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TO REDUCE
OPERATING
COSTS **38**

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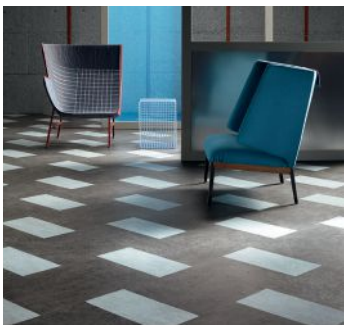
20 the workplace game **26** the cry for think time



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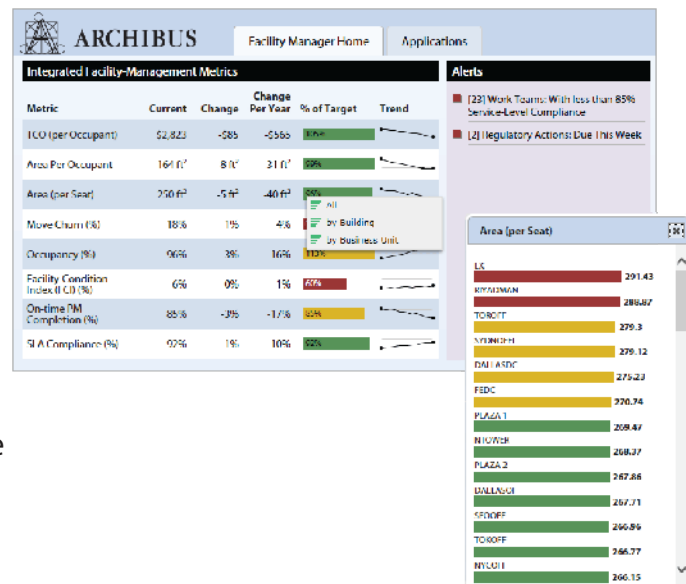
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BEHIND THE COVER: *Printing processes precisely align four color plates – cyan, magenta, yellow and black, or CMYK – at different individual intensities to create thousands of other colors. Like the dollar signs on this issue's cover, finding the balance in aligning your facility and business needs to create a clear approach can lead to endless possibilities.*

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ALIGNING FACILITY AND BUSINESS NEEDS

USING CAPITAL EXPENDITURES TO REDUCE OPERATING COSTS

// ED ZIELINSKI

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IFMATM
International Facility Management Association
Empowering Facility Professionals Worldwide

ABOUT IFMA

IFMA is the world's largest and most widely recognized international association for facility management professionals, supporting 24,000 members in 105 countries. The association's members, represented in 134 chapters and 17 councils worldwide, manage more than 37 billion square feet of property and annually purchase more than US\$100 billion in products and services. Formed in 1980, IFMA certifies professionals in facility management, conducts research, provides educational programs and produces World Workplace, the world's largest facility management conference and exposition. To join and follow IFMA's social media outlets online, visit the association's LinkedIn, Facebook, YouTube and Twitter pages. For more information, visit the IFMA press room or www.ifma.org.

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*Check out the interactive version of FMJ, featuring **videos, online extras and more!** FMJ can also be viewed on mobile devices.*

THIS ISSUE

The online version of the publication includes interactive resources.

- **VIDEO:** “What is Gamification?” to accompany “The Workplace Game” (p. 20)
- **ARTICLE:** “Is The Open-Office Trend Reversing Itself?” to accompany “The Cry for Think Time” (p. 26)
- **VIDEO:** “Lynda Ellis, CEO of Capitol Concierge, Interview” to accompany “Occupant Satisfaction and How to Achieve It” (p. 31)
- **ARTICLE:** “The Seven Steps to Strategic Facilities Capital Planning and Management” to accompany “Aligning Facility and Business Needs” (p. 38)
- **PRESS RELEASE:** “Energy Department Launches Better Buildings Alliance Indoor Lighting Campaign for Commercial Buildings” to accompany “Interior Lighting Campaign: Lighting Efficiency Options for the U.S.” (p. 44)
- **VIDEO:** “IFMA Facility Fusion 2015 Orlando Video Highlights” to accompany “Facility Fusion 2015 Highlights” (p. 50)
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SOCIAL MEDIA



To join and follow IFMA’s social media outlets online, visit the association’s LinkedIn, Facebook, Twitter, Flickr and YouTube pages.



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TheFMJ



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EDITOR'S COLUMN

ANDREA SANCHEZ
Editor-in-Chief
Facility Management Journal



IN THE LAST ISSUE I HIGHLIGHTED the importance of people; how members are the heartbeat of our association. In the eight years that I have been with IFMA I have yet to meet a member who is not passionate about what he or she does.

Among the many who come to mind, they all share one thing: the drive to do more. Whether it is authoring a record number of FMJ articles, starting a global community of practice to enhance knowledge sharing or leading efforts in their local chapter to promote facility management in high schools, IFMA members exceed expectations.

It all starts with one idea

Exceeding expectations is not as difficult as people make it out to be. The difficult part is breaking from the comfort of routine. It all starts with changing how you think.

The next time you tackle a daily task, what would happen if you went about it differently? What if you spoke up with an unexpected idea at the next staff meeting? People often bottle up their frustrations, thoughts and at times, brilliant ideas, for fear of being rejected. The majority of the time comfort wins over change.

Why rock the boat if the sea seems tranquil? The truth is that the sea seems tranquil on the surface.

Beneath the surface are myriad emotions that if left unsettled, could affect your confidence, motivation and ultimately make or break a company's culture. People who make the effort to not just think but rather "see" beyond the box open up additional possibilities, which in turn create an atmosphere where others can feel safe and enticed to share more of themselves.

Be the ripple that starts the waves

Passion is contagious. We all have something that touches our hearts. Find your outlet, whether it's writing an FMJ article, presenting at the next IFMA conference, teaching a credential course, becoming an FM mentor and/or simply sharing an idea with a fellow FM.

At IFMA we continue to enhance the channels you have available to share your expertise and learn from others. Beginning October 2015 you will start seeing improvements to the online Knowledge Library. We have many members who have already lined up to assist in reviewing existing IFMA content to assure we have a top-notch selection of material. From white papers and videos to FMJ articles, the new Knowledge Library will provide a more robust content search and simpler user experience.

In the coming year we will also be incorporating touches of personalization which will provide an extra layer of connectivity and relevancy to your online learning and networking experience. For more information or to sign up to be part of this initiative go to www.ifma.org/knowmore.

Up for a challenge?

Speaking of knowledge, we continue to hear that networking is among the top value that members get out of IFMA. That alone proves that your mind is golden. My challenge to you is to turn one thought into action next week. Exceed expectations by sharing one idea that you normally would have kept to yourself.

Let your passion drive you, not the other way around. Your voice is waiting to be heard, as you never know who will be the next one to flourish because of something you have written or said.

Until next issue,

Andrea

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HELLO IFMA MEMBERS! Becoming chairman of your board of directors is indeed a great honor, and I am truly grateful for the encouragement and support I have received. My commitment to you is that I will do everything I can to help IFMA thrive and deliver great value and service to our members. I am confident that our highly talented and board of directors, working in concert with IFMA's outstanding professional staff, our volunteer leaders, subject matter experts and corporate sustaining partners, will make it possible to meet that commitment.

Exciting times for IFMA

These are very exciting and challenging times for IFMA. Our association is strong but could be stronger; the benefits of membership and active participation are proven but could be further improved. The principle of continual improvement applies to all aspects of IFMA's operations.

This year IFMA will release several new member benefits that will enhance the value of belonging and encourage active participation:

- Completion of an updated global job task analysis to ensure that the FM competencies and associated credentials reflect current best practices (if you are interested in participating in this process, please contact brenda.varner@ifma.org)
- Application for ANSI accreditation for the CFM®
- Implementation of new state-of-the-art business and content management systems to simplify and streamline member interactions and improve access to vetted content
- Translation of the Essentials of Facility Management into simplified Chinese

These milestones will augment our ongoing activities, such as continuing the ISO professional standards development process to develop a management systems standard for FM, producing valuable publications and conducting world-class education and networking events.

IFMA is committed to providing tremendous value for members at a reasonable price. IFMA's long-term success as an association is directly related to the success experienced by our local chapters, industry-specific councils and topical communities of practice. Chapters and councils are currently IFMA's primary engines of growth.

It is vital that our volunteer leaders are fully aware of the services available from the association to support local FMs and attract new members while retaining current members. While about 70 percent of IFMA's members are based in North

America, we now have members in 105 countries! IFMA is the only professional FM association that can make this claim. One of our biggest opportunities is to effectively leverage and allocate IFMA's limited resources to best serve the current membership while directing adequate resources to build membership in emerging markets in Asia and India. Finding the appropriate balance is a continuing challenge as the board reviews and approves the annual budget and the balanced scorecard.

Building the future of FM

Another key area of focus is the need to attract younger professionals. Presently only 8 percent of our members are 35 or younger. The efforts of the IFMA Foundation to expand its Accredited Degree Program and the launch of the Global Workforce Initiative are designed to create that pipeline of future FMs. In addition, several chapters are leading the way in attracting millennials into the profession, which will help ensure that there is an adequate supply of trained FMs to replace retiring baby boomers.

In the coming years, FMs will continue to be at the forefront of responding to three global forces that impact the built environment: continued globalization, urbanization and climate change. In 2050, just 35 years from now, it is estimated that half of the world's population (about 5 billion people) will live in cities, which will produce about 80 percent of all economic activity and occupy about 2 percent of the Earth's surface.

The effect of those forces on the built environment will be profound. FMs will play a central role in the quality of the built environment where most of us will live, work and play. The potential for disruption (e.g., power outages, floods, droughts, earthquakes, etc.) in these densely populated areas will intensify the FM focus on responding with building resilience. I plan to explore these strategic FM challenges in future columns.

In this issue of FMJ, you will find excellent content related to finance, leadership and influencing behavior in the workplace. I want to thank all of the contributors, sponsors and editorial staff for the quality and currency of this edition of FMJ.

I will end by saying again how honored I am to be your chair and will look forward to sharing more of the exciting progress being made by our IFMA!

With respect and warmest regards,

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PRESIDENT'S COLUMN

TONY KEANE, CAE
President and Chief Executive Officer



AS WE BEGIN A NEW FISCAL YEAR

we have the opportunity to say thank you and goodbye to two directors who have served diligently on IFMA's board. A big thanks to Cathrine Pauli and Collins Osayamwen for their dedicated service to IFMA. We also welcome two new directors who will each serve a two-year term on the board: Diane Coles Levine and Wayne Harvey. We look forward to their contributions to leading IFMA over the next two years.

We are also excited to have our new board Chair Michael Feldman and look forward to his leadership. Jon Seller will leave the board after having served as a director, second vice chair, vice chair, chair and immediate past chair. We thank Jon for his service to IFMA and for his perspective and wisdom while leading the IFMA board. This also brings to an end Jim Whittaker's time as chair. We thank him for a great year!

Building a stronger IFMA

Over the past several years the IFMA board and staff have focused significant effort and resources to rebuild the IFMA infrastructure and products and services. These efforts help us provide you with a higher level of service and efficiency which allows IFMA to expand our products and services.

In the area of credentials, the FMP™ and CFM® have been updated to maintain relevancy in today's fast-paced world. The new SFP® was released to meet our member's needs in the area of sustainability. The Facility Fusion Canada and World Workplace Asia events were launched to better serve our members in those regions. As the

majority of our members (74 percent) reside in the U.S., the majority of our staff and financial resources go to support U.S. members and chapters, but we continue to find new ways to increase services and support for members in 105 countries.

Over the past five years we have seen membership grow 27 percent, revenues grow 33 percent, credentials grow 74 percent and our net assets grow 174 percent, while the total staff has only grown by 9 percent. The technology improvements implemented have helped us achieve these productivity and service-level gains.

Facility management continues to be a growing discipline that helps organizations of all kinds operate facilities efficiently, sustainably and strategically. Excellence in FM helps grow revenues and workplace productivity. IFMA will continue to help our members and professionals to be prepared to meet the future changes of FM.

Thanks to our board leaders in our Trinidad and Tobago Chapter and Boston Chapter for their hospitality, leadership and service to FM and IFMA! Special thanks to Giselle Holder and Jessie Wigfall for serving as the chapter presidents.

Ask a colleague to join IFMA so they too can benefit from the FM community and value of IFMA!

Under Jim Whittaker's 2014-2015 chairmanship of the IFMA Board of Directors, IFMA has accomplished or initiated the following:

- Initiated the conversion of our database software which will provide enhanced interconnectivity between our systems and simplify online member experiences (scheduled to go live November/December 2015)
- Board approval of the business plan for IFMA's knowledge strategy, which will create a resource library (to be released at World Workplace Denver) that will enhance the value of membership
- IFMA was approved as an ANSI Accredited Program Certificate Issuer - Accreditation Number 1057, the scope of which includes both the FMP™ and SFP® programs
- EU FM coalition operating and holding its first meetings
- Official commencement of IFMA China
- Updated vision, mission and purpose statements for IFMA's balanced scorecard strategic plan
- Release of the Essentials of Facility Management program
- Significant work accomplished on the initial two ISO FM standards in addition to a new work initiative: ISO/TC 267/WG 3, Management Systems Standard
- IFMA Fellows town hall conference calls
- Facility Fusion Vancouver
- Facility Fusion Orlando
- World Workplace New Orleans
- World Workplace Hong Kong
- Exceeded 5,000 FMP credential holders
- Enhanced Research Committee
- Published the report, "High Stakes Business: People, Property and Services"
- Launched the Member of the Month program to recognize exemplary IFMA members

In addition to the above there was much work done that will create deliverables in our next fiscal year.



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- Technology

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Facility Management Professional™ (FMP®)

IFMA's Facility Management Professional (FMP) designation is a knowledge-based credential that will demonstrate a facility professional's proven comprehension of the foundations of facility management. It is ideal for:

- Facility management practitioners looking to increase their depth-of-knowledge in the foundational FM topics deemed critical by employers.
 - Individuals who are transitioning into the FM profession.
 - Related-industry practitioners such as architects, designers and safety engineers.
 - Facility-related product and service providers.
 - Students entering the profession from colleges, universities and certificate or technical programs.
 - LEED professionals seeking continuing education hours.
 - Federal employees and contractors looking to comply with the U.S. Federal Buildings Personnel Training Act (FBPTA).
 - Experienced FMs intending to pursue the CFM® credential.
- **Project Management:** Facility managers make use of all aspects of project management beginning with planning, scoping and scheduling, and ending with evaluating. Project planning and management are core skills in facility management. The skills are particularly important because of the wide range of projects assigned to the facility organization. Projects vary in scope, complexity, duration and financial risk.
 - **Finance and Business:** Facility managers manage/oversee high-value assets that represent significant financial investment in technology, buildings, structures, interiors, exteriors and grounds. Since facility managers are typically responsible for the oversight, operation and maintenance of the buildings and grounds, as well as oversight of various service contracts, understanding the basics of finance and business is critical.
 - **Leadership and Strategy:** To be effective, facility managers must develop strategies to successfully carry out major initiatives by influencing the decisions and attitudes of others. Effective strategies require that facility managers are able to integrate people, places, processes and technology. They must be able to align the facility portfolio with the entire organization's missions and available resources, and to be innovative in order to move forward with their staff and processes to respond to the ever-changing requirements.

Comprehensive courses addressing the core elements of facility management:

- **Operations and Maintenance:** The primary role of facility managers is to manage/oversee an operating facility. To do this, facility managers must have a working knowledge of building systems, structure, interiors and exteriors and grounds so the facility and all of its required systems function efficiently, reliably, safely, securely and in a manner consistent with existing regulations and standards. Effective operation and maintenance of facilities is a complex responsibility in today's environment.

The IFMA FMP credential program is the only tool you need to earn your FMP. The program will help you gain a solid understanding of the facility management profession and develop the knowledge and skills demanded by employers.

Obtain the must-have credential in facility management and gain a competitive advantage — earn the FMP!

▶ www.ifma.org/fmp 



"I recommend the FMP program to everyone who considers themselves a facility professional. The FMP credential helps professionals better understand and apply the core elements of the various FM disciplines, challenges their decision-making skills and sets the stage for the CFM credential. I feel stronger in my knowledge base knowing I passed the rigorous FMP online self-study program."

- Brian Rush, CFM, FMP

INDUSTRY NEWS

ABM TO PROVIDE INTEGRATED FACILITY SOLUTIONS FOR KUEHNE + NAGEL

ABM, a leading provider of integrated facility solutions and Silver Corporate Sustaining Partner of IFMA, announced that it has signed a national contract to provide a full array of building and facilities management services for Kuehne + Nagel Inc. The company is one of the world's leading logistics providers specializing in sea freight, air freight, contract logistics and overland businesses and has 1,000 locations in more than 100 countries. Under the terms of the multi-year agreement, ABM will self-perform a full array of building and facility management services in Kuehne + Nagel's branches and distribution centers across the United States.

Several hundred ABM employees will bring facility solutions expertise to Kuehne + Nagel's various facilities including office

space, warehouses and distribution centers for pharmaceutical and health care, retail and automotive companies. ABM will self-perform a turnkey package of integrated facility solutions customized to meet Kuehne + Nagel's requirements, ensuring consistent and reliable service nationally. Services include facilities engineering, janitorial and security services.

ABM's strategic focus toward offering clients multiple facility services through a single point of contact – integrated facility solutions – has been particularly successful in the key industrial and manufacturing market, where more than half of ABM's more than 700 industrial/manufacturing clients bundle two or more services to maximize value.

NEW ENERGY LEGISLATION WEBSITE DEDICATED TO UK COMMERCIAL PROPERTY MARKET LAUNCHES

Carbon2018 Limited has announced the launch of the Energy Legislation Hub, an online platform dedicated to providing the U.K. commercial property sector with access to free, impartial information on current and future energy compliance issues while providing a vehicle to respond to consultations and steer future energy legislation.

A host of legislative topics, such as the Heat Networks (Metering and Billing) Regulations 2014, Energy Savings Opportunity Scheme, Water Retail Market Deregulation 2017, Mandatory Carbon Reporting, Energy Efficiency (Private Rented Property) Regulations 2015 and the De-aggregation of Gas Supplies, are covered.

The new platform provides the property sector with peace of mind that everything

they need to know to be compliant with the array of energy legislations can be found in the one place avoiding the risk of finding out once it is too late to take the necessary actions.

Among the many features, the website includes social media integration with Twitter and LinkedIn to foster improved communication and ease of sharing among business connections. The site will be constantly updated with helpful information, articles, blogs, live forums, consultation papers and government announcements.

The new website can be found at www.energylegislation.co.uk with the option to register to receive regular alerts on the latest energy legislation as soon as they are publicly announced.

CROWN WORLDWIDE GROUP OPENS NEW FACILITY IN CHENNAI

Crown Worldwide Group, a privately held international logistics and related services company, announced the opening of a new records management center in India. Situated in Guduvanchery near Chennai, the facility deploys technology and know-how for safety and security of the records stored.

According to Crown, the facility, which spreads over five acres of land, has a capacity to store 2.2 million cartons when fully operational. The facility is to be developed in phases, with the first phase ready with a storage capacity of 1.2 million cartons and the second phase expected to be operational by 2016-17, the company said.

Crown operates from more than 265 locations in almost 60 countries. The company has been operational in India for the last 18 years covering New Delhi, Mumbai, Pune, Bangalore and Chennai, among other cities. The company serves sectors such as financial services, health care, legal, manufacturing and pharmaceutical industries with the need for business information storage.

WORLD FM DAY 2015 CELEBRATES FM PROFESSION

World FM Day, held annually each June, serves as a rallying point for the advancement of the facility management profession and appreciation for its practitioners. Since its inception in 2008 by Global FM, World FM Day has gained international momentum and this year extended to a full week, allowing more time to celebrate the people who develop and maintain productive workplaces.

Throughout the week of June 8, people around the globe celebrated World FM Day 2015 with roundtables, webinars, videos, songs, illustrations, branded cupcakes, white papers, live blogs, luncheons and more.

For those in the Houston area, IFMA hosted a World FM Day luncheon at its Service Center of Excellence, including a team challenge and a special video message from President and CEO Tony Keane. Attendees included Houston Chapter members, representatives from companies such as Ambius, ABM, iOffice and IHS, as well as IFMA staff.

