to n locations (e.g. areas/groups of rooms) $v_1,...,v_n$, the transportation volume (e.g. also communication flow) c_{ij} between the objects o_i and o_j and distances d_{kl} between the locations v_k and v_l, i.e.

The social contract

By Elisabeth Jeffries

Since the passing of the Public Services (Social Value) Act requiring public authorities to incorporate economic, social and environmental wellbeing into services contracts, FM providers are doing more to get involved with local communities. Elisabeth Jeffries reports.

The venue is Copper Box Arena, host of handball and modern pentathlon fencing during the 2012 Olympic Games.

It is sports day for London hospitals in the Barts Health NHS Trust. This includes not just its own staff – it's open to residents in the area to promote healthy lifestyles. An FM team is on hand to make sure all goes well, but it is not running the facility. It has sent in a team to compete. More than 150 Skanska employees and family members attended the event on 9 August 2015.

FM involvement in client socials is not new or unusual. But the Skanska FM group's fixture went further than that. It was an effort to participate more closely with the local community, an example of some of the relationships evolving as more FMs introduce outreach programmes to their contracts. Rachael Baldwin, sustainability manager for Skanska's FM arm, says the company's community engagement through clients has been increasing noticeably.

"This is only the first year we've done this type of activity – something like the sports day. This has gradually increased over the last five years. The difference is our partnership approach. It had usually been that, as far as community engagement is concerned, we helped with training young people on site. It was very transactional – we just had a list of requirements to follow."

Now, she says the company is developing its connections with the community around the hospitals more closely. As far as local government

contracts are concerned, legislation passed during the coalition government is one major driver.

"The Social Value Act is an agenda item now. Clients are becoming more informed about it and are asking for it. It's a combination of legislation and social demand. It's a new aspect of contracts compared with 10 years ago, when we focused on delivery of compliance/best practice," she explains.

The Social Value Act, she says, is driving change. Passed in 2013, it may not yet have matured across the market as a motivator of corporate social responsibility. Its wording is

rather generalised. It requires "people who commission or buy public services to consider securing added economic, social or environmental benefits for their local area". Nevertheless, leading names in the FM field are starting to use it as a competitive differentiator, among them Skanska, Amey and Interserve. "It's becoming a measured part of our presentations internally. We have a list of questions, 3-5 per cent of which are weighted for social value. It may not sound that much, but there was nothing there at all two years ago," says Baldwin.

Amey's strategy communications

Social 1 (Credit: Peter Greenwood)

Automatic Space Optimization – a contribution to efficiency and sustainability

$dkl = D(vk,vl)$, where D denotes a distance measure (metric).

We seek a cost-minimal assignment of the n objects to the n locations:

$$\min_{\pi \varepsilon S_n} \sum_{1 \le i < j \le n} c_{ij} d_{\pi(i)\pi(j)}$$

where p denotes the set Sn of all permutations of $\{1,...,n\}$. The goal function results as the (double) sum of all weighted distances between the communicating objects, where the weighing factor cij describes the communication volume or the communication intensity between oi and oj.

The complexity of this problem results from the combinatorial explosion of assignment possibilities (permutations). Exact algorithms that basically just enumerate the variants already fail for moderately sized problems. With 70 organizational units, representing a typical real problem size, the number of the possibilities rises to an incredible 10^{100}. To compute the optimal allocation by an enumeration procedure would take at least 10^{76} years with the currently fastest supercomputer!

According to state-of-the-art mathematics, no algorithms currently exist that can solve such (NP- complete)

problems exactly within acceptable (polynomial) computing time, hence, the acceptability of developing efficient approximate (heuristic) algorithms for this class of mathematical problems. The QAP is a simplified version of the space allocation problem under consideration in this paper.

Solution

First, the demand and supply data had to be modeled. Digital floor plans from CAD/BIM or CAFM/IWMS sources were converted semi-automatically into space graphs. A space graph models the topology (relative position and accessibility of the rooms) even throughout the borders of floors and buildings. Intercommunication between units was displayed in adjacency graphs.

Forming space blocks and employee groupings of manageable size enabled an iterative procedure, allowing an allocation on the site level as well as on the floor level. This approach made the task tractable and resembled strategic human thinking and problem solving.

It was then possible to determine the real distances between any two rooms (all-pairs shortest path problem), which obviously differs greatly from the "normal" (Euclidian) distance.