IFMA also held two Twitter chats addressing aspects of this year's World FM Day theme, "Building Resilience for the Future." The first chat, held at 8 a.m. Houston time to accommodate international participation, centered on resilience, including risk mitigation, business continuity, agility and change management. The second discussion focus on the future of FM, addressing topics such as innovation, technological trends and developing the next generation of facility managers.



In addition, IFMA's second annual Virtual Career Fair, held on June 9, offered the opportunity for current and aspiring FMs to network directly with recruiters in a facilitated online forum. Employers represented included major industry players, such as Sodexo, ABM, Aramark, JLL, Johnson Controls and more.

IFMA local chapters and industry councils also contributed to the festivities. Tony Keane visited IFMA's Trinidad and Tobago Chapter to help them celebrate World FM Day as well as their sixth anniversary as a chapter. IFMA's Facility Management Consultants Council hosted a virtual conference which included six educational, strategic and trend-setting webinars, starting in Australia and continuing in China, India, the Middle East, Eastern and Central Europe and the United States. The presentations served a wide range of topics related to IFMA's core competencies, FM consultancy, marketing/social media,

facility management visions, workplace management strategies, sustainability and more forward-looking trends.

In conjunction with World FM Day 2015, Global FM announced the winners of its 2015 Awards of Excellence, a prestigious competition recognizing the world's top projects and performers within facility management.

The recipient of the 2015 Global FM Gold Award of Excellence in FM was IFMA member William Broome, who was recognized for the Westminster Schools Move to a Sustainable Campus project. Additional awards included Platinum Award of Excellence in FM winner JLL Property and Asset Management Academy (British Institute of Facilities Management) and Silver Award of Excellence in FM recipient People and Productivity - Commonwealth Bank of Australia (Facility Management Association Australia).

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IN 2015**



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CONFERENCE
AND EXPO**
Aug. 3-5, 2015
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Singapore

**IFMA'S ADVOCACY
DAY AND PUBLIC
POLICY FORUM**
Sept. 9-10, 2015
Washington, D.C., USA



**IFMA'S WORLD
WORKPLACE 2015
CONFERENCE AND
EXPO**
Oct. 7-9, 2015
Denver, Colorado, USA

INDUSTRY NEWS

ECOVA AND POWERHOUSE DYNAMICS EXPAND ENERGY MANAGEMENT PARTNERSHIP

Ecova, the total energy and sustainability management company, and Powerhouse Dynamics, creators of the SiteSage™ enterprise energy and asset management platform, announced a milestone in their partnership to provide energy management and managed services to portfolios of facilities under 10,000 square feet. Powerhouse Dynamics brings its award-winning SiteSage enterprise energy and asset management system to the partnership and Ecova brings its sizeable and industry-leading resource monitoring services team. Under the partnership, Ecova offers SiteSage directly to its customers, saving them up to 29 percent by using the combined solution.

As energy prices, staffing expenses and product costs rise, restaurants, convenience stores, and retailers have been challenged to produce profits within tightening margins. Remote equipment control and analytics, asset management and facility services have become increasingly important in preserving operational efficiency and protecting the bottom line. Increasingly, savvy businesses are implementing energy management systems and services.

Ecova and Powerhouse Dynamics already provide this solution to several clients, including Arby's, who just announced

11 percent total energy reduction per company-owned restaurant since 2011. This full-spectrum integrated approach offers maximum benefit while minimizing demands on restaurant, retail and convenience store staff, freeing them to better serve customers.

The companies report that a major specialty retailer has begun a U.S.-wide rollout of the SiteSage platform, managed by Ecova. Recent findings from a pilot program at the retailer's locations indicated an average of more than 18 percent in energy savings from leveraging the Ecova and SiteSage solution.

NEW ALLIANCE ON THE INTERNATIONAL FM MARKET: IDEA FM

DUSSMANN GROUP AND GRUPO EULEN FORM MULTI-NATIONAL SINGLE-CONTACT SERVICE SOLUTION

Dussmann Group, Berlin, and Grupo EULEN, Madrid, have formed an international alliance, Berlin-based ideafm GmbH. The alliance, which has been authorized by the European Union's Directorate-General for Competition, enables the two service providers to amalgamate their integrated facility management portfolios in 32 countries.

Both companies are market leaders in their home markets with respect to FM services from one source, employing 147,000 professionals and representing total sales of €3.3 billion. With ideafm, multinational companies can organize their global facility management in a single contract with a single contact and benefit from the service



know-how of both partners. Services are provided in Europe, North and South America and Asia.

Thanks to more than 50 years of experience in the FM market, both ideafm partners boast deep specialization in sectors such as education, finance, health care, industrial, retail and transport with more than 70 different facility management services (cleaning, security services, technical management and catering).

Clients require a reliable partner who can accompany them in their international expansion whilst providing local proximity. Dussmann Group can offer this through its decentralized structure with 18 international subsidiaries which are entrepreneurially independent.

Ideafm introduces an additional distribution channel which enables the group to serve its broad and diverse clientele in an optimal way. The needs of local companies are addressed as well as those of regionally organized enterprises, of companies with national activities and of global players. Clients benefit from lower administration costs and international quality standards.

HAVE RELEVANT FM INDUSTRY NEWS TO SHARE?

Submit it to communications@ifma.org to be considered for inclusion in the Industry News section of FMJ.

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THE WORKPLACE GAME



NETHERLANDS RESEARCHERS DEVELOP BOARD GAME TO ADDRESS BEHAVIOR IN THE WORKPLACE

BY EVI DE BRUYNE AND FIEN THOOLEN

Do you know the feeling you get when you fail to organize a meeting because all meeting rooms are booked months in advance? Or when you are in urgent need of some coffee, but the cups are finished? Yet again, your colleagues appear not to have felt the need to replace them. And one of your colleagues always arrives at the office after you, but also seems to leave earlier. Does he continue his work at home or is he enjoying the good weather instead?

There are often many little irritations between colleagues, caused by each other's behavior in the office. Sometimes they are well known, but rarely are they openly talked about. Not everyone is as comfortable with addressing these issues and talking to colleagues about their behavior.

To create a more comfortable atmosphere to talk about these kinds of issues, the Center for People and Buildings (CfPB) in the Netherlands

has developed "The Workplace Game." As a communication tool, the game enables office workers to exchange ideas about the use of their office environment, and makes the implicit thoughts and norms about office use, explicit. This helps to make office life easier and more pleasant, because these issues and potential problems are now clear to everyone. And hopefully, next time you find there's no more cups, it will be easier to approach your colleagues about it.

FMJ EXTRA



CLICK TO VIEW

What is Gamification?

“I learned the most from playing the game with someone at a completely different level in the organization. Now I realize how they work. I never could have imagined this.”


“At first I was reluctant to spend my time playing a game. But, from the moment we started I realized that it is important to discuss the kinds of issues this game raises.”

4

Experience and knowledge

Who is responsible for keeping the workplaces clean?

- A The Facility Management.
- B Members of staff must ensure that they leave their desks clean and in order.
- C No idea.
- D Other, namely ...



Office use

Many of us spend a substantial part of our time, about eight hours every working day, at the office. Here we spend all our time amidst our colleagues, each with their own particular character and way of behaving and moving through the office. Some we know very well and might even be close friends with; others we hardly know, or even dislike.

Still, in a professional setting, you have to work together during the hours spent in the office environment. Of course there are rules to this behavior that dictate how we approach situations and each other. Some are explicit and written down, but most are more implicit. In particular, employees who have worked together in the same building for quite some time tend to have their own habits and have developed implicit rules on how to use the office.

However, over the last several years work environments have changed. Technology and a more flexible way of dealing with work have changed how and where we work. In some organizations it is possible to work from home, in some employees are allowed to determine their own work schedules and some have implemented new, flexible office layouts where individuals no longer have their own desks. This new way of working has changed our work and also our behavior. It has changed the way we interact with our colleagues and it has changed the “office rules.”

From your own experience you may know that this can be quite a challenge.

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Attitude and behaviour

On the same floor there is a communal print and copy area. Other people's documents are often strewn around there. How do you deal with this?


- A I read the documents so I am aware of what is going on in the organization.
- B I give the printouts to my colleagues if I know who they belong to.
- C I leave other people's documents where they are, and take only my own documents with me.
- D Other, namely ...

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Values and norms

It turns out that meeting rooms are empty more often than not, but at the same time there is a shortage of workspaces. How would you solve this?

- A I would leave things as they are, because it is important that we work together on a more regular basis. That is what we need these spaces for.
- B You could turn a number of meeting rooms into workspaces.
- C I would leave things as they are, for it is no problem to work in the meeting rooms if they are not occupied.
- D Other, namely ...

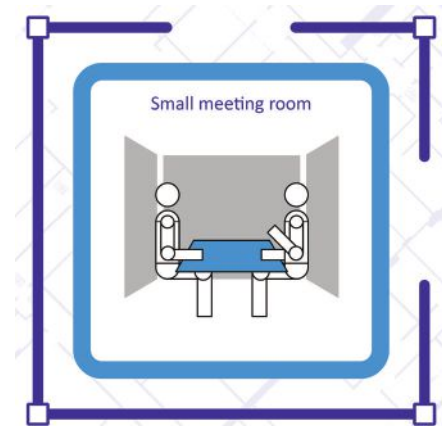
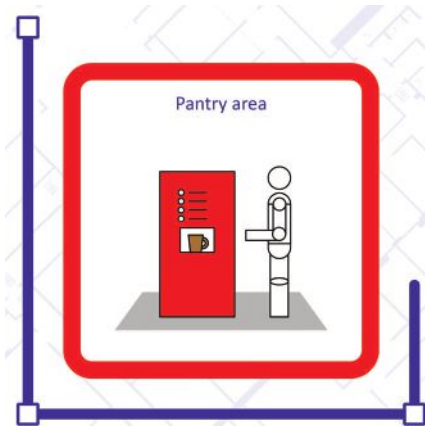


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Values and norms

A colleague has a game of football every Friday afternoon. What do you think of this?

- A No problem; he probably catches up on the work during the weekend.
- B We can't have that – you should be available on a nine to five basis.
- C That is all right, provided he has made watertight arrangements with the manager.
- D Other, namely ...





For example: You have just arrived home from a dinner with friends and quickly check your work email inbox, where you find a message from your boss about a project you have been working on for a while. So do you reply, to show what a good employee you are? Or is it natural that you wait until tomorrow when you are back at work to answer? You will have to agree on what to expect from your colleagues and make arrangements on when and how you can reach each other. Some people like to start working earlier than others or prefer to work on the weekends, while others stick to a nine-to-six working schedule five days a week, but you will still have to work together.

These changes could also have a substantial impact on management. Managers will learn that even though they do not see all employees at the office every day, they are nevertheless all working. This requires a shift from management focused on presence to

management on output. This means that employees are evaluated on their work output over a certain period, but can decide when or where they work.

How it began

In 2007 the Dutch Land Registry office (Kadaster) built a brand new building with what they called a dynamic new office environment. Hot desking was implemented in an effort to improve communication and collaboration among the office workers. However, within a couple of weeks of moving in, it appeared to management that people were not using the environment as it was intended. Most had settled in and chosen their own desks, where they sat every day.

At that time the CfPB was collaborating with the Land Registry Office, doing research into their change process. The question arose: How do we re-address behavior in the work environment? How can we stimulate people to use

the office in a more dynamic way? It seemed clear to us that we did not want to just give them a set of rules, with a presentation of how they should, and should not, be working.

We expected that such a one-sided story that assigned blame and stressed what was wrong would not be easily accepted by the workers. We wanted to involve the employees, empowering them to recognize and address certain behaviors that could cause problems. Why not make behavior issues open for discussion? In most cases people will come to a solution, and if they do, it is easier for the group to accept the rule knowing its background and reasoning.

What we needed was a way to do exactly this: address behavior openly among employees. What we came up with was The Workplace Game. It actively involves office workers and prompts them to consciously think about their own behavior and its consequences.

The game was designed to meet several goals:

- Stimulate awareness of the changes in the work environment;
- Stimulate awareness of employees' own assumptions and norms;
- Develop shared values and norms; and
- Stimulate desired behaviors in the new work environment.

Playing the game

We developed a board game, a playful, tangible tool, which focuses the discussion between four to six people. During the game people wander through a fictional office floorplan with different kinds of workspaces: regular workspaces, meeting spaces, support areas and different locations. The terminology and classification of these spaces was derived from the "Werkplekwijzer"

(or "amenagements tertiaires") (van Meel, Martens and van Ree, 2012). This book provides an overview of different types of spaces that might exist within office environments. It describes and illustrates the different workplace settings and their names, characteristics and design requirements.

Just like any other board game, the players throw the dice and move their pawns accordingly along the floorplan. When a player encounters a card in a certain color and "enters" a certain room, he/she is given a situation that could realistically occur in the workplace.

For example: Large meeting rooms are always booked far in advance, usually for meetings where only a few people actually turn up. You need a meeting space for eight people at short notice. What do you do? In order to hear everyone's opinion we found that it is very important that each person first answers this

question individually before starting a discussion, otherwise the opinion of one or two people may overpower the whole discussion. This is what the game is all about: sharing opinions about how each person would like to use the work environment. It brings forward the issues at play in the work environment.

In order to capture a multitude of situations that could take place in and around an office, the game categorizes 120 situations. These are first organized based on the location where the situation takes place (work space, meeting space, support space and — since 2013 — "other location"); next, on the level of behavior. There are questions about: values and norms, information and knowledge, and attitude and behavior.

It is of course not possible to address all 120 situations during a single session of about an hour. It is up to the organization playing the game to select those that

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they want to talk about. For instance, when an organization does not have shared desks, they can leave out all cards about this topic. Or, if there are major issues relating to meeting spaces, the organization can select and give more emphasis to the cards that address this.

Timing

Although the game was originally developed for an organization that wanted to address behavior after moving to a dynamic work environment, the game has since been played in very different organizations and contexts. It can be played during the ideation phase to see how people like to do their work and what they need to do it well. Sessions in this phase can inspire architects to develop offices that better suit the needs of the users.

It is also possible to play the game before moving to a new office to visualize what a flexible environment would be like. It helps people imagine what might happen in their new work environment and the impact it might have on them. It can also help to address behavioral issues in traditional workplaces, such as: How do you book a meeting room? Who is keeping them tidy? What do you do if you have a meeting, but you are stuck in a traffic jam? Can you postpone the meeting or turn it into a teleconference?

These are just a few issues that may arise in any work environment. Because of the different modalities of the game we recommend training prior to facilitating, especially if you plan to play several times and in larger settings. In France this training is provided by Cfpb's associate HR&D, which has adapted the game to the French-speaking context.

Experiences so far

Since we designed The Workplace Game it has been played in more than 150 organizations. Many of these are in the Netherlands, but it has also been played in Switzerland, Finland, Germany, Belgium and France. We have received a lot of positive feedback and can say that the game works to open up the discussion about behavior in the office.



We have also developed French and English versions of the game to help address office behavior in other countries. We tested these in workshops to determine the relevance of the game and its questions in different organizational (national) contexts, and received positive comments and feedback.

Even though the game was originally developed for flexible working contexts, participants in a recent session in Paris also saw it as useful tool to also address behavior in more traditional environments. This is where our new challenge lies: to produce the game in different languages and to its value in other companies. Once the game is developed and played in different countries, we would like to investigate the cultural differences and how they could possibly be bridged by this simple tool.

One of the first companies in France to be convinced by the game was Haworth. They used it to discuss behavior with their employees in their new innovative and dynamic office. They have been great advocates of the game since then, allowing others from different worldwide branches to undergo training to be able to facilitate the game and use it in their consulting activities. Another fast mover was Colliers France (formerly AOS). They also saw the potential and

wanted to be able to apply the game in their consulting work.

While we are glad to see these and other parties using the game in France, we would of course like to extend this list. So, are you experiencing some behaviors in the office you would like to address, or are you advising a company that is moving to a new office? Consider playing The Workplace Game!² **FMJ**

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1. van Meel, J., Martens, Y. and van Ree, H. J. (2010). Planning office spaces: A practical guide for managers and designers. Laurence King Publishing.
2. Learn more about The Workplace Game at www.cfpb.nl/en/instrumenten/#c778.



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FMJ EXTRA

CLICK TO VIEW

**Is The Open-Office
Trend Reversing
Itself?**

BY BRADY MICK

Over the last 10 years, the evolving nature of work and the demand for more collaboration in the workplace have produced a profound increase in open-space work environments. Working in a shared space allows people to more easily build communities, exchange ideas and increase productivity.

Today, as businesses focus on innovation and work propagated by meeting-intensive days in conference rooms and on conference calls, people need each other like never before in order to generate results. Yet, people at work are suffering. The intense togetherness, numerous distractions and increasing workloads that have resulted from open-space design have dramatically reduced the ability and time to think. As a result, current workplaces are out of balance with the needs people have at work.

Finding the time to think at work is a deeply personal issue, and one way is never the single answer for everyone. But reverting back to closed private offices and assigned spaces is not the best solution to this problem. Resolving this dilemma requires a multifaceted approach that begins by introducing the concept of choice. Only then can companies reduce worker stress, encourage innovation and truly make the most of inherited open workplace designs.

Issues with open space design

Popularized when offices and cubes with high walls better supported individual contributions from workers and when cost efficiencies began the evolution into the one-size-fits-all design philosophy, the open space concept took root in the first decade of the 21st century. With businesses scrambling for better ways to improve worker communication and create stronger communities, designers knocked down walls and eliminated personal offices. Over time the word “community” became synonymous with “open.”

Although collaboration is still a necessity, since that time business focus has shifted to innovation, which brings with it a different set of behaviors. For this reason hallmarks associated with open-space designs — abundant meetings, distractions and competing directions — are having a negative impact on the modern worker.

Many struggle with overwhelming workloads because managers assume open space is equivalent to unlimited opportunities for employees to work together. Expected to handle many new tasks, initiatives and side projects, workers have no time to finish their own work during the day and must complete it at home, leaving them exhausted and burned out. At the same time, job complexity is on the rise.

One example of complexity comes from the work done by call center employees. With Internet support and online forms available, the majority of today’s calls are less transactional and more interpersonal. Callers seeking advice, guidance, knowledge and wisdom place additional stress on employees in an already stressful industry. A frustrating interaction with a caller is compounded when, due to the nature of the job, those answering the phones are unable to take a break and process the situation before the phone rings again.

Company real estate teams are another group impacted by job complexity issues. With the relatively new expertise of workplace strategy becoming a game changer for those creating work environments for people, real estate teams are taking on higher levels of responsibility for business cohesion, planning, outsourcing and the constant reality of change. In addition, they are challenged to balance production of results with time to learn and think.


Restoring think time

In the rush to collaborate, too often businesses have neglected the importance of think time. Others have assumed this type of contemplation is only applicable to creatives. It’s true that originality and inspiration require complexity and divergence. However, regardless of the job or industry, everyone needs time to process information, research and investigate.

This is particularly true today with the continual pressure to work faster, increase production and lower costs. Think time is the path to innovation, which in turn provides solutions to the complex problems all businesses face in remaining relevant.


At first glance, solving the open space/employee satisfaction/think-time issue appears complicated. But this is not the case, especially if management keeps the following three basic employee needs in mind:

DESIRE FOR A SENSE OF AUTONOMY:



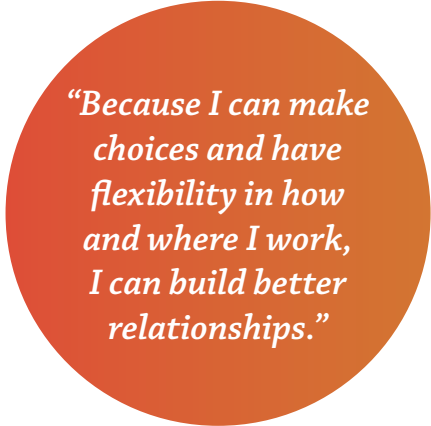
“I have value and I have a place.”

ABILITY TO EXPERIENCE SELF-DETERMINATION:



“I can choose my best place to work.”

CAPACITY TO FORM ESSENTIAL RELATIONSHIPS:



“Because I can make choices and have flexibility in how and where I work, I can build better relationships.”

Embracing these fundamental psychological needs is essential to moving forward in an ever-changing work environment. One company that is taking this to heart and succeeding is software giant Microsoft. “We were definitely shifting more to the open environment because of the way software development is changing, like agile development and a growth of more service- and operation-centric teams that definitely put a higher value on real-time collaboration and problem solving compared to legacy software development processes,” says Brian Collins, workplace advantage operations manager for Microsoft. “To help people avoid disruption and distraction when doing individual work, we are creating spaces that meet various functional needs.”

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At Microsoft's corporate headquarters in Seattle, Washington, USA which has 50,000 employees, teams operate in "neighborhoods" where open workplace designs offer a variety of activity areas. There are phone rooms that provide non-reservable space for up to two people. Typically used for highly concentrated work, these are ideal for one-on-one meetings, confidential conversations or conference calls, says Collins. "With highly treated acoustics, people can have a robust conversation within the space and not disturb those outside, or get quiet time without being disturbed."

Slightly larger and similarly designed focus rooms accommodate up to four people, provide more audiovisual technology and are available for scheduled or ad hoc meetings, concentrated work or private conversations. Adjacent to every neighborhood, small team rooms support team cohesiveness. Decal film on the glass acts like transparent wallpaper that partially covers a portion of the glass and creates a sense of privacy. Also available are hubs or lounges that provide food and beverages as well as opportunities for social gatherings, touchdown work or a chance to retreat and relax. Remaining open areas provide not only a vista for people working in the space, but with moveable furniture can be used for informal and impromptu meetings.

According to Collins, activity areas not only meet the needs of Microsoft's workers but also increase productivity for the company as a whole. "We know people toggle between collaboration, shallow concentration and deep focus depending upon what they are doing. We also know there is definitely a tendency among people to self-interrupt," says Collins, referring to such distractions as checking emails and social media, which reduce productivity. "This is less likely to happen when people are in 'the zone.' Some people can get into the zone at a Starbucks and other times they just need to be isolated."

Discovering personal think time

Along with providing a variety of activity areas in an open workplace, encouraging workers to use think time opportunities effectively is equally important. In a noisy world of 24/7 information, smart devices and continuous communication, this can be a struggle for many. Here are four situations that may require individuals to create more think time:

- **Experiencing sensory overload.** Depending upon the task at hand, too quiet can be just as detrimental for concentration as too much noise.
SOLUTION: *Modify the sensory environment.*
- **Confronting a roadblock.** A problem, situation or issue arises that requires a change in the thinking process, such as from creative to analytical.
SOLUTION: *Change location. Getting a cup of coffee often leads to an unplanned conversation that results in a serendipitous "ah-ha" moment.*

- **Needing a moment.** Trying to work when emotions are running high can be as futile as swimming on land.
SOLUTION: *Alter the view. A quiet gaze out of a window allows the mind to wander.*
- **Knowing intuitively.** Understanding from experience or having a gut feeling that breaking away to contemplate the moment is necessary.
SOLUTION: *Practice sensory redirection. Some people require activity, such as writing, research or intellectual conversations to ignite the inner voice that inspires a creative outcome. Others find inspiration through emotional expression and or physical exertion, such as writing vigorously on a white board, talking a walk or climbing stairs.*

Organizations that value personal think time demonstrate respect for their employees as human beings. When employees feel a greater connection to the company they have an increased sense of loyalty and a desire to work harder. As a result, everyone wins.

Making the most of every environment

The increasing complexity of work has made it nearly impossible to predict the outcomes of the future based upon the processes of the past. Additionally, the high cost involved in redesigning workplace environments often makes hesitation seem prudent. Yet, periodic change is essential.

"Like painting a bridge, by the time we get to the end or think we are at the end, we are never actually done," says Collins, "because the way that work is being done is constantly changing, our business is constantly changing and technology is constantly changing. So the workplace needs to accommodate change all of the time."

Accomplishing this can be challenging particularly when personal requirements of the people at work come into play. But the results far outweigh the costs in time and money. For whether alone or within a group, being able to think at work, as with every other aspect of life, is vital not just to complete a task, but essential for personal well-being, both physically and mentally. When businesses concentrate on worker behavioral needs by providing consistent improvement in work environments they demonstrate concern for their employees, which can lead to increased innovation today and an advantage over competitors in the future. **FMJ**



Brady Mick is an architect, workplace strategist and client leader for Cincinnati, Ohio-based BHDP Architecture. Established in 1937, BHDP is an experiential design firm that focuses on creating environments tailored to the client culture and work process. For more information, visit bhdp.com

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Lynda Ellis, CEO of
Capitol Concierge,
Interview



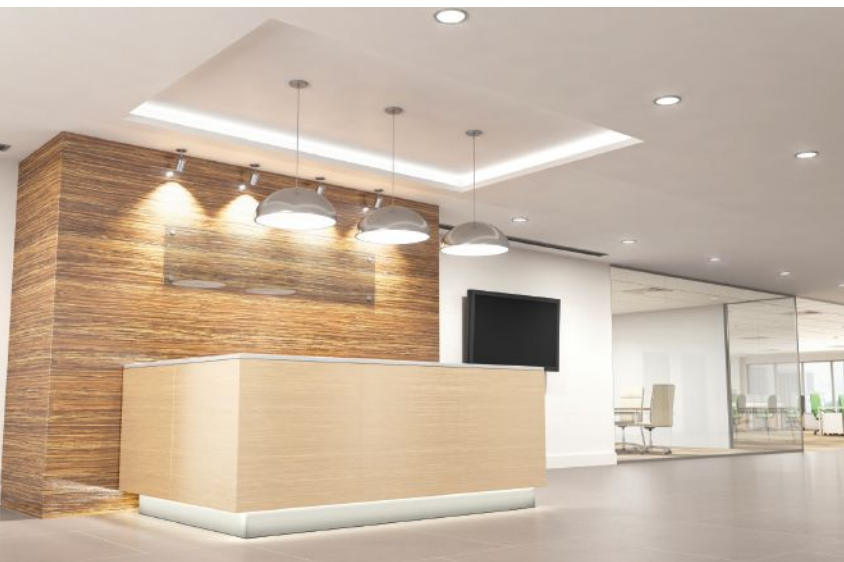
OCCUPANT SATISFACTION

AND HOW TO ACHIEVE IT

BY LYNDA ELLIS

Facility managers wear many hats, including ensuring occupant satisfaction. In today's competitive market, facility managers are under more pressure than ever to provide cost-effective amenities for tenants and their employees. However, how can FMs deliver enhancements to the occupant environment without costly upgrades? A hot new service trend may hold the answer.

FACILITY MANAGERS ARE DEVOTED TO THE COORDINATION OF SPACE, INFRASTRUCTURE, PEOPLE AND ORGANIZATIONS.



Concierge services have recently emerged on the scene as an increasingly valuable and attractive amenity for tenants by accommodating and enhancing the hectic lifestyles of busy professionals. In fact, many tenants are looking to add concierge services as an employee benefit.

Not only are concierge services an effective tool for recruiting and retaining top employees, they help employees find a work-life balance. Studies show that concierge services provide a wide array of benefits for companies including employee retention, reduced absenteeism and increased productivity. For facility managers, concierge services give their buildings a competitive edge and make them much more marketable.

Concierge overview

When selecting a concierge company, it is important to consider the level of service best suited for your building. Will the concierge company act as a contact between management and tenants? Will the concierge be accepting personal requests from tenants and their employees? Will the company be able to provide highly trained concierges who have the ability to fulfill each request from clients?

A concierge should be able to provide amenities and accommodate all of the facility manager's expectations, increasing the value for the tenants of their buildings. Additionally, a concierge should be able to provide the coverage that occupants need, whether it is from nine to five or 24 hours a day.

While there are many types of concierge services, the distinction lies in the concierges themselves. There are many attributes that you should expect from your concierges when hiring a service, but the best concierges make decisions quickly, maintain a positive attitude and find a way to benefit both the facility manager and the tenants.

The ability to provide expert knowledge of the surrounding area, access to important resources, keep up with local events and inform tenants of what is going on around town validates the value and endless services a committed concierge can provide. Being able to organize tenant appreciation events and take tenant maintenance requests and answer basic building questions for tenants, concierge services are able to alleviate the stress and pressure from the facility manager and provide them with the time they need to handle the more pressing daily tasks.

Concierge services provide facility managers with peace of mind knowing that many tedious tasks are taken care of in a timely and efficient manner. Because concierges have the resources, they know how to make things happen efficiently and immediately.

However, what really sets a concierge service apart from the typical lobby attendant is their willingness to go the extra mile for their clients. A concierge should do whatever it takes to ease the stress of demanding schedules of not only tenants, but facility managers, helping them make the best use of their valuable time while keeping their tenants happy.

Types of concierge services

On-site concierge

An on-site concierge should provide clients with everything they need for complete coverage during the work day and beyond. An on-site concierge will work in the lobby to tend to all the needs of the building's tenants. As the first point of contact, the concierge will monitor the desk and sign guests in, take requests and provide an overall welcoming atmosphere for tenants. The on-site concierge

acts as an extension of the facility team, building relationships with tenants to better understand, anticipate and fulfill their needs.

Virtual concierge

As a compliment to traditional services, a virtual concierge provides clients with access to an array of online services, while providing the personalized touch of a dedicated concierge. Clients are able to place online orders and requests through a concierge team that services their property and facilitates the fulfillment of the orders.

However, what makes a virtual concierge so valuable is that the service they provide goes beyond order placement. From making dinner reservations at an exclusive restaurant to finding sold-out concert tickets, a virtual concierge has the resources needed to fulfill even the most challenging requests entirely remotely.

The value for facility executives

Facility managers juggle many tasks to create lasting relationships with building occupants. Facility

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CONCIERGE SERVICES ARE AN IMPORTANT AND HELPFUL AMENITY IN COMMERCIAL FACILITIES.



managers are devoted to the coordination of space, infrastructure, people and organizations.

It is the job of a facility manager to inform tenants of the potential impact of their decisions on the provision of space, services, cost and business risk. It is also their job to ensure corporate and regulatory compliance in addition to the proper operation of all aspects of a building to create an optimal, safe and cost-effective environment for occupants. They are there to ensure that an organization has the most suitable working environment for all employees and their activities.

Because facility managers have so many responsibilities, a helping hand is always greatly appreciated. Concierge services aid facility managers by reducing the pressure of keeping up with the continual and changing needs of occupants. Concierges give facility managers more time to resolve any issues that a tenant may have with the building or space and work closely with the property manager to take care of any problems to the standard their tenants expect.

A concierge can also work closely with the facility manager to facilitate special requests for tenants. From scheduling social outings to arranging business luncheons, a concierge can accommodate tenants' needs in ways that get noticed. With the help of a concierge, tenants are able to enjoy luxury amenities and services without creating an extra burden on facility managers. The ability to deliver these extra amenities improves tenant satisfaction and gives the building a competitive edge.

One of the common misconceptions associated with concierge services is that individuals pay

more for items they request. When concierge services are an amenity provided by a building's management, tenants and their employees incur no additional fees to have these services readily available. Additionally, concierges have the ability to save clients money with access to exclusive cost-saving and value-added deals. And, a concierge's personal connection to a service partner should lead to a higher quality of service.

Concierge services increase tenant retention

Concierge services are an important and helpful amenity in commercial buildings and can be implemented quickly without costly investments in a property. Although it is difficult to measure the value of a genuine smile and warm welcome, concierge services can reduce stress and create peace of mind, providing services that are invaluable in this hectic world. **FMJ**



Lynda Ellis is president, CEO and owner of Capitol Concierge, the U.S.' first and most uniquely tailored provider of services for commercial office properties, upscale apartments and condominiums, shopping malls, private corporations and individuals.

Since joining Capitol Concierge in 1997 and purchasing the company in 2007, she has been guiding the enterprise with her passion for service and trademark enthusiasm.

Ellis' and Capitol Concierge's accomplishments include being named an *Enterprising Women Magazine* 2013 "Enterprising Women of the Year;" *Smart CEO's* 2013 "Future 50 Award" and 2012 *Brava!* "Business Hall of Fame;" winning the prestigious 2012 "National Capital Business Ethics Award;" Inc. 5000 list for three years; and the Apartment and Office Building Association "Outstanding Leadership Award" for seven consecutive years.

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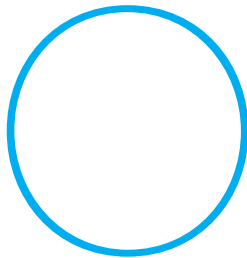


USING
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The Seven Steps to
Strategic Facilities
Capital Planning and
Management

BY ED
ZIELINSKI



rganizations have a number of competing financial requirements and obligations. When to invest capital versus when to spend operational funds is an exercise all financial teams try to balance on a daily basis.

Facilities departments play a significant role in these decisions, as facilities are one of the largest consumers of capital and operating funds. Based on how the organization wants to balance its investments, there are opportunities to make capital investments that will reduce future operational costs and vice versa. Being able to amortize a capital investment might be more financially advantageous, and this article will explore best practices for aligning the tactical, day-to-day facilities activities with the long-term strategic needs.

Organizations typically have more capital needs than available funds, but how to deploy those funds can be difficult with competing priorities and no easy approach to rank those needs. A data-driven approach can help facilities departments determine which capital needs are most important, which can have the biggest impact on the organization and which can impact future operational spending.

Best practices for defining capital needs

Capital expenses (CapEx) and operating expenses (OpEx) can be deployed to more effectively use organizational budgets. Three best practices show that there is an effective approach to targeting the right capital investments at the optimal time:

- Aligning facilities with organizational strategy
- Taking a data-driven approach
- Developing an effective, ongoing process

ALIGNING FACILITIES WITH ORGANIZATIONAL STRATEGY

Tactical and strategic needs can be aligned by considering several factors. Are investments being made that support the business? Do the facilities enable the business to effectively deliver its goods and services? How do you know when you are in alignment?

Facility managers compete for capital funds just like the business units, so understanding how the facilities contribute to the bottom line is critical. Just like a company needs to understand its customers and their needs to be able to deliver products that are valued, facility managers need to understand their internal customers. How do they know where to invest if they don't know their customers' needs and requirements?

Successful capital plans — and their effective execution — enable teams to reduce both risk and cost, provide facilities that are less expensive to operate, promote a better



A DATA-DRIVEN APPROACH CAN HELP FACILITIES DEPARTMENTS DETERMINE WHICH CAPITAL NEEDS ARE MOST IMPORTANT.

working environment and better serve the overall organizational business and financial goals and objectives.

In this sense, the facilities capital plan needs to be integral to the organization's overall strategic plan, or at a minimum, facilities capital planning should be concurrent with strategic planning activities and linked to the strategic plan goals.

TAKING A DATA-DRIVEN APPROACH

Have a system that captures key business metrics and combines them with facility needs. Depending on the organization, key metrics could include financial measures (e.g., revenue or costs by square foot or headcount), demographics (e.g., who uses the facilities and when/how), production information (e.g., units or yield by square foot or headcount), etc. Having these metrics in a database allows facility managers to begin to systematically align facility needs with business needs.

Organizations that can look at the long-term needs of their facilities can better understand how they need to manage the portfolio. This strategy is driven by how your facilities are used over an assumed time horizon.

Are you an educational institution and going to keep your facilities long-term? What are the buildings used for? Do you need to look at how to adapt the use of those facilities as student and faculty needs change, and as technology changes? Or are you an organization, like many businesses or corporations that take a shorter-term view of facilities, and value flexibility? What type of space will you need in the next few years? Is the level of investment appropriate, or should you consider moving to a different facility rather than making the investment?

There are four key questions facility managers need to address. First, what is in the portfolio? This is not limited just to the buildings, but includes the infrastructure and systems within the buildings.

Then, what is the condition? If you don't know your starting point or baseline conditions, it will be very difficult to develop goals and supporting objectives. This can combine information from a condition assessment and operational information from a computerized maintenance management system (CMMS).

Third, how much money will we need to achieve the strategy? What will it cost to address any issues (deficiencies, deferred maintenance) and the renewals that are coming up?

And finally, since you probably won't get all the money you want, how should spending be prioritized?

Developing facilities data and linking it with organizational objectives can allow facility managers to rank required investments and act as strategic partners to the core business. FMs can then lay out a multi-year investment approach, as well as show how they can be more tactically cost effective (such as bulk purchases utilizing economies of scale).

DEVELOPING AN EFFECTIVE, ONGOING PROCESS

In the capital budgeting process, the facility managers are competing with the rest of the organization for funding. To effectively make their case, they need accurate data and a transparent approach that is supported by strategic objectives. Facility managers need a repeatable, defensible process to define how to prioritize investments in their facilities.

This can be accomplished by setting up strategies that are not just based on the condition of the buildings but also on business metrics, such as operational cost savings, revenue or mission criticality of a facility or other metrics the business might use to determine efficiency. It is critical that everyone agrees on those metrics and that when the facility managers ask for capital funds, the business leaders support those requests as they understand the rationale driving the investments. This process can build a level of trust that makes the facilities investment discussion meaningful and results in securing the necessary year-over-year funding.

Through capital budgeting workshops, facility managers can understand what is truly in their portfolio and what investments need to be prioritized. Having visibility into the portfolio condition is a necessary step for an effective capital planning process. As part of the process, it is important to include stakeholders from across the organization, not just the facilities department. Driving to consensus on funding priorities is important for gaining support across the organization and developing credibility.



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BUSINESSES FUNCTION BEST WHEN THEY EMPLOY CONSISTENCY AND PROCESS.

Many times in these workshops, different people have divergent or competing agendas, which is understandable. Therefore, having a third party moderate can go a long way to reaching consensus, as will allowing different scenarios to be examined and compared. If people disagree, compare the approaches using data to drive different strategies for different parts of the portfolio or scenarios. There is no one-size-fits-all answer. In the same way, targeting the right scenario and the optimal condition for each building will drive getting the best resources and necessary funding.

Businesses function best when they employ consistency and process. They want to make sure that, over the long term, there aren't surprises or large swings in the methodology to develop budgets and plans. For facility managers, this means having a repeatable, defensible approach to developing an annual capital budget. For example, defining this approach through a process mapping workshop can create a methodology for producing the annual capital plan and budget. It is aligned with the organization's needs, and year over year, the same approach is used. Facility managers can defend their requests and are partners with the business, so they will have broad support.

Deploying CapEx to reduce OpEx

There are a number of metrics that can be used to help define capital investment options. Prioritization can include the impact capital expenses can have on operating expenses. There are numerous examples of how these capital investments have helped organizations reduce their annual operating expenses. Once the priorities are defined, it becomes much easier to justify these investments. Some examples include:

- Replacing aging assets with more efficient alternatives prior to end of useful life
- Replacing chillers or boilers with more efficient models to reduce energy spending
- Replacing traditional roofs with new roofing alternatives (super insulated, reflective, green or living) to reduce maintenance and utility costs
- Enhancing curtain walls with more efficient systems or elements (super insulation, efficient glazing, shade structures) to reduce energy spending
- Leveraging technology to reduce OpEx

- Replacing analog with digital controls to increase flexibility and reduce run time
- Implementing alternative energy measures (combined heat and power units, solar arrays, wind turbines) to reduce dependency on the grid and manage OpEx
- Investigating alternative funding sources to defray CapEx for implementing new technology (utility rebates, private grants, government subsidies)

Organizations have various stages in their cycles during which the financial focus is on conserving capital or reducing operating expenses, and the stage will drive the timing of the deployment philosophy.

Ensuring alignment

Through managing their organizations' portfolios, facility managers can have one of the most significant impacts on the finances of those organizations. By taking an approach to defining capital needs and understanding the impacts, they can ensure facilities are in alignment with organizational objectives.

While there will always need to be a balance between capital and operating expenses, timely and targeted capital investments can significantly improve the bottom line by reducing annual operating expenses. The methodology described in this article gives facility managers visibility into both short- and long-term needs and an understanding of where operating expenses can be positively impacted through targeted capital investments. **FMJ**



Edward Zielinski, SLCR, AIA, has expertise in developing real estate strategies to support corporate business plans, and in asset utilization, site consolidation, sustainable development and disaster recovery. His experience includes roles as vice president of

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Zielinski is a Senior Leader of Corporate Real Estate and holds a Bachelor's degree in architecture from Carnegie-Mellon University and an MBA from Northeastern University. He is currently a consultant with VFA, Inc., an Accruent company, the leader in facilities capital planning and management solutions and can be reached at ezielinski@vfa.com.

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BY BILL CONLEY

It is an apocryphal tale that relates facility management actually started because a light bulb burned out in a corporate president's office somewhere and someone needed to replace it. But, so the story goes. Facility management has come a long way since those pre-professional days, but this anecdote has some basis in fact.