The organizational structure was then automatically mapped onto the spatial

structure taking into account a number of constraints (pre-allocation, buffer spaces, number of moves, etc.).

Results

The novel space optimization technology (recotech) was able to quickly generate alternative allocation variants. With the possibility of assigning individual priorities/weights to optimization criteria, such as

- Occupancy rate,
- Compactness, and
- Communication intensity

the user could influence the optimization result. The task of the user would simply be to choose their "best" variant.

Application projects range from industry, universities, and hospitals to the public sector. In all projects run so far, the space savings were about 10% to 30%! Space standards were not lowered in any case.

Figure 1 shows an automatically generated allocation variant in graphical and textual form. In this case (Administrative District of Berlin-Spandau) the benefits read as follows:

- Vacation of two buildings (totaling 5,500 m² GFA)
- Savings of about € 650,000 p.a.
- Savings of an otherwise necessary investment into infrastructure of €350,000
- Reduction of carbon emissions by 261,000 kg/year

- Updated space requirements and standards
- Transparency of space utilization

These savings are in comparison to the relatively minor costs of €100,000 incurred from the necessary moves.

Easily understood graphics, selected KPIs, and comprehensive reporting tools support the user in comparing scenarios and making the final decision (Figure 2).

The results can be handed over to CAFM/IWMS systems to be used in subsequent processes such as detailed move planning.

Several interfaces to standard CAFM/IWMS and ERP systems have been implemented. Besides the immediate economic benefits, the objectivity of the results must be emphasized.

In our opinion, there is hardly any other measure that guarantees a more immediate and efficient reduction of cost and carbon footprint of buildings than space utilization optimization. Actually, the most sustainable building is the one you don't have to build because of efficient use of available space.

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The social contract

manager Ray Bains suggests that social engagement has become a much more important aspect in one of the company's key FM accounts. Known as the tri-borough contract, it is a 10-year agreement including TFM with the three London boroughs of Hammersmith & Fulham, Kensington & Chelsea, and Westminster. "Government and local authorities are asking for social value – FMs now have to come with a social value element," he says.

The contract includes a range of social value activities taking place under an ambitious agenda: to support the [local] authorities and build a strong local economy by supporting young people and assisting long-term unemployed into work; regenerating local communities; and supporting local community groups. Moreover, the company says one its company's key performance targets is to reinvest 3 per cent of its profits in supporting communities and people.

This includes providing employability 'passports' to students to help provide them with skills they can use in the workplace and helping 100 people with physical and intellectual difficulties back into work. It means providing work experience for school-leavers, recruiting apprentices and refitting charity project facilities. Some of this work is done by partnering with a charity in the three boroughs. Employees also take time off to volunteer as mentors.

Plaster for austerity?

Equally, the Skanska healthcare FM contract includes elements previously absent from similar contracts. "With this type of FM we are moving more to helping people with long-term

goals and towards preventative care. We are also providing apprenticeships and helping actively with early career development too. Previously this was for human resources only," says Rachael Baldwin.

Other activities include building stronger links with primary schools, spending time showing children round plant rooms and planting trees. "Engineers and the other different FM trades go to trade fairs. Children don't just see HR managers, but people who do the actual work," she says.

For Amey, Ray Bains indicates a potential expansion in the contract could mean a further strategic impact on communities, as it is possible several more boroughs could be integrated into the contract.

"This means our social value impact will expand and have a greater impact across London. So, for example, we will have over 1,000 staff in London on the contract to which we can volunteer their community days to support charities or take part in CV writing workshops" he says.

On a corporate level, it sounds very worthwhile and certainly beyond the ordinary traditional scope of FM professional activity. But it is hard not to see this as a sticking plaster following the extensive government austerity programme. This has driven local authorities to cut thousands of jobs across the country as part of an outsourcing policy. As Bains says, part of his company's task is to help the unemployed find jobs.

But there are signs that the FM strategy may be broadening in both the public and private sector as the state narrows its control across the many counties cutting back on public expenditure. This gives more responsibility to the corporate and third sectors. Among the innovations that

could affect FM involvement with the community on both a strategic and a day-to-day level is the Government Soft Landings (GSL) policy.

Although initially aimed at public sector contracts, its influence could extend to the private sector. The greater focus on buildings and estate users to improve asset performance could mean more FM involvement with people beyond the client's employees or tenants. BIM will progressively be used as a data management tool in the process.

But FMs take different views of its influence. "BIM is data-led rather than estate user-led. A building retrofitted using BIM produces a lot of data used to monitor buildings services; it would just be about what you find in the data," says Ray Bains.

But Howard Jeffrey, BIM specialist at Skanska, takes a wider view. The post-occupancy evaluation (POE) in particular could, he says, affect the FM role. Once problems had been identified, it could extend the FM interaction with estate and building visitors and be used to inform better future design. "There's a perception that FM is about fixing things. But GSL is saying that there should be an explanation to the users of the building of what they should be doing… that's one of the roles of FM, to get close to the people using the buildings."

As an example of potential changes to the FM role, he points to conflicts that can occur between some building functions. One concern is the need to create a secure building without being invasive or making people feel unwelcome. Most buildings or estates need a thoughtfully designed and welcoming access point, especially if they are used by the local community. But conflicts in this area could require greater engagement with people beyond the immediate confines of the client.

Schools are a case in point. "An issue arising in school entrances has been having two doors creating an 'airlock' area that really has to be supervised most of the time. Staff can swipe in and go through, but do they or can they always challenge people following through?" he says. Children and visitor access has

to be managed, as does out-of-hours access to community rooms. Typically, this falls on admin or teaching staff who may not have envisaged this as a routine commitment. "This is not an FM function per se," says Jeffrey, but it could mean an extension to the job description.

"There will be a lot of complaints which the POE will identify. A spread of different people could be responsible for responding depending on the setup. Historically, people had services in-house and are now privatising them, and FM can be quite a good way of offloading in-house services. There are different combinations and permutations," he says.

FM's public role

Certainly, it makes sense for FMs to gear up to a more public role as the procurement climate changes. Companies tend to have separate community relations teams dealing with new build. But efforts to develop more holistic design practices are likely to broaden the FM task beyond the initial construction, extension or major retrofit phase. The start of a trend is visible, but it is too early to draw conclusions. As far as community wellbeing is concerned, some campaigners express doubts about these governmental initiatives.

Among them is Pooran Desai, co-founder of Bioregional, a non-governmental organisation working on sustainability in the built environment. He believes new local council responsibility for public health since the Health and Social Care Act 2012 "is a massive opportunity to improve people's health". But he considers public procurement programmes a poor answer in a dysfunctional property market. "It's a fragmented industry with systemic problems about how buildings are organised. Adding more procurement policies and laws adds more complexity and doesn't solve the problem. You need a different philosophical approach to community building."

Social 3 (Credit: Peter Greenwood)

Social 2 (Credit: Peter Greenwood)

Chairman's report

Chairman's report after the EFMC in Glasgow and the EuroFM Members Meeting in Milan, October 28-30, 2015

Prof. Ron van der Weerd
Chair EuroFM

After a good EFMC in Glasgow from June 1-3, with around 450 partici-pants, we had a wonderful EuroFM Members Meeting in Milan from October 28-30. It was wonderfully organized by the Italian Chapter of IFMA under the inspiring leadership of Mariantonietta Lisena, the Managing Director of IFMA Italy.

Based upon the "FM Leaders Conference" (a gathering of leading persons within FM organizations in Europe) that was hosted by RICS in London in October 2014, we have been working since the Hague EuroFM Members Meeting in February 2015 on keeping the positive energy flowing. We decided to make a special effort within EuroFM to keep all these FM leaders together so that we could learn from each other and improve our objectives for benefit of our association members. A special task force (from the PNG, ENG and RNG) has since then been working on a slightly different way of organizing the members meetings, which was first put into practice in Milan. Basically, the new arrangement looks to implement more workshops, more interactive presentations by members and is asking for more input from participants. In Milan, there was even a "competency bingo event" that was won by Susanna Caravatti, Ab Reitsma and Aad Otto.

According to the feedback, the new set-up has been well received by the participating members.

This new arrangement was combined with the second edition of the European Leaders Conference. A survey was sent out to members in order to collect information and data for the conference and it resulted in a so-called strategic goals document. In this document we are describing what kind of activities, projects and services EuroFM is offering and working on together with members and other stakeholders.