Lighting is one of the major factors in maintaining the quality of an efficient and productive workplace. The opportunities for savings that reside in lighting systems remain, as lighting is truly one of the easiest ways in which a facility can cut down on energy consumption. Indoor and outdoor illumination serves as the epitome of the "low-hanging fruit" of energy efficiency (even if you do need a ladder to access most fixtures). It is often the first target of sustainability efforts and energy efficiency because of the low capital costs. The process for upgrading lighting systems involves less work compared to mechanical or envelope systems, which makes it easier to approach.

With this in mind, the U.S. Department of Energy (DOE) has initiated a plan that will help facilitate improvements in interior lighting, called the Interior Lighting Campaign (ILC). The ILC is a recognition and guidance program designed to help facility owners and managers take advantage of savings opportunities from high-efficiency interior lighting solutions.

The initial campaign focus will be troffer lighting, with a goal of replacing 100,000 standard troffers with high-efficiency troffers by May 2016. The International Facility Management Association (IFMA), the Building Owners and Managers Association (BOMA) International, the Illuminating Engineering Society of North America (IES) and the U.S. Department of Energy serve on the ILC Organizing Committee. Unveiled at the Better Buildings Summit in Washington, D.C., USA this May, the ILC aims to help all professionals managing in the built environment to implement more efficient lighting fixtures and techniques.

Many organizations have already addressed exterior lighting under the Lighting Energy Efficiency in Parking (LEEP) program, and the organizers of that initiative have determined that now is the time to shift the focus to interior lighting. The initial goal of the ILC to replace 100,000 troffers with new energy-efficient equipment and lighting controls is equal to roughly 10 million square feet of lighted space that could result in half a million dollars of cost savings for sites.

TROFFERS ARE THE UBIQUITOUS RECTANGULAR LIGHT FIXTURES THAT ACCOUNT FOR HALF OF ALL COMMERCIAL LIGHTING IN THE U.S.

History of troffers

Troffers are the ubiquitous rectangular light fixtures that account for half of all commercial lighting in the U.S. The term troffer is a combination of trough and coffer. These light fixtures are typically recessed into the ceiling plane, but some are surface mounted. They represent more than half of all fluorescent fixtures and there are many new energy-efficient options available. There are more than 360 million troffers in the U.S. using roughly 96.7 billion kilowatt hours annually, representing 7 percent of all electricity consumed in the commercial sector. Commercial lighting used roughly 262 billion kilowatt hours in 2014, accounting for 19 percent of commercial sector electricity consumption.

Troffers are more than 75 years old and the last major advance in fluorescent troffers was more than a decade ago. For the most part, many currently installed troffers trap more than a quarter of the light generated by the light source. When ballast demand is added in, an estimated 40 percent of energy is wasted before any light reaches its intended target.

Four major troffer types

Troffers were introduced into the workplace as simple lensed fixtures: a rectangular box with a flat lens. These are still commonly found in food-handling areas, clean rooms and health care spaces. Because the flat lens is entirely lighted, these fixtures can be a glare source for computer screens.

The first variation — the parabolic louver troffer — was introduced around 1966. These troffers are the most common in the workplace, with the louvers having six cells per lamp. The more lamps in the fixture, the more louvers are present. The parabolic shape of the louver helps direct the light to the work plane. Over time, many forms of these louvers have been developed, including tiny-cell egg-crate louvers and white louvers.

In the mid-1990s, basket or direct/indirect troffers were introduced. These troffers typically have perforated metal curves around the lamp, either in the center or offset to the side. The light emitted from the lamps provides a direct lighting component, but the light is also reflected off the top of the inside troffer, serving as an indirect light source. These troffers are often chosen more for aesthetics than performance and can be found in fitness centers, banking areas and general lobbies.

In 2004, the volumetric brightness, or non-planar lensed, troffer was introduced. This troffer uses special lenses not only to direct light downward, but also high on the wall to make spaces feel brighter. All of these troffers require lenses to redirect light, but the lamps are not flat — they are curved or angled around the lamps in the fixture. The use of these lens systems significantly increases the amount of light leaving the fixture.

Fixture efficiency

There are two ways to look at the efficiency of lighting fixtures (luminaires). One indication revolves around how well the lighting system transforms electrical input into useful light output. The second is dictated by how effectively the fixture itself transmits light from the lamp(s) to the work plane.

Fixture efficiency is the amount of light (lumens) leaving a given fixture compared to the amount of light generated by the light source within a fixture.

Most light sources radiate in a 360-degree pattern. At best, standard troffers allow approximately 270 degrees of illumination, as light cast upward is lost for usage. Sometimes, the fixture can use reflectors and lenses to cast more light where it is needed, but there is still waste in this situation. The design and use of these devices is called optics, the science that deals with the properties of light. In this case, optics relates specifically to dealing with the way light changes directions when it is refracted or dispersed by a lens or reflected from a mirror.

The advent of LED lighting has changed the optics discussion, as LED light is radiated in about a 90-degree pattern and is noted as being directional. This makes LEDs more efficient in task lighting, overhead lighting and other types of illumination that require light to be directional. However, with the use of optics and other devices, LED fixtures can be adjusted to be supply 360-degree coverage if necessary.

When comparing light fixtures, it is important to evaluate their ability to provide light in the areas you need and want it. This is where LED lamps prove their value as replacements in appropriate areas throughout a facility. To make a full comparison of light fixtures you need to consider the:

- Overall energy usage of the fixture including ballasts, drivers and lamp
- Cost of the fixture
- Life of the light source and replacement costs over the lifetime of the fixture
- Amount, color and color rendering index of the light reaching the surfaces you wish to illuminate

Other measures

While fixture efficiency refers to the amount of light that leaves a fixture compared to that generated by the light source, the luminaire efficacy rating (LER) is a metric of the amount of light leaving the fixture (in all directions) divided by the total input power of the light fixture. LER is expressed in lumens per watt: how many lumens a fixture produces per each watt of power that it

uses. For fluorescent fixtures, the fixture efficiency directly affects the LER. The LER for many fluorescent fixtures is in the mid-50s to 60s range.

The National Electrical Manufacturers Association (NEMA) has approved a new lighting metric known as target efficacy rating (TER). TER is an extension of NEMA's previous metric of LER. TER relates to LER as coefficient of utilization relates to luminaire efficiency. LER was a measure of how many lumens per watt were emitted by a luminaire but, like photometric efficiency, with no regard as to where those lumens were heading. TER measures the lumens per watt emitted by a luminaire that fall on a specified target area.

The term lumens per watt refers to the amount of light output from a source (lamp) per unit of power input (watt). A light source that has higher lumens per watt will have higher light output for similar amount of energy. A typical incandescent light bulb is rated at about 10 or 15 lumens per watt, while a halogen lamp may have 15 to 25 lumens per watt. A compact fluorescent lamp has

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about 50 to 75 lumens per watt and the newer LED lamps being developed range upward of 100 lumens per watt.

The higher the lumens per watt, the more light is output at less expense. It is much cheaper to operate a 19-watt LED than a 32-watt fluorescent lamp, although both put out similar levels of light. In addition, once LEDs are placed, their estimated life of 30,000-50,000 hours means replacement needs will be a long way off. The substitution or retrofit of troffers with LED lamps promises both immediate and long-term savings.

Controls

Occupancy sensors, time switches, programmable schedule controls and photo sensors are some of the types of controls that can further improve energy efficiency in lighting. By adopting more efficient troffer lighting, such as systems that meet the Better Buildings Alliance specification for troffers, building owners can save 15-45 percent on a one-for-one basis, and up to 75 percent with the use of controls.

Dual-tech sensors, utilizing passive infrared or ultra-sonic technology, can be used as occupancy or vacancy sensors. According to the U.S. Environmental Protection Agency, on an average, offices are unoccupied 50-65 percent of the time.

Daylight or ambient lighting sensors for daylight harvesting within 15-25 feet of exterior glazing or under skylights, solar tubes and clerestories to meet new ASHRAE Standard 90.1-2010 guidelines can be deployed to take advantage of natural light.

Constant lumen management can be maintained through embedded controls. It is possible to actively manage an LED light source so that constant lumen output is maintained over system life. This process eliminates the energy waste created by the traditional practice of over-lighting.

IFMA here to help

IFMA's partnership with IES, BOMA and DOE's Better Buildings Alliance in the ILC is a continuation of a collaboration on a lighting campaign related to parking lighting. The aforementioned LEEP program is an ongoing initiative that to date has saved tens of millions of kilowatt hours annually.

Through the combined resources of the ILC, IFMA aims to inform all members, as well as other professionals in the built environment, about ways to conserve energy and save money. The ILC focuses on guidance, technical assistance and recognition through a central, unbiased thirty-party resource. It provides assistance for lighting projects, including specifications, listing of search tools, reports, fact sheets, case studies and technical support. Other resources available from the ILC include utility incentive lists and educational webinars to help building owners make sound lighting decisions. A How-to Guide on Lighting is also available for download from the IFMA website.

There has not been a better time to start evaluating current lighting efficiency and replacement options. LED troffers now exceed 85 lumens per watt and some approach 120 lumens per watt. The DOE is anticipating performance to exceed 200 lumens per watt in the near future. This means more energy savings are possible compared to conventional low-efficiency troffers. Many of the new troffers are now control-ready, meaning that the power supply (ballast or driver) is dimmable, thus increasing the potential for savings. Those developments, combined with local utility rebates, mean that the opportunities for improvement and efficiency are ripe for the picking.

Take the first step in establishing lighting efficiency by visiting www.interiorlightingcampaign.org to discover resources to help you improve indoor lighting. Whether you join as a participant or a supporter, getting involved now will help define a more sustainable future for all. **FMJ**



Bill Conley, IFMA Fellow, CFM, SFP, FMP, LEED AP is facility manager at Yamaha Motor Corp. in Cypress, California, USA. Prior to that, he served as owner and chief sustainability officer of CFM2, a facility management and sustainability consulting company. Conley has more than 35 years of experience in the facility management profession and has been a proponent of sustainable operations for more than 20 years.

Conley has served on the IFMA board of directors, is a recipient of IFMA's distinguished member of the year award and has twice received the association's distinguished author award.

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FACILITY FUSION 2015 HIGHLIGHTS



Facility Fusion, IFMA's spring conference and expo, brings facility management professionals together for intensive networking and education, and provides those within IFMA leadership positions with tools for success. The conference's intimate setting and workshop-style sessions allow attendees to truly connect, come together to work through shared challenges and leave inspired.

Facility Fusion Vancouver

Facility Fusion Canada, now in its second year, headed to Vancouver from March 10-11, 2015. The educational focus on FM in Canada included a preconference by the Workplace Evolutionaries (WE) and general sessions on agile

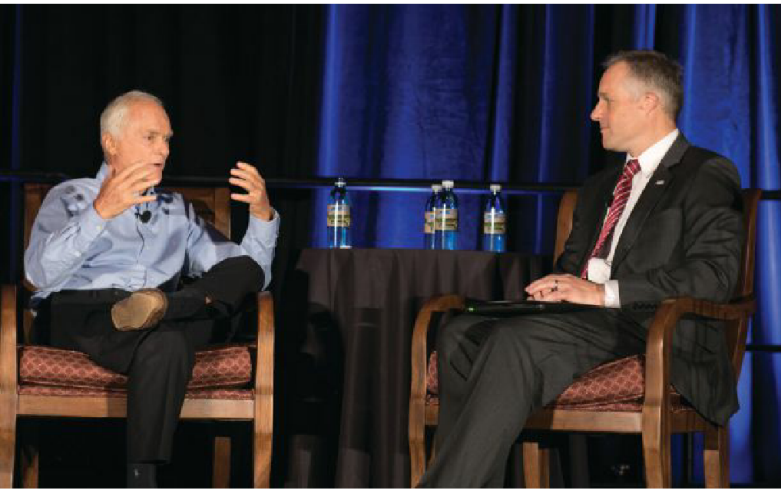
working and change management. In addition, breakout sessions ranged in topic from furthering sustainability through occupant engagement and flexible work programs to smart cities, budgeting and performance, and more.

An exhibit and networking area allowed participants to connect and learn about innovative products and services geared toward solving universal FM dilemmas, as well as those unique to Canada. In addition, facility tours of the University of British Columbia, the Richmond Olympic Oval and TELUS World of Science gave attendees a behind-the-scenes look at some of Vancouver's iconic buildings to learn what makes them tick.

Facility Fusion Orlando

This year's U.S. Facility Fusion Conference and Expo was held April 21-23 at the Rosen Shingle Creek in Orlando, Florida. The South Florida, Suncoast, Orlando and Jacksonville chapters of IFMA joined together to welcome attendees with a uniquely Floridian experience.

Full-day preconferences by the Workplace Evolutionaries and on BIM offered in-depth learning even before the official event start. The BIM learning focused on case studies and practical applications, while WE directly addressed participants' workplace challenges and how to adapt with the ways in which people work, now and in the future. In addition, the IFMA



FMJ EXTRA

|| ▶ □

CLICK TO VIEW

IFMA Facility Fusion
2015 Orlando Video
Highlights

Foundation hosted its famous golf tournament, allowing early arrivers to experience Shingle Creek's legendary links.

The conference shifted into high gear with opening power speaker Rex Miller, principal and thought leader for mindSHIFT, who cut to the heart of facility management with a talk on rethinking space usage to support occupants' working styles. This prepared attendees for educational workshops, leadership training and discussions on best practices relating to themes such as workplace wellness and design, strategic planning, retrofits and renovations, integrated FM, sustainability, technological innovations and career development.

The expo hall provided a hub of activity where attendees learned about new and upcoming resources to help them do their jobs more efficiently. This theme of innovation continued into a moderated conversation with Harris Rosen, founder of Rosen Hotels and Resorts, who spoke about FM's impact on his building portfolio. Closing power speaker Seth Mattison, founder and chief movement officer of FutureSight Labs, ended on a high note with an energetic talk on trends shaping the future of work.

As the conference wound down on Thursday afternoon, participants received backstage looks at the Kennedy Space Center, the City of Orlando Fleet Maintenance Building and the Nemours Children's Hospital.

See you in 2016

Whether you are a seasoned Facility Fusion conference goer or have yet to experience this unique event, make your plans now to attend in 2016.

The U.S. event will head to Indiana from April 12-14 at the JW Marriott Indianapolis, just a short drive from several major metropolitan areas such as Saint Louis, Cincinnati, Chicago, Columbus and Louisville. Facility Fusion Canada will be held at the Fairmont Queen Elizabeth in vibrant Montreal, Quebec May 4-5, 2016. Both events will offer in-depth and workshop-style sessions that will equip you to enhance and invigorate your facility operations. Watch <http://facilityfusion.ifma.org> for upcoming conference details. **FMJ**



LETTER FROM DAVID DUNN

IFMA'S FIRST MEMBER OF THE MONTH



Dear fellow IFMA member,

I cannot sufficiently describe to you how humbled I truly am in being selected as the association's inaugural member of the month. When notified by IFMA I immediately thought of friends and colleagues whom I consider more worthy than I for this lofty honor.

IFMA has launched the means and method for future Member of the Month nominations and I want to encourage you to consider how you will participate.

It is easy for us to just look around in our own network, chapter, council or community of practice and think there's a potential candidate for Member of the Month. I am not suggesting that you do not have worthy members within your own circle of colleagues; but if you pause to think about IFMA worldwide I'm sure there may be other colleagues who have been a significant influence in your IFMA experience and who may really stand out to you.

When nominating someone, I would consider the following:

- When did their involvement with IFMA begin?
- What roles within IFMA have they filled?
- What fuels their motivation?
- What would receiving the honor of Member of the Month mean to them?
- How are they affecting facility management's future direction?
- Do they emphasize volunteerism within IFMA?
- Are they investing in themselves or the organization and its entire membership by their involvement?

IFMA's Member of the Month program is a grassroots initiative about turning the spotlight toward our members and their accomplishments in advancing the FM profession.

The association needs your help to nominate members who have made a difference in the facility management industry. For more information on the nominating process, visit www.ifma.org/membership/member-of-the-month or contact Senior Manager of Membership Lauren Huber at lauren.huber@ifma.org.

Sincerely,

David

NOMINATE A FELLOW MEMBER TODAY!

www.ifma.org/membership/member-of-the-month

As members of the world's premier association with a network of more than 24,000 facility management professionals, IFMA recognizes how hard you work in your careers and in advancing the FM profession.

It is through members such as you that IFMA has had a positive influence and made a difference in increasing the awareness of facility management.

The Member of the Month initiative works to further recognize your accomplishments within the industry. Members will gain additional recognition from their peers and IFMA if selected for this honor.

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THE VALUE OF INTERNSHIPS IN FM

IFMA FOUNDATION LAUNCHES THE INTERNET

Facility management student internships are a valuable addition to FM students' academic experience. In most cases internships are required within facility management degree programs, providing a structured, hands-on opportunity for students to experience a "day-in-the-life" of a facility manager. This allows students to gain an in-depth understanding of how to apply FM concepts learned in the classroom.

Back by popular demand, the IFMA Foundation has re-initiated its electronic portal designed to gather FM internship opportunities from organizations. The INTERNnet is a site where academic institutions can outline their internship programs and students can post resumes and browse opportunities with various organizations. The goal is to help students, academic institutions and organizations offering internships connect and fulfill mutual needs.

Following are a few perspectives from those involved in past internships.



ORGANIZATIONAL PERSPECTIVE

Roger Peterson

President, Business and Industry Facility Services

ARAMARK

WHY SHOULD A COMPANY PURSUE AN FM INTERNSHIP PROGRAM?

A strong FM internship program enables a company to engage and inspire tomorrow's facility managers today. These students have learned about the latest developments in many aspects of facility management, including technology, sustainability and regulatory developments. Often these insights can be valuable to the team working with an FM intern.

WHAT ADVICE WOULD YOU GIVE TO OTHER COMPANIES THAT ARE CONSIDERING STARTING AN FM INTERNSHIP PROGRAM?

It's important to provide clear expectations regarding the type of role and work in which interns will be involved. Interns who just do data entry will not enjoy or benefit from the experience. Rather, give them a chance to lead a project or team and interact with senior leaders. They will benefit tremendously from the experience and in many cases, want to come work for you once they graduate.

INTERN PERSPECTIVE



**Joanne
Caswell**



**James
Clayton**



**Micah
Hodges**



**Austin
Nichols**

WHY DID YOU DECIDE TO PURSUE AN INTERNSHIP IN FM?

CASWELL: I pursued an internship in FM because I didn't know much about the field at the time and wanted to learn more about it.

CLAYTON: As part of my Bachelor of Applied Technology in architecture, project and facility management degree students are required to complete co-op work placements. I chose to pursue an FM co-op work placement because I wanted to learn what FM had to offer and what tasks and skills facility managers need. I soon began to realize that I enjoyed what facility management has to offer and what skills I needed to build on and learn to excel in the industry.

HODGES: Real-world scenarios were key to my understanding of the entire picture of what FM really entails. In my opinion, there is no better way to learn and grow within the field than to experience things firsthand.

NICHOLS: I wanted to see if FM was a good fit for me and try it out for a summer before committing to the profession. It turned out to be one of the best decisions of my life.

HOW HAS BEING AN INTERN HELPED YOU GET WHERE YOU ARE TODAY?

CASWELL: Having these experiences have definitely helped my confidence. Working in an office setting allowed me to learn things that I would not necessarily learn in a classroom and to become comfortable in a working environment. Gaining this knowledge has led to me be more vocal in the classroom and in the office, and become better leader overall. It is because of this that I can see how much I have grown and changed in the last four years.

CLAYTON: Being an intern has helped me gain a wide variety of skills that have made me into the person I am today. The experience helped me excel academically and professionally. Gaining fundamental and advanced skills through my internship has allowed me to gain respect by both my peers and colleagues.

HODGES: The experience I gained from my first internship helped me land my second internship. The internship I currently have will help bolster my skills and hopefully launch me into a great career in FM.

NICHOLS: Due to the great FM internships I was involved in, I had various job offers to choose from my last semester of college. I ended up accepting a great job in Pennsylvania.

WHAT ADVICE WOULD YOU GIVE TO OTHERS THINKING ABOUT APPLYING TO AN FM INTERNSHIP?

CASWELL: Never think you are overqualified to do something. One thing about FM is that it is made up of many different functions and you do not know what will happen in a day. You should be prepared and willing to get your hands dirty.

CLAYTON: It doesn't matter whether you are in an FM program or are obtaining anything from an engineering to a business degree – give FM a try. When searching for an FM internship, remember that it's the skills you obtain that become important when applying to full-time jobs. The broader the skillset you acquire during your internship, the wider range of jobs you will qualify for. I guarantee that someone in the world of FM will give you a shot because of your broad range of tasks and competencies.