With the results of the survey, the strategic goals document and the input from participants during the meetings with leading persons within FM associations, we created a list of items, topics and challenges that are of common interest to all associations. By having these meetings separated from the general agenda of the Practice Network Group, we have created an environment where association matters can be addressed in an effective way. It was not so much the practice of FM that was discussed but the governance, managerial and leadership issues to be tackled by an association seeking to fulfill the needs of its members. We all know that the world is quickly changing, especially with the use of social media, webinars, virtual meetings, and MOOCs, while everything is just a Google search away. This is the reason that a lot of associations are rethinking the way they can better serve their members. Within this process, it is important to remember that you can learn from other associations.

We agreed that we will have an associations' meeting at every EuroFM Members Meeting and that we will focus on some current challenges still requiring workable solutions.

The next meeting is scheduled for Stuttgart, Germany in February 2016 and will be hosted by Duale Hochschule Baden-Württemberg (DHBW).

Knowing Professor Klaus Homann, the Department Head for Business Engineering and Facility Management at DHBW, I am sure that we will once again enjoy a great and very well organized Members Meeting. In February, this meeting will run in conjunction with the EuroFM winter school. And yes… a side-event trip to the Porsche factories is already planned.

The EuroFM Members Meeting in Milan was really perfectly organized by IFMA Italy at the beautiful venue of the International University for Languages and Media (IULM).

We are grateful to them and our sponsors CBRE and ISS.

IFMA Italy, IULM, ISS and CBRE: THANK YOU!

The meeting in Milan was not just very good but it also served as an appetizer for the EFMC 2016 that will be held in Milan on June 8 and 9. A very enjoyable appetizer! So, we are all now looking forward to Stuttgart and Milan.

See you all there!

Ron van der Weerd, Chair of EuroFM

Mister FM – 80 years young

For many of us who know our honorable member Olav Egil Saeboe, it may come as a surprise that his birth certificate gives away that he is 80 years old. To us he is Mister FM Norway but in EuroFM we also claim Olav to be "ours". His many years of commitment to EuroFM and his leading role in the European CEN and international ISO standards make him a truly international contributor to the world of FM; so, Mister FM seems to be an appropriate title.

His experience in FM is long and varied. It all started with an education in the army and continued with facilities management of banks, hotels and other real estate. In recent years he has been working as an independent consultant for his company, Pro-FM. Those who have been lucky to work with Olav, know him as someone who is thorough, clear thinking, and passionate about strategic FM as well as a well-respected ambassador of FM. He has, with his wit and warm personality, helped associations, education institutes, companies, and projects to develop in a productive manner. But he is also good for a critical comment. There is always something that could be better in the eyes of Olav and this keeps us on our toes.

Olav is an inspiration and a dear friend. Congratulations Olav! Many thanks for your solid support to EuroFM throughout the years.

On behalf of EuroFM
Susanne Balslev Nielsen

EuroFM Reports

Practice Network Group

Karin Schaad, Chair

In the last issue, we were still getting ready for the Members Meeting in Milan. This event is already history and I dare say that the attendees took full advantage of an interesting program with good presentations and lively discussions within their network groups. On the second day of the meeting, the matchmaking and brainstorming session was very well received and especially the icebreaking "Competence Bingo" was a lot of fun for everyone involved. The idea was, of course, to encourage members of all three networks to actually get out of their comfort zones and specializations, and find out how they can each bring value to the other groups by sharing knowledge and collaborating on common projects. To this end, there were several short presentations demonstrating what such projects could be and how the work could be set up to benefit all parties.

Looking back, a lot has been achieved in the past year. The following issues are but a few of our recent accomplishments:

Video "Women in FM"

At the Members Meeting we were able to proudly present the completed "Women in FM" video. The project started as an idea after the "Women in FM" panel discussion, which was held at the EFMC in Glasgow and followed in the footsteps of the American series "High Heels and Hard Hats". The four female panelists and their moderator all hold FM jobs in senior management positions. Their presentations and the following discussion about their careers and the challenges they encountered and overcame were so inspiring that actually one of the male spectators insisted that this should be filmed and made available to young women in the FM profession. And now, just a couple of short months later, there is an equally inspiring and motivating video of the same women available on the EuroFM website and YouTube for all interested parties to download and share. A big "thank you" goes to our panelists, but also to the EuroFM Team for making this possible in such a short time span!