HODGES: It is never too early to start. Your education outside the classroom is just as important as your education inside the classroom. Treat every opportunity as a chance to learn and grow.

NICHOLS: Stop thinking about it and start applying. There are hundreds of FM internships across the country. I encourage every FM student to intern as much as possible; it will set you apart as someone who will drive success.

INTERESTED IN REACHING MOTIVATED FACILITY MANAGEMENT INTERNSHIP CANDIDATES?

Employers can create an INTERNnet recruiter account and post open FM internship opportunities.

VISIT WWW.IFMA.ORG/INTERN-NET TO GET STARTED!



"I support the IFMA Foundation as a donor and volunteer because it supports me in my FM role. The Foundation supports industry-specific research that I can use in my job; scholarships for future FMs which I have hired; and accredited universities to train FMs in my community. ***It just makes good sense!***"

- Christy Jellets, Girl Scouts of Greater Atlanta & Foundation Trustee

Make good sense out of your spare cents – sponsor IFMA Foundation events at IFMA's World Workplace 2015 in Denver, Colorado this October.

The IFMA Foundation has a significant presence at IFMA's World Workplace, the largest annual gathering of our professional community.

From the Doug Underwood/Utilities Council Golf Tournament to the FM Student ePoster Competition, sponsors have the opportunity to make a strong statement in support of programs

that promote higher FM education, student scholarships and research critical to the FM profession.

Help us in our mission to make FM a career of choice. Your sponsorship of Foundation events at World Workplace directly benefits the FM profession, now and in the future.

IFMA Foundation Celebration

In addition to event sponsors, we're in need of auction donations. The Foundation's auction is one of the most anticipated activities at World Workplace!

We expect a full house at this year's Celebration, due in part to the all-inclusive Full Event PLUS! conference registration that includes a ticket to this event. Recognizing Foundation donors, celebrating student scholarship recipients and updating attendees on the Global Workforce Initiative, the Celebration is a great opportunity to showcase your support.

Contact jeff.tafel@ifma.org or visit <http://foundation.ifma.org/give/sponsorship-opportunities>.

Doug Underwood Memorial/IFMA Utilities Council Golf Tournament

Tournament sponsors make it possible for IFMA's Utilities Council to award scholarships and cover World Workplace travel and attendance expenses for scholarship recipients. To celebrate the council's 25th anniversary, a record US\$25,000 will be awarded to students through the Foundation's Scholarship Program in 2015.

Exclusive sponsorships include: Breakfast Sponsor, Lunch Sponsor (includes a speaking opportunity) and Hole-In-One Sponsor (includes a foursome in the tournament). Other prominent sponsorships: Premier Golf Package (includes a foursome in the tournament), Putting Green, Driving Range, Beverage Cart and more.

Sponsorship opportunities range from \$250 to \$2,500. Contact jcritter@sempraenergy.com or jeff.tafel@ifma.org for details or visit <http://foundation.ifma.org/give/sponsorship-opportunities>.

FM Academic Awards, Academic Research Track & ePoster Competition

Several academic-focused activities highlight what the IFMA Foundation accomplishes with your contributions. Formally congratulate students and academic institutions that have demonstrated significant achievements with your sponsorship.

Contact steve.lockwood@ifma.org for sponsorship options.

VIP Donor Lounge

An exclusive area for those who have made volunteer or funding contributions to the Foundation this past year, the VIP Donor Lounge is a high-profile sponsorship opportunity.

Contact jeff.tafel@ifma.org or visit <http://foundation.ifma.org/give/sponsorship-opportunities>.

“ The IFMA Foundation's investment in FM students creates a better-prepared workforce, which leads to better recognition and understanding of the profession by the organizations we serve. ”

- Steve Weeks,
 FM Scholarship Recipient

ADVANCING ORGANIZATIONAL MISSIONS THROUGH STRATEGIC PARTNERSHIPS

COLLABORATION AT THE UNIVERSITY OF WISCONSIN – MADISON DEPARTMENT OF TRANSPORTATION SERVICES

BY DANIEL ARAGON, PATRICK KASS AND ALFONSO MORALES

A key problem for facility management professionals is how to transform their work into a more strategic and more valued resource. One hypothesis suggests this problem stems from three sources: organizational leadership and its poor understanding of the FM profession, little appreciation for the monetized value of physical assets and services under facility management, and the inappropriate focus on budget over performance metrics.¹

Responses to these challenges take two forms. First, we need to identify the value of facility management activities to larger organizational missions. Second, FM professionals must learn to integrate their activities with those of broader organizational missions.

At the University of Wisconsin – Madison (UW), facility managers are advancing the institutional value of their portfolios by integrating with broader organizational missions, advancing special projects and modifying their activities. In short, this leadership and management aligns and integrates FM activities with the organizational mission by contributing to the educational and research successes of the university.



Strategic partnerships between FM departments, academic courses, research units and student efforts on college campuses can help achieve mutually advantageous goals.

Senior FM management and researchers from the Department of Urban and Regional Planning conducted a case study of transportation services (TS) at UW – Madison to identify the role that FM/academic partnerships have in advancing both FM and organizational missions.

This case study identifies the benefits accrued by crossing traditional organizational boundaries and the challenges to developing and executing such partnerships. The outcomes suggest that strategic partnerships between FM departments, academic courses, research units and student efforts on college campuses can help achieve mutually advantageous goals, demonstrate adaptive management capacity and enhance the value of facility management activities.

The valuable work of facility management

As practitioners of a decision- and action-oriented profession, facility managers are well positioned to simultaneously advance both departmental and institutional goals of improved efficiency and organizational outcomes. The facility management role requires both broad and refined skillsets that direct activities for infrastructure assets and seek to optimize environmental, social and economic impacts.

In the FM/university context, these skillsets, activities and goals are reflected in the types of challenges teachers introduce to students in hopes of preparing those students for the problems they will face in postgraduate professional environments. While the work of facility managers is mostly segregated from this educational mission, in FM's development and management of physical assets and systems exists an opportunity for strategic partnerships across divisions of the university.

These partnerships bring facility management activities into relationship with education and research to

advance the larger organizational mission of educating tomorrow's leaders. These partnerships and activities require leadership that adapts organizational capacities and is able to effectively communicate the importance of this added value.

Transportation services case study

Transportation Services at UW – Madison has responsibility for a wide array of programs that coordinate access to and through the dense urban campus. These programs include parking and transit operations, a transportation demand management initiative (TDM), bicycle and pedestrian programs, roadway configuration and signage, and many others.

The department has a well-documented record of innovation in TDM as well as sustainability-oriented initiatives. Notable successes of the department include the lowest number of on-campus parking stalls of any Big Ten institution (13,000), highly successful student and employee bus pass programs, an innovative campus vehicle fleet, and numerous bicycle- and pedestrian-friendly planning initiatives.

In addition to these successes, the department exemplifies integration with the broader educational/research mission by engaging the academic strengths of the university in productive partnership. This involves establishing ongoing relationships with the academic community.

The Traffic Operations and Safety Lab (TOPS) in the College of Engineering shares common ground with Transportation Services. Staff from Transportation Services began regular visits to TOPS classes to lecture about the transportation goals and initiatives for the campus. This relationship fostered a collaborative spirit that produced a number of research projects. For instance, TOPS students conducted campus

traffic counts to help guide changes to traffic control equipment and street configuration.

From this beginning came other projects engaging the TOPS students and faculty in studies on driver compliance with different types of lighted signage as well as a moped usage study. Though this relationship began with conversations and the donation of TS staff time, the many positive outcomes for Transportation Services have warranted the continued investment. Overall, the partnership has provided valuable data to TS staff that allow them to focus more of their resources on the interpretation of data and the integration of data for improving how TS manages their activities.

A second strength of Transportation Services' academic partnerships has been to sponsor innovative projects that are practical and actionable. Working with the Radio Frequency Identification Lab (also part of the College of Engineering), TS was able to test various radio-frequency identification Generation 2 tags, readers and antennae locations to determine the optimal configurations and read rates within campus parking structures. This technology enables a more efficient entry and exit process and reduces queues during busy hours. The technology is also easier to maintain and more reliable than the magnetic strip readers, which helped the department to control costs.

Based on the results of the testing, the pilot project was expanded campus-wide and this process innovation has been adopted at other educational institutions. A subsequent partnership with researchers in the College of Engineering quantified the reduction in vehicle emissions due the reduced idling times and found 12.2 metric tons per year of carbon dioxide emissions were mitigated during the pilot phase. The resulting increase in efficiency addressed one of the TS department's strategic priorities.

A third key to Transportation Services' success in collaborating with academic partners has been management's role in communicating the benefits of cross-disciplinary partnerships with department staff. Given the workload and resource limitations of most facilities departments, it is understandable that additional requests for services and inquiries for information are met with varied enthusiasm.

However, management in Transportation Services has helped make staff aware of the new and more valuable way their work is perceived when supporting the educational and research objectives of the university. The consequences are far-reaching and mobilize TS activities while transforming how others perceive

TS. For instance, the department helps a student organization reduce waste during dorm move-out dates by allocating parking lot space for additional recycling receptacles.

Recently a business school student reached out to the department for employment. Staff who otherwise might not have been as receptive saw this student as a resource and found a match between the student's skills and TS' needs. Now this student is an active participant in negotiations with Madison Metro regarding the bus program and is conducting an in-depth analysis of Transportation Services' revenue and expenses.

The benefit of these facility management and academic partnerships has been twofold. Ultimately they have helped Transportation Services to address some of their strategic priorities through direct and indirect means. Equally as important, these partnerships have helped increase visibility of Transportation Services' successes and better integrate the department into the larger organizational mission.

Challenges to partnership

This case study clearly illuminates a number of benefits of cross-discipline partnership; however it is worth noting the balancing act needed to create truly mutually beneficial outcomes.

The academic case for using the campus as a living laboratory is strong and continually growing. The innovative curriculum at UW is currently advancing facilities planning and management/education/research partnerships that enhance student education. The literature also suggests that this type of service-based learning aids in developing critical thinking, teamwork and leadership skills.²

However, partnerships between academics and facilities professionals can represent a significant investment of time that might strain the capacities of facilities departments to meet the core responsibilities of their day-to-day operations. Ongoing partnerships also require the adaptive management capacities of FM leadership to match FM needs with academic priorities and timelines. While the UW study identifies the tangible benefits to overcoming these difficulties, the support of leadership is crucial to incentivizing this organizational adaptation.

There is the additional problem of measurement. Since the concept of FM/academic partnerships is relatively new, it is important to recognize that metrics for success will vary by perspective. Academics and facilities professionals can value their contributions

Facility managers are constantly monitoring and modifying complex systems, yet they need not confront this complexity in isolation.

to each other's success, while at the same time understanding that such success is rooted in very different activities and goals.

As others have discussed, such contradictions and tensions must be balanced when developing these partnerships and general prescriptions for success are gradually emerging. As demonstrated here, such prescriptions might include:

- Identify partners with pedagogical problems similar to those of the FM team
- Establish shared goals and common concepts
- Strive for mutually beneficial projects and communicate the value and results of these partnerships both internally and to the larger organization
- Use outcomes of initial experiments to adaptively manage partnership goals and processes
- Make clear how these efforts reframe FM and its contributions to the organizational mission

Facility managers are constantly monitoring and modifying complex systems. Yet, they need not confront this complexity in isolation as they can engage academics on campus or in close proximity in mutually beneficial relationships.

Conclusions

The strategic sustainability partnerships between the UW Transportation Services, academic labs, researchers and students exemplify the ability of facility managers to adapt their organizational assets to further advance broader educational missions. These findings align with similar case studies at other universities in which strategic partnerships have introduced new technologies, provided new data and analysis for decision makers and spawned new initiatives beyond the original collaborations.

While UW's unique process and experience may not be replicable in every organization or circumstance, the idea of collaboration is important for all facility managers and staff to understand. Recognizing and engaging the resources at their institutions helps align their activities and goals to those of the larger organization. By investing in campus-focused partnerships, UW FM professionals exemplify adaptive capacity that catalyzes organizational learning, creativity, flexibility and responsiveness to organizational context. In this way, FM leadership advances both academic and educational missions, as well as a culture of campus collaboration. **FMJ**

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Patrick Kass, CAPP, is the director of transportation services for the University of Wisconsin – Madison. He is responsible for providing access and mobility to the university community and has more than 27 years of experience in this field.



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PODCAST
Interview with ABM's
Tony Piucci



BY TONY PIUCCI

In addition to managing facilities, organizations have a primary job to do: running their business. Outsourcing has long been a solution that allows organizations to focus on their core business issues while leaving the facility services to an expert. Organizations can outsource one, some or all services that relate to running their facilities.

Those already outsourcing some services have taken the right step. However, chances are, not all their problems have disappeared – and they might not realize that there's a better way.

Traditional outsourcing options and their inherent limitations

Service-by-service: Organizations that opt for “out-tasking” individual services (e.g., electrical, energy, facilities engineering, HVAC/mechanical, janitorial, landscaping, parking or security) from several providers have the advantage of turning these tasks over to specialists.

However, this method leaves other services to deal with in-house or several provider relationships to manage, including multiple contracts, bills, risk and diversity issues, etc. A better option would be to look for a provider that can handle more than one or all services, and preferably under one contract with one point of contact.

Facility management or integrated facility management (IFM): Another option is to hire a facility management company. Normally, this means contracting with a provider that would subcontract out most or all of the services. A problem inherent with this model is the lack of control over subcontracted services, including fees added onto the subcontracts by the facility management company.

This option may seem to solve facility problems, but can create a mishmash of different providers with different work standards, values and cultures that might not match those of the organization, as well as separate

reporting systems and billing. Ultimately, this leads to inefficient use of human resources and difficulty in creating teamwork, because the workers will be operate in silos, performing only the services for which they each are responsible for executing.

Under this model it can be very difficult for organizations to know what is going on, especially if the facility management firm doesn't have the technology to pull together all the disparate data, giving transparency related to all operations to the client.

The ultimate solution: Integrated facility services and self-performance

The ultimate solution is integrated facility services (IFS), a rather new concept but one that is working well in several facility types for many different industries on local, national and global scales. IFS providers strategically direct all facility operations, self-performing most services. By eliminating or greatly minimizing subcontractors, efficiencies abound and quality standards are met across the board. The organization is still in the driver's seat, setting the standards, seeing reports from consolidated, comprehensive data and maintaining control over who works in the facilities.

The advantages of IFS providers include having the infrastructure in place to offer:

- One purpose/vision that matches organizational culture/goals for all services across facilities
- Deep expertise across all services provided
- Consistent training and processes according to industry best practices
- Flexibility to adapt staffing to business needs and cycles
- Proactive initiatives, anticipating needs and preventing problems
- Sustainable, compliant practices across the board
- Quality standards, accurate and benchmarked data with detailed key performance indicators
- A single technology platform to support consolidated data, transparency and improved forecasting
- Business continuity planning

Sustainability is an important part of any corporate program and with IFS, it is imbedded holistically. IFS can make LEED qualification easier to obtain and maintain. Cost also matters, and when business cycles dictate, IFS providers can manage costs down during a downturn and ramp up efficiently when business is booming. They can scale staffing and services to the needs of the business over time and extend or contract geographically as required.

Advantages of self-performance

Quality at lower cost: When nearly all services are self-performed, IFS providers spend more of their budgets on quality labor—an approach that is more efficient and delivers better quality.

- Cutting out the middleman saves money. Labor accounts for more than 70 percent of the cost of delivering facility services. By managing their own people, IFS providers keep labor costs down, ensuring that less of the maintenance budget goes toward overhead and fees.
- Organizations benefit by having well-paid people who can be deployed at the most efficient level at the point of service with the most appropriate qualifications. The IFS provider doesn't attempt to drive down costs by purchasing low-bid services from subcontractors. Better pay means a higher-caliber workforce, delivering higher-quality service at a reduced cost.

Multi-function employees: IFS facility managers are subject matter experts on multiple functions, eliminating duplication of management. Yet cross utilization isn't just at the management level, but at all levels — from the janitorial staff to maintenance staff and all other service personnel. This allows for efficient use of organizations' most valuable resource: people.

Being served by well-managed people in the right jobs who feel good about their contributions and growth opportunities, IFS clients benefit in many ways from a single-team culture:

- Higher-quality work
- Ease of communication
- Increased productivity and reliability
- Professional interaction with occupants
- Reduced turnover, more familiar faces

Subcontracting only when necessary: In areas where an IFS provider does not have an established regional or branch office or local service expertise, they can subcontract through affiliated service partners. Those partners typically undergo a screening process to ensure they have appropriate insurance and licensing and have performed employee background checks.

IFS experts establish sophisticated purchasing and subcontract management systems that enable companies to procure necessary services, manage service partners effectively and save money without sacrificing quality. The performance of subcontracted services is then monitored by the IFS team to ensure that contractual requirements and standards of timeliness, quality, service and cost-effectiveness are maintained.

Diversity: A company with sophisticated IFS capabilities will make it a common practice to look for ways to include their diversity partners whenever practical or when the client's plan blends the IFS company's self-performed work with subcontracted services. They will identify opportunities for many minority businesses, woman-owned businesses, historically underutilized businesses zones and disadvantaged business enterprises to participate and will have already formed such alliances.

DEMAND HAS INCREASED FOR TOP-QUALITY, EFFICIENTLY RUN COMMERCIAL AND CORPORATE FACILITIES.

Meeting increased demands and exceeding expectations

Demand has increased for top-quality, efficiently run commercial and corporate facilities. Therefore, organizations are increasingly expecting that their properties are being run to their standards in a cost-effective way and the confidence that every square foot, from the parking lot to the rooftop, is properly cared for.

The right IFS partner will build service programs tailored to organizational goals that will maximize the facility's appeal, functionality and value. This assures consistent quality, reliability, sustainability, safety and security in all areas touched by the IFS provider. IFS providers that have a national or global presence but service facilities through local offices offer regional expertise and resources coupled with the advantages of a large national provider.

To an IFS expert, facility problems are fascinating puzzles to solve. Looking at facilities holistically, an IFS expert can

build value for organizations by reducing operating costs while keeping properties safe, clean, comfortable and energy efficient. The right IFS provider can become a strategic partner that self-performs, fits right into the organization's team and adapts as the core business changes. In fact, when it comes to facilities, an IFS expert will know what is needed before the business does. **FMJ**



Anthony P. Piucci, senior vice president at ABM, is a 25-year veteran of the facility management industry and oversees international business development. The team seeks out integrated facility services opportunities for new and existing clients in the corporate, industrial and commercial real estate markets.

ABM specializes in delivering proven, innovative facility solutions, state-of-the-art technology and best-in-class facility maintenance practices that translate to reliable service and bottom-line savings. Piucci can be reached for additional information at tony.piucci@abm.com.

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FMJ: WHAT CAN CRE AND FM PROFESSIONALS LEARN FROM ONE ANOTHER?

JLL: CRE and FM professionals experience the same pressures to increase efficiency, transparency and quality of operations while managing cost and risk. Employee experience and talent retention and attraction are at the top of the agenda for most companies; therefore, innovation and workplace advancement are shared areas of focus. CRE and FM (CRE&F) are becoming more aligned than ever as they work together to support the evolving needs of the business.

To deliver a more consistent approach to workplace, centralization and globalization is occurring across CRE and FM. As internal CRE&F teams are more formally connected to the C-suite and business strategy, company leadership is engaging them more to drive change. This new expectation and recognition of the impact of the workplace on business outcomes requires CRE&F teams to embrace the convergence of facilities and technology to enable employee experience and ultimately, results.

The intensified demand to deliver across a range of tactical and strategic activities challenges the composition and skills of CRE&F teams. Both CRE and FM professionals must be able to demonstrate their ability to expertly deliver on operational tactics while illustrating how those tactics support a larger strategy directly connected to business goals.

FMJ: WHAT FM TRENDS ARE ON THE HORIZON?