Site Manager Certification

Since the start of the Site Manager Certification in Austria in September 2014, several additional country associations, such as Bulgaria, Italy and Spain have now joined the program. Others have already expressed their wish to do so in the near future. The Pan-European Site Manager Certification is a way for associations to offer a European quality standard for FM professionals and to generate income which can then be reinvested to the benefit of their members. For FM professionals, the certification is the chance to be assessed and obtain proof of their FM related skills, which will also be of added value to their employers.

Internship Program

The Internship Program for FM students was initiated by various parties earlier this year and later discussed in both the Education and Practice Network Groups. The EuroFM board has now decided to further promote this program by facilitating the setting up of a platform where interested companies can post vacancies or job offers and students or placement offices can search for internships or jobs. With the approval of the EuroFM board and of both Network Groups, this project will now be moved forward by putting together a taskforce to decide on the next steps and work out the details.

European FM Leaders Conference

After the European FM Leaders Conference in London last year, which was initiated by the Dutch FM Association, a new installment was held at rather short notice during the Members Meeting in Milan and was incorporated into the Practice Network Group's Meeting.

While there was a lively exchange in the afternoon of the first day, after the General Members Meeting, several conclusions were reached and a task list was developed for further meetings. These should stand alone and provide the Leaders of the European FM Associations with a foundation on which to exchange ideas and data, and discuss association related issues. If possible, this Conference should be added on to the Members Meeting twice a year and allow FM Leaders to fly in and out on the same day if they so wish. Agenda points will be collected from the group members in advance and an agenda will be sent out in due time to allow for attendees to schedule the meeting and prepare for the discussions. In addition, a section will be set aside on the EuroFM website for associations to enter information about their structure and contact details thereby facilitating access and better networking possibilities. We will prepare a template as soon as possible to make sure information about the associations is homogenous.

So, from my perspective, things are really moving along and I am very much looking forward to seeing even more progress in the field of FM in the time to come.

Please do not hesitate to contact me at karin.schaad@bluewin.ch if you have any suggestions or complaints concerning the Practice Network Group, the PNG program or anything else related to it.

I wish you all a wonderful holiday season and look forward to seeing you again at the Winter School in Stuttgart!

Education Network Group

Pekka Matvejeff , Chair

After the success-ful London meet-ing last Fall, EuroFM Educa-tion Network Group has put lots of effort into fulfilling the needs and aspirations of our members. The efforts were concret-ized 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 leading Research Network platform in the field of Facilities Management

The leading Research Network platform in the field of Facilities Management

The Members Meeting in Milan has just finished and it is a very satisfied Chair of the Research Network Group who is reflecting on the event. Our group, comprising 17 researchers, had the opportunity to participate in the Milan meeting, which had a general attendance of more than 50 participants in total. This Members Meeting was planned to support the interaction between practitioners, researchers and educators and therefore the time devoted to individual networks was reduced. This worked well for us as researchers because it was interesting and relevant to hear what others were doing and intellectually stimulating to discuss how our association could develop further. One reason for this is that most of us are not only researchers, we are also educators and consequently, looking for inspiration and collaboration opportunities.

In my view the benefits of participating in the Members Meeting are: 1) the unique possibility for gaining an insight into FM in other countries; 2) to find collaboration partners; and 3) to develop an international profile. With regard to FM, we are a leading European network and together we can move the academic body of knowledge, content of education, and FM practices, provided we practice relevant knowledge production and appropriate knowledge sharing. This I find is strongly motivating.

With this said, there are also signs that the planning for an engaging Members Meeting should not be taken lightly. At least six senior people, from what I consider the RNG core, did not attend the meeting. This was mainly due to other commitments but perhaps also because the agenda and the expected outcomes were not attractive enough. So again, the preparation of the Members Meeting is not an easy task and should be carefully planned. I am, however, not at all worried about the RNG because activities are also taking place outside the Members Meetings, such as, researchers participating in each other's PhD evaluations or forming partnerships for research projects.

The Milan meeting was another step towards bringing practice, research, and education together and we improved our ideas of how to make the interests and skills more easily accessible for EuroFM members. The RNG is in a good state and I was very pleased to welcome those that participated in the RNG for the very first time. Once again, welcome!

To be recognized as the leading Research Network platform in the field of Facility Management where industry and academia researchers alike share their passion for improving the management of buildings and supporting the well-being of those who occupy them.

Roberto Valle, Ph.D. student at the Norwegian University of Science and Technology (NTNU) articulated this nice formulation of the vision of the EuroFM research network group at our meeting.