JLL:

- Shifting roles for outsourcing providers:** Leading organizations are seeking strategic partners to streamline and standardize service delivery using sophisticated technology; create actionable recommendations based on data to provide business intelligence and extract value from the physical space; and quantify and measure the impact, productivity enhancements and results.
- Data and analytics:** There continues to be an increased focus on accurately capturing many types of facility data and marrying data analysis with facility expertise to provide actionable recommendations for improved efficiency and employee experience within facilities.
- Technology and automation:** From smart buildings to automated processes that enable facilities work, technology is a growing factor for facility management delivery. As technology advances continue, facility managers are improving their ability to meet new types of compliance requirements, respond to and anticipate employee and facility needs, and capture data from these activities to identify workplace trends.
- Increased focus on compliance:** Due to the nature of work in facilities, the use of standards – including documented procedures for repeatable processes, a demonstrable approach to quality assurance and risk management – is table stakes. Systems, data integrity, consistency, risk management, accountability and transparency are increasingly important across the delivery of FM.
- Energy management:** While energy management has been a focus for

several years, it continues to become increasingly impactful and cost effective. New software, services, systems and delivery strategies are several reasons for this dynamic advancement. Cost incentives from government rebates are also increasing alternative energy services while an increased focus on health and wellness is driving more green and productive workplaces.

FMJ: WHAT IS JLL'S APPROACH TO FM?

JLL: We take a holistic approach, working as a strategic FM partner with our clients. We initially focus on understanding our clients' unique needs and the reasons they have chosen to bring in a service partner. We then take a management consulting approach to assess needs and design a solution for the client's specific business, aligning with their long-term strategy.

Our team customizes our FM business design and solution. For example, the approach we take to recommending systems, integration, process design, etc. is tailored to clients' expressed needs and our understanding of their organization. We then meet with them to describe how we plan to address the requirements, outlining the rationale and assumptions we made to design solution that will transform the delivery of FM services to the customer. The on-site FM team accesses our shared best practices, innovations and ideas, as well as our platform support teams and subject matter experts.

We promote and foster innovation by encouraging all team members to offer new ideas to overcome challenges and optimize facilities. We utilize new technology to improve efficiencies, optimize service levels and gather real-time data that creates business intelligence. This creates an enhanced employee experience for our clients, giving them a competitive edge in their industry.



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Knowledge strategy is IFMA's plan detailing how we will manage our content and knowledge for the benefit of our members. It refers to a multi-disciplined approach to achieving organizational objectives and strategies, both from a technological and internal efficiencies standpoint. This will result in the launch of an enhanced online knowledge library platform at IFMA's 2015 World Workplace Conference and Expo.

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should you still work with a janitorial distributor?

BY MICHAEL WILSON



the way we purchase anything and everything is completely different today than it was as recently as the late 1990s. For instance, let's say a facility manager wanted to take her family to the Caribbean. While she could go to library and find information on Caribbean travel, or ask friends about their travel experience to the area, ultimately she would probably need to turn to a travel agent to discuss all her travel options and book a trip.





Today, no travel agent is needed. She can go online and learn about scores of Caribbean vacation options, when to go, where to visit and what types of hotels are available, and book everything online including air travel. It's so easy now and while there may be some concern that all the travel arrangements will work smoothly, based on past experience of purchasing everything from books to furniture online, there is considerable confidence that all will work out well.

Because of these successful experiences, the buying habits of many facility managers are changing. Not only do they turn to online sources for personal purchases, but they are now inclined to select everything for their facilities from Internet sources. However, FMs, as well as cleaning professionals servicing large facilities, are advised that this may not work in all situations, and most specifically, when selecting janitorial related items for their facilities.

While there are ample resources online discussing cleaning-related issues — along with information on professional cleaning chemicals, tools and equipment — what is often overlooked is that not all products will work equally well in all situations. Every facility must be viewed individually. While one location will probably share many of the same cleaning needs as a comparable facility across the street, it may have totally different cleaning requirements and challenges that online sources do not address. This is where a janitorial distributor can prove invaluable; however not just any janitorial distributor can fit the bill.

Distributors as consultants

The Internet has changed not only the way all of us shop, but also many professions. One that has changed rather dramatically in the past decade is the janitorial/sanitation (jan/san) distribution industry. While there are many distributors who still believe their job is just to sell products, they will likely become relics in the near future. The distributor of old is being replaced not by someone who simply sells products, but by someone who becomes an advisor, educator and consultant, helping FMs operate their facilities most effectively and effectively.

Further, in many cases, these specialists are no longer even called distributors. A more appropriate name might as well be consultants, because what they are now providing for FMs can be best described as consultative selling. But isn't this just another name for selling cleaning products? Their goal is still to sell, correct?

While one of their goals is of course to market products to their clients, it is no longer the most important goal. Instead, the salesperson — in this case, the janitorial distributor — is focused on helping customers select from a broad portfolio of products to address their facility's unique cleaning needs. This is why consultative selling is also referred to as value-added selling or need-satisfaction selling. The thrust of the process is a departure from traditional "product push" selling, focusing instead on addressing customer needs.

This form of marketing is not new. It first appeared in the 1950s and its

Consultative selling is a departure from traditional “product push” selling, focusing instead on addressing customer needs.



popularity has ebbed and flowed over the years. At times, FMs and many cleaning professionals lost interest in the consultative approach when there was less focus on the types of cleaning tools and equipment used in a facility because the prevailing belief was that many were essentially the same.

Distributors also backed off because consultative selling takes time. For the distributor to be an effective consultant, he or she must commit the time to be well versed on many products and their features and benefits. With literally thousands of professional cleaning products now available — not to mention paper products, liners and more — this is virtually impossible without the help of new technologies.

Today, FMs are very focused on and concerned about what types of chemicals and tools are used in their buildings; distributors who realize this, and the changes impacting their industry, know that they must be more than product pushers to survive in today’s world. That is why consultative selling has reemerged and likely will benefit all involved.

Consultative selling in action

To explain how consultative selling can benefit FMs, we must first discuss technology.

Earlier we mentioned that it is simply impossible for jan/san distributors to be aware of all the cleaning products now available. To address this issue, some consultative distributors are turning to new technologies that store large volumes of data on all types of cleaning and maintenance-related products. These systems use Web-based analytical tools to present an electronic dashboard that allow distributors to gather information instantly on numerous products to determine which options will best meet clients’ cleaning needs.

Consultative selling in action

For example, consider an FM who is transferring from traditional to green cleaning and tells her consultant (distributor) she is looking for a floor finish that is green-certified, works well with many different types of floors, has proven to be durable, protects the floor, is competitively priced and produces a moderate (not high-gloss) shine. While her needs are specific, the reality is that several floor finishes that might work. However, neither the FM nor the consultant is looking for a product that simply might work.

Using a Web-based dashboard system or a similar technology, the distributor can input data into the

system allowing him to advise the FM on products that address her request and facility’s needs, have proven effective and are green-certified, durable and competitively priced.

This allows the FM to make an educated decision and minimizes, if not eliminates, trial and error. Further, the approach changes the focus from strictly comparing product features to basing purchasing decisions on value. The technology may also provide information that advises FMs and cleaning professionals on how the finish is to be used and applied to help ensure it addresses all the needs of the building.

In some situations, the FM may not be sure what she is looking for. This is why consultative selling is often referred to as a process because it involves a lot of communication between the FM and distributor, asking the right questions and discussing the many needs of the facility, before a decision can be reached.

The downside of consultative selling

While consultative selling offers many benefits for FMs, it requires an initial time commitment that some FMs could find to be challenging. It’s true that the distributor and the technology do most of the work, but to get the best service and solutions possible, the FM must be willing to spend time with the distributor to thoroughly discuss the facility’s needs. Once this is accomplished, the data is stored and future meetings will require far less time.

Keep in mind that these technologies are costly and that not all distributors are thoroughly versed in consultative selling or have the technology available to be effective at it. Some organizations have the resources to provide these technologies, which are frequently out of reach for smaller independent distributors. Often, an effective way to address this challenge is to work with distributors that are part of sales and marketing groups.

So, should you still work with a janitorial distributor? The best answer is yes, as long as they are focused on your needs and have the ability to help you make value- and thought-based decisions for your facility. **FMJ**



Michael Wilson is vice president of marketing for AFFLINK, a global leader in supply chain optimization, providing clients with innovative process and procurement solutions to drive efficiencies in today’s leading businesses. He can be reached via

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EXIT

delivering exceptional customer. service

BY TOM HEBNER

Providing exceptional customer service lies at the heart of the mission with many, if not all, great organizations. At Nordstrom, Inc., a leading fashion specialty retailer, the customer is always right. Customer service is the central theme of books, articles, motivational seminars and business courses. Its value is undisputable in business circles. Yet many companies fail when it comes to the consistent delivery of great customer service.

Why is there so much information available on and so much interest in customer service? Because companies that deliver goods or services in a competitive market know that service is what brings customers back and is the differentiating factor between mediocre and great companies.

Every person who provides services in support of an organization should ask this basic question: Do you enjoy anticipating and exceeding the customer's expectations? If not, then you should rethink your career. When

I receive a complaint or issue, I look at each one as an opportunity to make my customer smile — that is what fuels me and why I love doing what I do. Not every customer complaint turns into a happy moment, but most with which I have been involved have been great experiences.

The truly great companies deliver exceptional customer service both externally and internally. These companies expect internal departments to deliver great customer service to employees, the same way the sales team delivers to customers.

FMJ EXTRA

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**Internal Customer
Service: Getting
Your Organization
to Work
Together**



Service is what brings customers back and is the differentiating factor between mediocre and great companies.

Nordstrom is excellent at this. For example: If I called accounting about an invoice and the person I reached didn't have the answer, he or she would find out and get back to me in a timely manner. I always received this type of response, even if I called the wrong person. This was typical of the internal customer service throughout the Nordstrom organization.

One of the values in the mission statement at Starbucks involves employees treating themselves and customers "with transparency, dignity and respect." When I was with Starbucks, it did not matter if you worked in the stores, a market office or at corporate headquarters — everyone treated you as family.

Experience

My personal experience and passion has been in leading and delivering exceptional customer service to the departments I serve.

I was in facility management for 10 years with Nordstrom where I had responsibilities for Oregon, Washington and Alaska stores. I spent four years with Starbucks Coffee Company where I had responsibility for the maintenance and remodeling of all stores in North America. I was with Recreational Equipment, Inc. (REI) for two years and had responsibilities for the corporate campus and all stores. I am currently employed by Premera Blue Cross where I am responsible for real estate and facilities services at all campuses and satellite offices in Alaska, Washington and Oregon.

Each of these companies is known for delivering stellar customer service. They provided a great way for me to learn, experience and live the customer service model day to day.

Nordstrom

Many try to emulate Nordstrom customer service — and with good reason. Nordstrom has proven that their model works. Their sales team is empowered to make decisions for the customer without a manager's approval. This places a lot of power in the sales associates' hands but is a very important part of the success of Nordstrom. Sales associates own customer service because they are the decision makers, not their bosses.

Another way Nordstrom gets employees excited about delivering customer service is by celebrating

it. They have quarterly meetings where individual associates are recognized and rewarded for their outstanding efforts. Often the Nordstrom family will attend and read customer letters of appreciation for the service received while shopping at one of the stores. These meetings are high energy and really get everyone jazzed about the company's mission of customer service.

Proactive customer service

A couple of things happened in my early years that really made a positive impact on me and my thoughts on customer service.

When I was 27 years old, I worked for Nordstrom as the downtown Portland store maintenance manager. One day, John Nordstrom came in one morning before the store opened. He looked at the window blinds in the café and asked if he could show me how they should be adjusted. He told me that they should be set at a 60-degree upward angle so the sun would not shine in customers' faces. Another time while visiting the store, he noted that the drinking fountain should have a three-inch arc of water so customers would not have to strain to get a drink.

I was very impressed that he would be so concerned with such small things. John Nordstrom had to worry about 70 stores, 6,000 employees, Wall Street and shareholders; yet he took the time to teach me the arc of a water fountain. Some might think he was crazy; I like to think that he truly cared about customers.

As John Nordstrom demonstrated, there are many ways to proactively deliver a high level of customer service. Being proactive means anticipating and accommodating needs before customers or employees become frustrated or complain.

Taking proactive measures can be as simple as walk your business or site with a keen awareness of elements with which employee or customer will come in contact (parking lots, sidewalks, landscape, entry doors, signage, air temperature, lighting, elevators, bathrooms, café, carpets, painted walls, finishes, etc.). Do they look fresh, clean and well maintained, and do they reflect the quality and care that your company stands for?

Whether it's a store front, a corporate headquarters or a satellite office, keeping facilities

and the building envelope well maintained creates a positive environment that promotes customer and employee satisfaction.

Listening to the customer

In my personal experiences with customer issues or complaints, I have learned that almost all issues can be avoided with good listening skills.

I cannot count how many times I was brought in to fix an issue I thought was unsolvable. Each time I asked the person what we could do to help and would listen to them carefully and sincerely acknowledge their frustration. Once they had voiced their concerns I would turn the focus of the discussion toward breaking down the problems and reviewing options that would resolve or mitigate the issue.

It's not always possible to make someone with a complaint happy. However, you can listen, care, understand their frustration and work on a solution or compromise that allows them to partner in solving the problem, and it starts with listening. Hear people out completely before you start trying to fix, suggest or solve anything. Sometimes people just want to tell you how they feel about the problem, even if they know there isn't anything you can do.

Anticipate and refine

You need to constantly anticipate your customers' needs and make adjustments that will enhance your ability to provide optimum service.

Here's one example: At one point my team received approval to begin an US\$11 million capital renovation for 100,000 square feet of a main operations service center. This construction would be completed during normal business hours in occupied space with a project duration of more than 12 months. I knew that the project would be a major inconvenience to customers and that if we didn't manage the disruption, employees would not be able to deliver exceptional customer service.

Prior to the project kickoff we held preconstruction meetings with the architect and general contractor to review every detail of the construction phases to ensure that noise, fumes, dust and disruption would be held to a minimum throughout the project. Anticipating that there would be those unforeseen issues, we held meetings weekly with the employees to explain the project phasing, safety and all preventive measures that were built into the project. We would field all questions and collect concerns, addressing each of them with the contractor.

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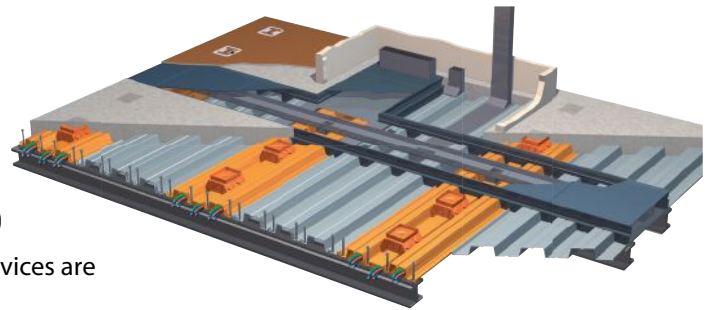
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Building a strong team that delivers starts with a foundation of clear customer service expectations.

During the last quarter of this project we wanted the employees to know that we truly cared, so we brought in 60 dozen fresh doughnuts, muffins, coffee and juice. The entire facilities staff (including me) used foodservice carts to deliver the morning treats to each of our customers at their workstations throughout the building. There were lots of smiles, applause and even some hugs of appreciation from our customers.

Delivering

Do you deliver on customer service when the opportunity arises?

I once was copied on an email from an employee (i.e., customer) stating that she was very upset with the facilities department for cleaning out the lockers and throwing her tennis shoes away. My facilities tech sent a reply restating that he had given two weeks' warning regarding the cleanout. The customer was upset further and wrote an angry email expressing her disgust with the facilities department. I reached her voicemail when I tried calling so I went to see her directly. I apologized for the mishap and asked that she purchase a new pair of shoes and give me the receipt for reimbursement. She was pleased, apologized for the email she had sent and thanked me for helping to take care of the issue.

I did not write an email or leave a voicemail in response to the issue — I sought personal interaction with the customer, even though I knew she was angry. I have found that most people just want to be heard and only want what they think is fair. The US\$70 investment in the tennis shoes was worth it to help the associate feel good about where she worked.

Developing staff to deliver

Developing staff begins with hiring the right people. While this may sound like common sense, many hire the technician

because of the tool set. Don't forget how important a trait like customer service is when hiring.

Even when hiring technical employees, I usually focus the interview on people skills and customer service. Building a strong team that delivers starts with a foundation of clear customer service expectations. I have found throughout my career that setting, coaching and modeling expectations develops passionate, service-driven performers.

Leadership

Expecting, owning and delivering great customer service must begin at the top of any organization. Leaders who model this behavior can influence and ignite the entire company. Seeing leaders demonstrate customer service through their day-to-day actions means much more than reading it in a mission statement.

Once, when I was walking through Starbucks with founder Howard Schultz, he stopped to throw away a napkin that was on the floor, and when the store became really busy he jumped behind the counter and took orders. The president of REI would interview final candidates for the corporate reception desk, because he understood that they would be the first person customers would encounter and wanted them to be the best.

Nordstrom insisted on promoting from within, and even the next generation of the Nordstrom family would begin by working in the stock room. Nordstrom believed that employees needed to start at the bottom to understand the products and needs of the customers. What a simple yet very effective model.

Take ownership

You don't need to have a big title beside your name to be a leader — each one of us is a leader when it comes to delivering great internal customer service. The mission of facility services must be to support the organization by providing the environment and services that enhance employees' pride in their workplace and their ability to perform. I encourage you to take ownership within your organization and put these simple thoughts into action. The true rewards come from a healthy organization built on a foundation of people with the desire and passion to make a difference. **FMJ**



Tom Hebner is director of facilities services for Premera. He has extensive years of working in corporate real estate and services groups for large, high-performing companies, including REI, Starbucks and Nordstrom.

Hebner's experience includes working within operations, facilities, real estate and construction and his passion is providing exceptional operational support and customer service to the organization. He is a recognized strategic thinker with track record of leading multidisciplinary teams to achieve unprecedented success through customer-focused solutions.



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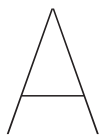
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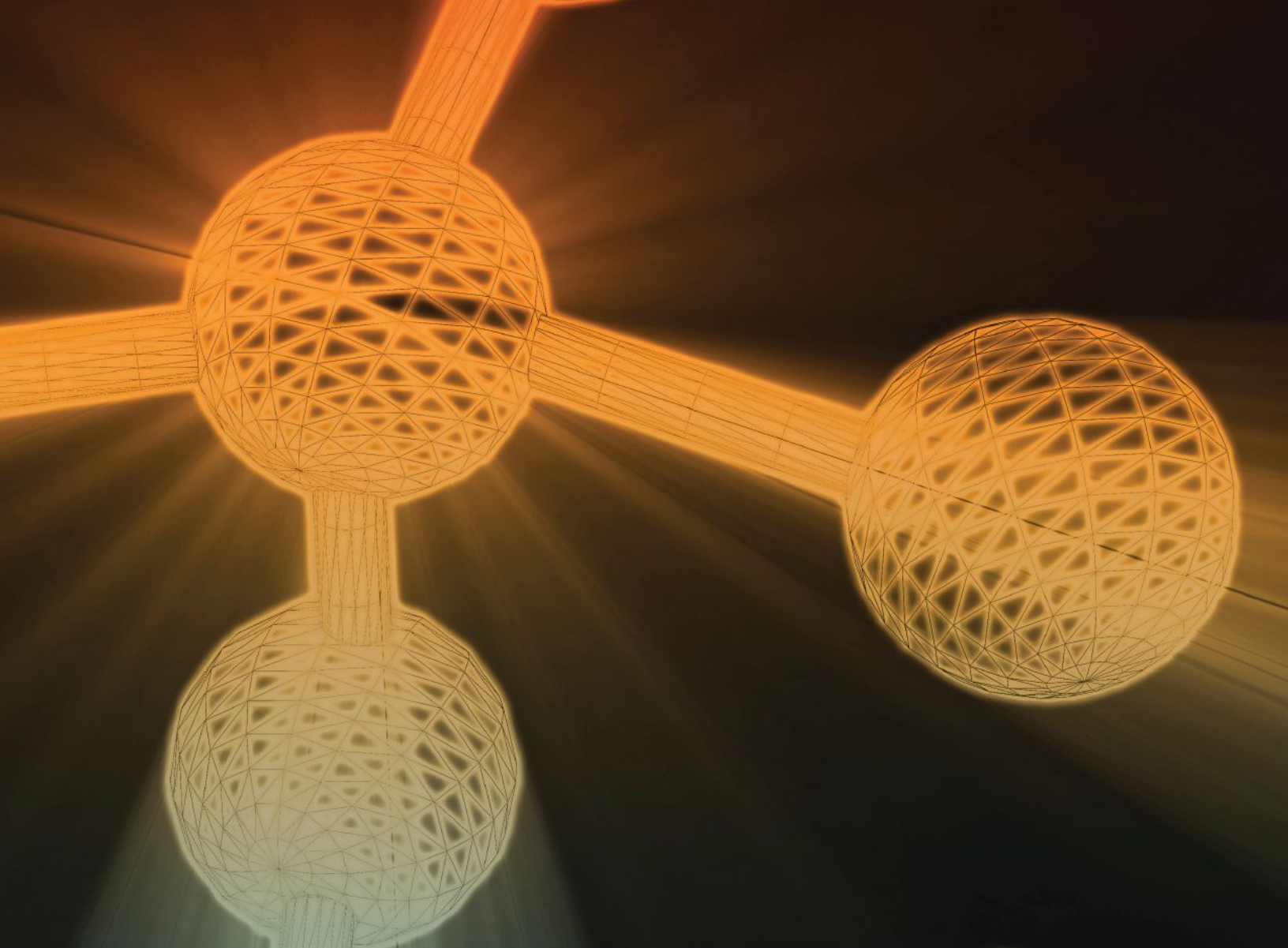
New Science and Facility Management Leadership

BY PAUL BECKER



A central goal of facility management is to provide safe and reliable physical plant systems to support, protect and enable the organization's mission and vision. Facility management processes thousands of service requests annually and is responsible for significant resources.

However, facility management suffers from a dearth of objectively researched and publicly available information concerning the impact of facilities on individual organizations (Price, Matzdorf, Smith and Agahi, 2003). This article applies research based on the philosophy of "new science" to the practice of facility management. It describes modern and postmodern approaches to facility management organizations and presents new science concepts as a foundation upon which to build facility management leadership practices.



Modern and postmodern approaches to facility management

Facility management leaders must be able to efficiently and effectively plan, design, construct, maintain, adapt, renew and replace the built environment using engineering and architectural “hard” sciences. They must also be able to deal effectively with the increasingly complex leadership challenges in their FM organizations using “soft” people skills and talents.

Modern management theories based on “old science” concepts used to engineer the built environment may not be compatible with the postmodern concepts needed to lead people and their facility management organizations. Understanding modern and postmodern concepts as applied to facility management can help make sense of this apparent conflict. “New science” then takes these concepts

further in creating a construct upon which to base leadership in facility management.

A postmodern view of facility management

Grimshaw (1999) stated that facility management is dealing not just with an amalgamation of technical problems in an organizational context. The management of the consequences of radical cultural change within organizations equally impacts physical facilities and people. Facility management holds this connection between an organization, its employees and its physical space (Grimshaw).

The nature of facility management research has depended, first, on its ability to embrace its object of study in its own processes; second, on its capacity to work across conventional boundaries; and third, on its willingness to recognize the chaotic, contingent and non-systemic nature of social and physical

realities (Grimshaw, 1999). These concepts support the view that facility management is a multidisciplinary, multifaceted phenomenon symptomatic of a postmodern view of the world.

Grimshaw argued that modernist research paradigms are unlikely to be able to deal with facility management defined in these terms. Facility management does not fit easily into the modernist paradigm of distinct academic disciplines or experimental science. Rather, it can only be dealt with as a multifaceted concept (Grimshaw). Viewing facility management as a postmodernist concept allowed its true nature and relevance to be appreciated and the nature of the necessary research underpinning to be revealed (Grimshaw).

Price and Akhlaghi (1999) examined best practices in several areas of facility management and compared them to two dominant paradigms of modern organizational theory. They argued that a view of organizations as living, learning systems better explains — and more importantly, better enables — best practices. The challenges facing facility managers in the future are those of finding new ways of leading, of cultivating environments for performing and of finding new conversations with clients, the community and employees. This more recent approach to facility management incorporates the total integration of people, processes and places.

There has also been an increase in both management practice fads and in the serious theoretical investigation of the art and science of management (Price and Akhlaghi, 1999). Operational facility management managers tended to be practical and frequently had engineering backgrounds. Many senior managers mistakenly viewed facilities as a necessary evil rather than a strategic asset and therefore as something to be managed for minimal cost rather than for optimum value. Facility management was particularly exposed to fads such as re-engineering, grounded, at least superficially, in the classical mechanistic or Taylorist managerial paradigm (Price & Akhlaghi).

New science renders over the debate between mechanistic approaches to facility management leadership based on modernism and Newtonian science and postmodern leadership based on social science. Facilities leaders as social scientists is a novel concept, indeed.

In defense of a new science for facility management

Capra (1982) described how science and Sir Isaac Newton's theory of the universe and the belief in the rational approach to human problems in the 18th century were central to the Age of Enlightenment (p.

68). The logically empirical and linear solutions provided by Newton's science found their way into the scientific management of many different types of organizations. Promoters of the science of administration claimed to have found a rational basis for human decision making and a value-free technology for increasing the effectiveness and efficiency of organizations (Greenfield, 1986).

New science takes modernist scientific management concepts beyond Newton, Taylor and Einstein and employs a systems and ecological view of life in facility management organizations. This goes beyond quantum mechanics and includes uncertainty and unpredictability, complementarity, organizational field and forces, semantic and chaotic infinite complexity, non-linear adaptive feedback networks, and wholeness and implicate order.

Complementarity and uncertainty

New science includes the quantum principles of complementarity and uncertainty, two concepts found in facility management organizations. Matter can appear as particles (specific points in space), or it can show up in waves: energy dispersed over a finite area (Bohm, 1980; Heisenberg, 1999; Wheatley, 1999). Matter's total identity includes the potential for both forms — particles and waves. This is Bohr's Principle of Complementarity (p. 36).

Wheatley described Heisenberg's Uncertainty Principle (p. 37) under which one can measure the particle aspect or the wave aspect of matter — either location or movement. One can never measure both at the same time. Thus, while one can measure wave properties, or particle properties, the exact properties of the duality itself must always elude any measurement. Although facility managers use many measurable physics principles to design, build and maintain facilities, it is the complementarity (interconnectedness and integration), complexity and uncertainty of day-to-day life as a facility manager that present the real challenge.

Wheatley (1999) argued that a quantum perspective provides one powerful explanation of Newtonian empirical and linear beliefs. To live in a quantum world, to weave here and there with ease and grace, we need to change what we do (Wheatley). We need fewer descriptions of FM tasks and instead need to learn how to facilitate process, evolution and adaptation in FM organizations. We need to become savvy about how to foster relationships, how to nurture growth and development. All of us need to become better at listening, conversing and respecting one another's uniqueness because these are essential for strong relationships. Indeed, it is this quantum view of the world that best describes facility management leadership.

Facility management leaders are constantly striving to make connections within their organizations and with their external environments. There are no familiar ways to think about the levels of interconnectedness that seem to characterize the quantum world (Wheatley, 1999). Quantum leaps are an excellent example of quantum interconnectedness. Quantum leaps are abrupt and discontinuous changes where an electron jumps from one state to another without passing through any intermediate stages.

The imagery of quantum leaps more accurately reflects the experience of facilities organizations and leadership and societal change than any other. FM leaders should not spend time on elaborate plans or timelines. Rather, time formerly spent on detail planning and analysis should be spent on creating the organizational conditions for people to set clear intent, on agreeing how they are going to work together and on practicing how to become better observers, listeners and colleagues as they co-create with their environment (Wheatley). Co-creating the built environment with a diverse group of stakeholders based on this quantum construct bounded

by common values is a fundamental role for facility management leaders.

Organizational fields and forces

There are many unforeseen forces or fields that impact facility management organizations and their people. Again, new science concepts can help make sense of the forces impacting facility management leaders. The gravitational field is thought to be a curved structure in space-time (Heisenberg, 1999). Electromagnetic fields create disturbances that manifest as electromagnetic radiation. A quantum field, perhaps a different field for each particle, is energy manifesting into form when two fields intersect (Wheatley, 1999).

In all of these theories, fields are unseen forces, invisible influences in space that become apparent through their effects. Consideration of fields encourages us to think of a universe (or a facility management organization and its environment) that more closely resembles an ocean, filled with interpenetrating influences and invisible forces that connect. The beach represents the values that FM

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leaders use to shape and lead their FM organizations, especially during stormy times.

The invisible forces that field theory exposes can help manage other aspects of organizational life (Wheatley). For example, vision – organizational clarity about purpose and direction – is a wonderful candidate for field theory. In old science linear fashion we have most often conceived of vision as designing a future, creating a destination for the organization. We have believed that the clearer the image of the destination, the more force the future would exert on the present, pulling it to that desired state. It is a very strong Newtonian image, much like the old view of gravity.

Thinking of vision as a field, however — as a facility management journey rather than a destination — we would start by recognizing that in creating the vision, we were creating a power, not a place; an influence, not a destination. This field metaphor would help us understand that we need congruency in the air, visionary messages matched by visionary FM leadership behaviors. We would also know that the vision must permeate through the entire organization as a vital influence on the behavior of all [FM] employees (Wheatley).

Stories and conversations are means for employees to connect with one another and to share their knowledge and experience (Wheatley, 1999). It is the meaningfulness of information that determines its potency. When information is identified as meaningful, it is a force for change in FM organizations. Information is generated freely by the system and fed back on itself so that it continues to grow and change (negative entropy).

We cannot continue to use information technology in management systems as a gatekeeper and as purely a performance management tool, excluding and predefining who needs to know what. Instead, we need to evoke contribution through freedom, trusting that people can make sense of the information because they know their jobs and the organizational or team purpose (Wheatley). Therein lies the FM leadership purpose.

New science and leadership in facility management

Due to the nature of the science employed in the technical nature of facility management, and the scientific management practices employed by facility management and many other public and private sector organizations, the approach to leadership in facility management has not been served well by purely a Newtonian approach to leadership, despite the old science realities of strategic planning metrics, balanced scorecards, key performance indicators, etc. with which FM leaders deal every day.

Newtonian science has been used to develop logically empirical, mechanistic and scientifically focused organizational and management theories where facility management organizations can be reduced to individual, objective parts, assessed and reassembled in a positivistic manner. Postmodern organizational paradigms do not agree with these views of organizations.

New science requires facility managers to understand the complexity, uncertainty and complementarity of their leadership roles as they deal with the modernist and postmodernist aspects of facility management not as conflicting constructs but rather as the reality of a complex and uncertain world as they strive for moral purpose and thrive on the edge of chaos. **FMJ**

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Becker is a professional mechanical engineer (1982) who earned his MBA in 2003 and his Ph.D. in social sciences in 2006. He has worked across Canada and in the U.S. and the U.K. in a variety of industries over his 33-year career, including offshore oil and gas exploration, industrial engineering and facility management.

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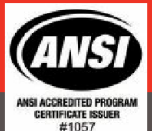
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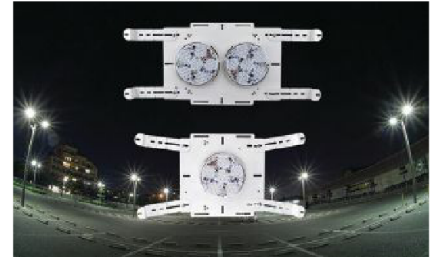


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Quantum Vue helps streamline building management by enabling facilities teams to access their building lighting control systems anytime from anywhere.

The software helps manage lighting throughout a facility by monitoring and reporting all of the lighting energy used in the space to optimize performance while reducing maintenance and operating costs.

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INNOVATIVE CAMPUS LOGISTICS SOFTWARE FACILITATES TRACKING

SCLogic, a leading provider of campus logistics systems, has announced the release of Intra EDU, the newest member of its campus logistics management offerings designed and priced specifically for the education industry. Intra EDU addresses the logistical challenges of running mail centers, central receiving, print shops, post offices and research labs on a university campus.

The foundation of Intra EDU is the use of mobile computers and barcodes to track the flow of objects, such as mail, parcels, property (computers, gas cylinders, vehicles, etc.), files/print jobs or people as they enter and move around campus.

Intra EDU's campus logistics software

provides automated, consolidated and efficient methods to:

- Receive and track student/faculty mail
- Send email/text/Facebook notifications
- Automate and track task management (file pulls, mail runs, maintenance issues, supply requests, etc.)
- Retrieve packages and mail through self-service kiosks, lockers or mailboxes
- Integrate purchase order line item receiving
- Generate detailed analytics showing processing times to meet SLA requirements, items received by carrier, etc.
- Track property (computers, desks, etc.)
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Record360 has announced availability of its patent-pending facility inspection and asset condition reporting dashboard and mobile app. The app simplifies and automates reporting and gives clients peace of mind that they are protected against liability and fees for damage they did not cause.

Record360 provides high-quality, time-stamped, geo-tagged records of property at the time of exchange. Individuals or entire teams can capture and view asset condition records on tablets or smartphones.

Capturing video, images, highlights and necessary annotations to document the condition of an asset is easy. An enterprise dashboard offers customizable workflow and adaptable architecture with all data stored in the cloud for easy access and sharing.

Record360 is available for iOS v7.0+, and on Samsung Tab 4, Samsung Tab Pro, Google Nexus Tablet and most Android 4.4+ devices, with Samsung Galaxy S support coming soon.

Key enterprise features include:

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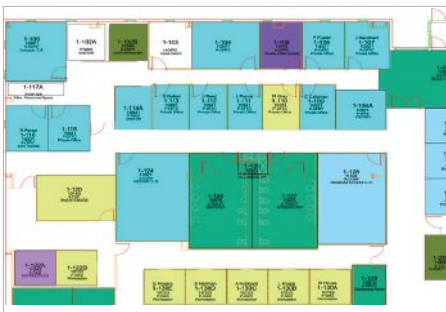
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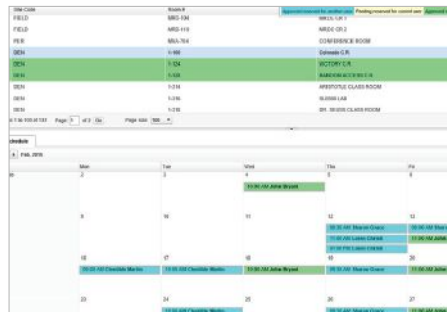
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break away from the practice of assigning one workstation per employee.

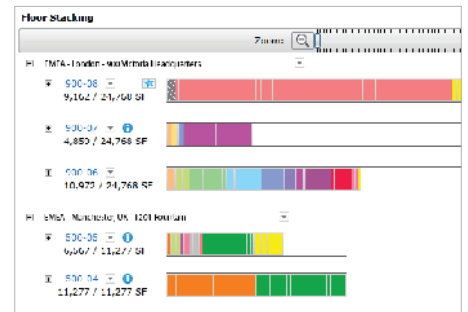
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ASK THE EXPERTS

BY IFMA'S FACILITY MANAGEMENT CONSULTANTS COUNCIL



In each issue of FMJ, IFMA's Facility Management Consultants Council shares some commonly asked FM-related questions accompanied by advice from top FM consultants. The questions and answers presented in this section align with IFMA's core competencies following the themes outlined for the given edition of the magazine.

While the following answers are intended to be helpful, these responses should not be deemed complete and are limited in context by the space allocated. Please contact the individual consultants directly for further explanation of the opinions expressed.

The theme of this edition of FMJ is **"Best Practices."**

The Facility Management Consultants Council (FMCC) represents more than 300 FM consultants from various countries around the globe. Its mission states, "The FMCC is the resource and voice for facility management consultants worldwide to leverage our collective expertise to benefit IFMA members, and the facility management profession."

Questions regarding the Ask the Experts section of FMJ can be directed to Mark Sekula, IFMA Fellow, CFM, FMP, LEED AP, president of Facility Futures, Inc., at msekula1@wi.rr.com.

Visit FMCC online at fmcc.ifma.org or join the conversation on the council's LinkedIn group at <http://linkd.in/1gAa8ae>.

QUESTION

There is a great deal of benchmarking information available to FMs on the Internet and through other sources. As an FM consultant, what advice and/or tips do you have to help FM practitioners sort through the sea of available information in order to find FM benchmarking information that can be readily applied to an FM's day-to-day activities?

ANSWER: The topic of finding useful benchmarks is most pertinent to FMs, and will remain so for a good while. Fishing can provide an analogy. A captain seeks a few varieties in a particular range of size and sufficient quantity to meet a well-defined need — usually making a living on the sea, or maybe just what's for dinner. Go to the sea of benchmark information with a clear vision of the particular problem that you wish to solve aided by benchmarks, and what the information that you seek looks like.

Search diligently. With current generation search tools, you can be selective. Colleagues and other organizations similar to your own, professional and trade associations, academic and other research institutions and organizations, and government agencies are all possibilities. Internet search tools make it fast and easy to find sources. Ask the search tool for exactly what you want. Just type the key descriptive words. If the search goes somewhere wrong, change words.

When you find useful prospects, an important matter, besides whether the information fits your vision of what you want and need, is how, when and by whom the data were harvested and processed. Look for information that is simple to understand, clearly applicable to your circumstances, and easy to acquire, process and update.

We all face related needs for particular information, whether for benchmarking or other purposes. Once we've gone to the trouble of measuring and evaluating, we are often inclined to share in FM social media. Doing so makes us all more productive.

ANSWERED BY:
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David Reynolds joined FMCC in 2014 and is located in Mississippi, USA. He is a recent CFM and an FMP since 2004. His background is in systems, project management and consulting in small companies serving a variety of clients and industries. He holds degrees in science, engineering and allied health areas.

He focuses on FM as organizations adopt asset and risk management principles and practices, where clear, visible, interactive, maintainable, processes and models, data and measurements can better frame FM in alignment with organization strategies and objectives.

Reynolds' pro bono work includes construction, maintenance, safety and health. He is also a member of the IFMA Environmental Health and Safety Council.

ANSWER: Finding publicly available benchmarking information that matches your specific situation is challenging, but even if you find it — for instance, in IFMA’s benchmarking reports — you should use it only as a general guide, since they are “big averages.” You may have higher maintenance costs, for instance, but there may be a very legitimate reason why you are above the average.

If you don’t know the practices other FMs used to achieve the benchmark results with which you are comparing, you should dig into the how and why instead of worrying too much about the number itself.

A great way to do that is to benchmark practices, not just numbers. Connect with colleagues in the industry, particularly from IFMA, and compare what they do, not just the results they achieve.

That will give you something you can actually act on instead of just a number.

ANSWERED BY:

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Michel Theriault has been in FM for 25 years, working in-house and with an outsource provider and has been an FM consultant for the last eight years. He is an

award-winning author, international speaker and a certified IFMA FMP® instructor. His award-winning book, “Managing Facilities and Real Estate,” emphasizes strategy, management and leadership in the FM role.

As principal of Strategic Advisor, an FM consulting firm, Theriault focuses on management and strategic issues, helping facility managers in a wide variety of industries analyze, justify, plan and implement their initiatives with a strategic approach.

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ANSWER: A benchmark is “a point of reference from which quality or excellence is measured” (Macquarie Dictionary 2nd Ed.). To benchmark is to gain understanding of performance through measurement and analysis. Any process or performance that can be measured can be benchmarked; within property, construction and facilities this often is the basis for major decisions. Sadly the absence of effective long-term benchmarking results in best and worst practices, rather than good practice being documented; hence “management by exception.”

For FM, internal benchmarking across sites, functions, spaces, suppliers, etc. is of value and readily available. Next, look to external benchmarking of established key performance indicators with peer organizations via professional bodies and industry groups. Finally, you can seek out public or published sources. Benchmarking is also now a standard feature in most FM software packages, plus there are commercially available benchmark services. For all benchmarking two things are

true: the more quality data used and more systematic your approach, the better your outcomes.

The IFMA Foundation’s 2013 “Benchmarking for Facility Professionals,” IFMA’s online benchmarking portal: BEX and many publications including IFMA’s Operations and Maintenance Benchmarks report provide further insights.

In 2011 Rider Levett Bucknall launched the RLB app, the world’s first construction cost data application, following in the tradition of five decades of free construction cost benchmarking guides.

Yes, there is a great deal of available benchmarking approaches and resources. All have their place and should be seen as a long-term investment in the pursuit of exemplary FM performance.

ANSWERED BY:

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Stephen Ballesty is Rider Levett Bucknall’s Sydney-based director and head of advisory with more than 30 years of public- and private-sector consulting and more than 20 years of not-for-profit leadership experience. He is currently a member of the IFMA Board of Directors and is an Australian delegate for the ISO international facility

management initiative.

Ballesty is a past chairman of both the IFMA Foundation and FMA Australia, former deputy chairman of the Australian Government’s FM Action Agenda and leader of the FM Exemplar Project: Sydney Opera House.

Ballesty is an FMA Australia Life Member (2011) and IFMA’s 2014 International Distinguished Member of the Year.

RUBBER FLOORING

A DREAM COME TRUE
FOR FACILITY MANAGERS

University of Colorado

BY TASHA HUGHES Whether renovating an office building, expanding a health care facility or constructing a new school, at some point in the planning process, the decision maker must consider the floor covering. Facility managers can be overwhelmed by the choices available — everything from carpeting to hardwoods, vinyl composition tile, ceramic tile, stone, marble, cork, bamboo and rubber.

As selections are made, FMs must answer several questions, among them: Does the floor need to reflect a particular design or color scheme? Does it have a directional function in the building? How important is stain resistance? What about acoustics and resiliency? How easy or difficult will it be to maintain the floor?

Maintaining the floor is important, because it protects what can be a significant investment in a building and one that influences the important initial impression when people enter the facility. Doing so efficiently, cost-effectively and safely is what often drives facility managers in the flooring selection process and finds them, with increasing frequency, turning to rubber flooring, attracted to its simple, uncomplicated cleaning regimen.

Composition makes cleaning simple

Rubber flooring is a sustainable material made from renewable natural rubber that is extracted from the sap of tropical rubber plants and industrial rubber. The floor's dense, nonporous surface helps repel dirt and bacteria. As a result, the floor tends to stay clean longer and can be maintained with regular dust mopping. When a deeper cleaning is required, a mop and tap water will often suffice. The floor does not require waxing, stripping or the application of sealants.

For facility managers, this simple cleaning regimen offers multiple benefits. First, it requires less time, enabling housekeeping staff to clean larger areas in a shorter amount of time. They also do not have to close portions of the building for lengthy periods of time while wax is applied and then allowed to dry.

This is especially important in health care facilities that operate 24 hours a day, seven days a week, as officials at Children's Hospital of Alabama can attest. When the third-largest pediatric hospital in the U.S. completed a 760,000-square-foot addition to its Birmingham, Alabama, campus, the hospital selected rubber flooring to address its three top priorities — ease of maintenance, acoustics and durability.

Said Kermilia Moorer-Whitehead, RN, director of 10 Harbert, "The environmental services people are able to quickly come in and clean the floor at any time, day or night. It doesn't matter, because the process is simple."



School administrators also recognize the time savings associated with rubber flooring. When newly constructed Tuslaw Elementary School in Massillon, Ohio, opened its doors, rubber floors in corridors, classrooms and the cafeteria greeted students and staff. Commenting on the floors, Al Osler, Tuslaw School District superintendent, said, “It’s a big time and cost savings to not have to strip and wax the floors over the summer.” Now, cleaning can take place year-round, requires fewer people and takes less time, without disrupting or delaying the many activities that take place in an educational setting.

Fewer cleaning products reduce expenses, improve IAQ

In addition to cost savings associated with more efficient use of time and fewer people required to complete a task, rubber flooring offers cost savings linked to the purchase of waxes, sealants and other harsh cleaning chemicals often required to maintain other floors. This can make a significant impact on budgets already stretched as facilities look to trim costs.

Just ask the University of Colorado. When the university decided to install rubber flooring in its renovated Ekeley

Sciences Building, the floor’s simple cleaning regimen, which required little more than water, represented a significant benefit to the university.

“We have very limited funding on this campus for maintenance and custodial services,” said Larry Hill, project manager. “So, we try to stretch our dollars by using products that are easy to maintain and require fewer chemicals.”

The absence of chemicals can also contribute to improved indoor air quality (IAQ) in facilities that install rubber flooring, as does the fact that the floor covering’s composition and dense nature mean it does not emit substances in toxic concentrations. Many rubber floor coverings do not contain any PVC, plasticizers (phthalate) or halogens (e.g., chlorine). This can be reassuring for housekeeping staff who work on and with the floors daily.

Facility managers can be assured that those who use their facilities will not be negatively impacted by the floor’s composition or by the products necessary to maintain it. This is especially important in health care facilities, where patients may suffer from asthma, allergies and

other respiratory conditions. In addition, they no longer have to worry about wax and other chemicals used to maintain the floor finding their way into a building’s sewer system.

According to David Cantrell, director of engineering/facilities at Children’s Hospital of Alabama, “Our existing facility had a lot of wax by-product that would end up in our sewer drains, which caused buildups and backups within the facility. With no-wax floors, we don’t have the manpower costs associated with maintaining those lines any longer.”

Resistance to spills ensures good results

The absence of wax and chemicals in the cleaning process does not mean rubber floors are never exposed to these materials. Spills in laboratories, cafeterias, classrooms, treatment rooms, etc. are not unusual. However, the floor covering’s natural density allows it to stand up to water, chemical and other liquid spills, including disinfectants, betadine, blood and urine. The floor does not absorb liquids, so spills can be cleaned up quickly and effectively, easing the cleaning process and helping to ensure positive results, leaving no residual staining.



Children's Hospital of Alabama

The University of Colorado found this out firsthand as they conducted a series of stain tests on several different flooring samples before making the decision to install rubber flooring in their labs. “That was the ultimate test — what stained the most or the least from commonly used lab chemicals,” said Hill.

“Chemicals that may get spilled in the course of a day include acetone, which the students use to rinse glassware, as well as acids and bases,” added Tad Koch, Ph.D., professor emeritus at the university. “Our lab director tested the rubber floor sample to see how resistant it was to the things that we commonly use in the organic lab, and it held up quite well.”

Hygienic surface helps protect health

Despite the fact that rubber flooring is so easy to clean, facility managers can rest assured that the floor covering contributes to a hygienic environment. In many cases the floor is naturally bacteriostatic and fungistatic, which helps to protect the health of maintenance employees and building staff, as well as patients, students

and visitors to a facility. The floor can actually help prevent infection as it protects vulnerable populations, while meeting even the strictest health care regulations and specifications for bacteriostatic interior surfaces.

Resiliency makes maintenance easier, more comfortable

Maintenance employees will also appreciate the ease with which they can move equipment across the floor. Rubber flooring’s resilient surface makes it easy to move rolling equipment, leaving no scuff marks or indentations on the floor covering. Its low resistance to wheeled equipment also reduces the possibility of over-exertion on the part of maintenance workers and members of the housekeeping staff.

Additionally, the resiliency of rubber flooring contributes to a more comfortable working environment for maintenance employees and other building employees who spend long periods of time on their feet. That’s because, unlike most hard floor coverings, rubber is a flexible material that absorbs the pressure of footsteps differently. In doing so, it helps prevent

foot and leg fatigue and enables workers to focus on the work in front of them rather than their discomfort.

Comfort underfoot, ease of moving equipment, stain resistance, improved indoor air quality, good hygiene, time and cost savings and a simple cleaning regimen — these are the benefits of rubber flooring that appeal most to facility managers as they think about floor care. And as they care for the floor, they will come to appreciate one other important benefit — that durable rubber flooring offers an extended life cycle (typically 30 years), which reduces the need for frequent removal and disposal and supports the decision to invest in the floor covering. **FMJ**



Tasha Hughes is a public relations and marketing specialist for nora systems, Inc., an international rubber flooring manufacturer dedicated to developing

premium flooring solutions for a variety of commercial markets, including health care, education, industry and life science labs, and public buildings. She can be reached at tasha.hughes@nora.com.

Lessons I Have Learned Working on My Own



BY MEREDITH THATCHER

Have you ever thought you should work for yourself? For more than 25 years I worked in and ran our family business. In 2009, we closed that business and I went out on my own. In the subsequent five and a half years I have learned a thing or two.

To give some context: I am a workplace strategy and change management consultant, which means I can work anywhere. I work from my home. Note that I said I work from my home, not at my home. The two things are not the same. I have a home office, but am truly a road warrior. I am seldom at home during the work day.

Recently, a few close friends left their full-time facility management jobs and became consultants. I've chuckled as they have expressed their surprise at the life of a consultant, which inspired me to write down a few lessons I have learned. These aren't all the lessons by any stretch — probably not even the top 15 — but they are the ones that are relevant to me today.

Happiness is a positive cash flow

When we closed the family business I didn't really know what I was going to do. I needed to make some decisions very quickly — find a job or start my own company. I hadn't always received a paycheck every two weeks so I didn't need that safety net, but needing to eat is a strong motivator. While I didn't have as many mouths to feed as before, I still had my own bills to pay. Shortly after I started my firm my uncle gave me a framed saying that he had in his office for many years. It says: "Happiness is a positive cash flow," and it now hangs in my home office.

Just because you are capable of doing every job in your business doesn't mean you should!

I was fortunate to fill every role, at some point, in the family business. I had been responsible, in whole or in part, for administration, finance, marketing, training, project management, human resources, IT, strategic planning, consulting, client relationship management...you name it.

A colleague asked me once if I was finding, minding or grinding. I was doing all three (finding the work, minding the business and grinding on projects). He asked me which of the three I preferred and I responded grinding — i.e., working with clients to solve problems. While I was quite capable of doing all the tasks, I knew I didn't like bookkeeping. I did the bookkeeping myself for the first six months before I asked my former bookkeeper to come back, which was one of the smartest decisions I made.

Pay someone else to clean your house

All I can say is: what took me so long?!

Keep up to date on timesheets and billing (your retirement will suffer if you don't)

Don't let this slide — stay on top of it every day! Find a process, software and timing that works for you. Every single time you forget to document and/or bill your time, you are shortchanging not just your gross revenue for the year, but also your retirement.

Never burn a bridge, or you will get burned!

“Make sure you treat everyone you meet on your way up the ladder with respect and kindness, and don't forget them...because you'll meet those same exact people on your way back down on the other side. Never burn bridges!” – Unknown

I learned this lesson well before I went out on my own; however, I am reminded constantly about the importance of never burning a bridge. People have long memories about how you treated them, whether or not you were justified.

A few years ago I was working with a client and we needed to get approval on a project from another organization. It turns out that a former employee was the lead for the approving organization. My client's first question about the past connection was, “How well did you treat them — do we have a problem here?” There was no problem and we still have a good relationship because we have both looked after it.

Don't worry about too much work — there are solutions for that

I have been in both the too much work and too little work situations and would choose too much work any day. Often I have multiple proposals out at the same time and think, “What if they all get approved at the same time? I can't possibly do them all!”

First of all, they aren't likely to get approved at the same time. Second, some may not get approved at all and some will get delayed. Be prepared with a contingency plan if you have too much work come in; for example, renegotiate timelines, get help and include required approval dates in your proposals. And celebrate — too much work is always better than too little.

He who commits first gets my commitment

You learn, over time, how to balance your workload. One of my golden rules is: the first to commit to me gets my attention. Holding time for a company that has not yet approved a proposal is foolish. You cannot inventory time, so holding time for a possibility rather than a sure thing is a mistake.

Also, I am religious about keeping my calendar (both business and personal) up to date. When approval comes and clients want to talk schedule and deadlines, you need to be prepared to have that conversation on the fly and commit to your new client.

Love what you do

Have you heard the saying, “Love what you do and the money will follow?” It's true but not easy. Being on your own you had better love what you do or you won't want to get out of bed in the morning. You don't have other people around you to boost your energy and mood. If you love what you do you will be motivated, your passion will shine for all to see, your home life will be more stable and you will be more productive. The reality is you will have some long days working by yourself, and being able to create your own positive energy will sustain you during those hectic times.

Make sure you always talk to someone during the day

Never go a day without connecting with another human being, as humans require regular contact with others. If you are head-down working toward a deadline, remember to schedule time to connect with others — clients, family, spouse, neighbors, friends — and talk about something other than work.

Work is fine, life is better

We are working to have a better life — so don't forget to live it. Working hard and being successful doesn't necessarily mean you're a workaholic, but know when to put your tools down and live. You'll be a much more interesting person.

Clients will always be clients first and friends second

I grew up in the business world of separating clients and friends, but that line has blurred. Remember that the clients were clients first and just because they are friendly doesn't make them friends — they have a duty to their company first, too. Blurred lines can be challenging but not impossible. Respect and open communication help when issues arise.

Your network is your lifeline. Look after it!

There is huge value in nurturing a wide circle of contacts. It will be with you for years to come. It can be invaluable during hard economic times and during a crisis. Small talk is not my forte so I find networking events challenging. I now follow the power of three: I approach networking prepared to discuss three different current events, join groups that have three people (easier to join the conversation) and I leave with three new contacts.

That “What have I agreed to?” feeling means something really exciting is about to happen — go for it!

Have you heard of imposter syndrome? Definition from Wikipedia: “Despite external evidence of their competence, those with the syndrome remain convinced that they are frauds and do not deserve the success they have achieved.” Apparently this is even more common among high-achieving women. I'm not saying I have it, but I make a point of keeping my self-talk positive about the incredible opportunities that come my way to remind myself that I had a plan to get there and I went for it!

Remember “slap me if I agree to this again” moments and don't repeat them

These are those events or tasks that we agreed to, even though we knew at the time we probably shouldn't have, and they didn't turn out so well — those are “slap me” moments. Learn from your mistakes.

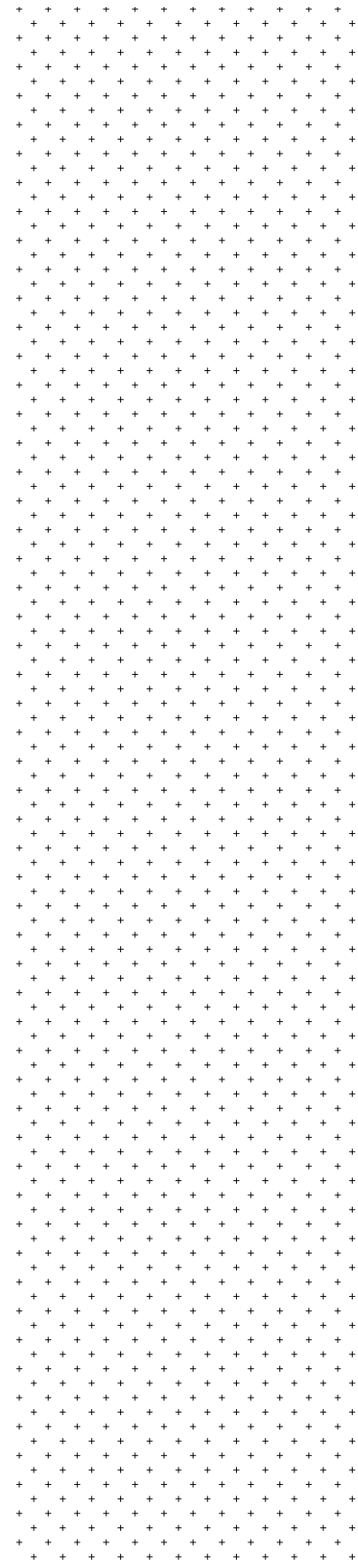
Keep your tools with you

As a road warrior I have my laptop (which is lighter than my iPad), my tablet and my phone with me during the work day. Thanks to my mother's insistence on typing courses, I type much faster than I write. I take notes, find documents, research, write material during meetings — I never have to say, “I'll send that when I get back to the office.” Learning to use technology effectively (yes, even during meetings) and embracing it can be extremely cost effective — you look better to your clients and you have more time for life! **FMJ**



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IFMA ESS SAG

TOWN HALL MEETING AND CURRENT ACTIVITIES

BY BILL CONLEY AND ERIC TEICHOLZ

Transparency is a laudable attribute to provide when working for the common good, but it does come with its challenges. Being clear is only as effective as the number of people who care to look. Thus, it was extremely gratifying that IFMA's Environmental Stewardship and Sustainability Strategic Advisory Group (ESS SAG) town hall meeting was attended by more than 30 participants at the end of a long day at the Facility Fusion U.S. Conference and Expo this April.

The panel consisted of five members of the SAG, including the group's chair, Eric Teicholz; Lynn Baez, IFMA board member and SAG liaison; and SAG members Laurie Gilmer, Chris Laughman and Bill Conley. The panelists discussed the progress of the group, outlining both past and future activities and, most importantly, solicited feedback and input from the meeting's attendees. The town hall was not designed to be a standard presentation; rather the aim was an interactive and inclusive format.

ESS SAG presentation

The panelists opened the proceedings by sharing the current activities and SAG initiatives that were presented to the IFMA Board of Directors earlier in the week. Major activities included:

1. Support of the Environmental Stewardship and Sustainability Online Community portal

Figure 1 indicates the number of downloads per month (placed along the vertical axis) based on number of articles posted and number of downloads per article for the period from November 2014 through March 2015.

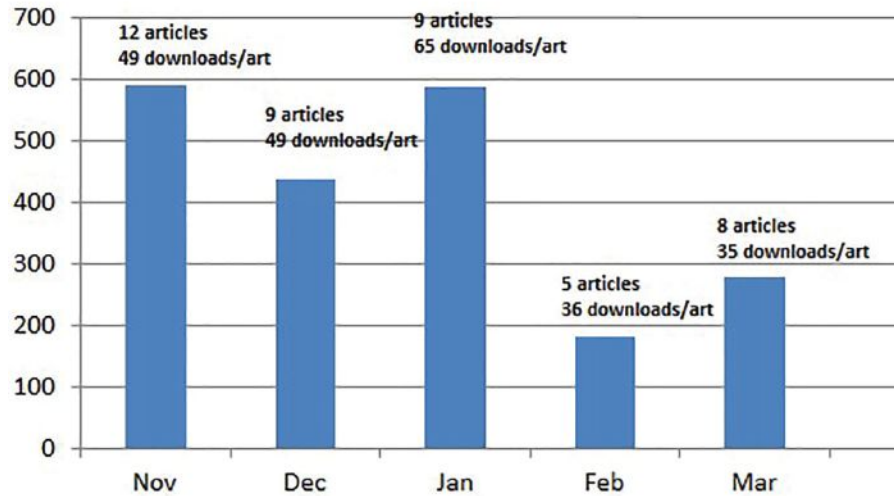


FIGURE 1

2. FMJ Extended articles and webinars

The SAG has been writing bimonthly articles for FMJ Extended accompanied by related webinars. The webinars are not limited to IFMA members, but are open to all professionals interested in the topics. These presentations are announced to like-minded associations and organizations via press releases and other marketing tools.

Articles and webinars delivered thus far have dealt with IFMA's Global Reporting Initiative, greenhouse gas emissions, net zero and IFMA's Sustainability How-to Guide Series.

3. How-to Guides

The How-to Guides are peer-reviewed reports designed to provide data associated with a wide range of subjects related to sustainability and energy. Fourteen guides have been produced so far and are available for free at www.ifma.org/know-base/how-to-guides.

An additional four guides will be published over the next six months. Topics include upgrades to the guides on green building rating systems, lighting and

ENERGY STAR, as well as a new guide on measuring, monitoring and reporting. In addition, the IFMA community was surveyed on potential themes for new guides with the following results:

Remote monitoring guide or energy	8
Net zero energy	7
Emissions	6
Financing energy investments	5
Managing energy usage using prediction tools for cost reduction and revenue	4
Occupant engagement: Strategies for success	3
Big data and FM	2
Energy standards	1

The SAG has also reached out to chapters and IFMA leaders worldwide for best practices and sustainability programs that can be incorporated into the guides. This content will appear as an appendix in future guides.

4. Third-party outreach

The SAG next discussed its emissions initiative, as carbon and GHG emissions loom as one of the next big challenges facing facility managers. Topics addressed have been the definition of greenhouse gas emissions, emission sources,

reporting drivers and requirements and future trends in the industry.

As every National Academy of Science of every major country in the world and every major scientific society working in this area confirm anthropogenic climate, leaders in our organizations are becoming more aware of these facts. In response, organizations are making efforts to demonstrate their corporate social and environmental responsibility and the SAG, through IFMA, is trying to assist them in achieving these ends.

The next initiative discussed related to ENERGY STAR and the IFMA Energy Challenge. Through ENERGY STAR Portfolio Manager, IFMA now has nearly 3,000 buildings shared in its database. The momentum for participation in the IFMA Energy Challenge has declined over the past year, but the IFMA board has made resources available to renew efforts to engage more members. The emphasis will focus on gaining more participants who will share their energy consumption data, and then on utilizing that data in a benchmarking report.

It was also mentioned that, now that Canada has adopted the ENERGY STAR model, the tool can accept data in the metric system. Thus, anyone in the world can now enter data and track energy use, GHG emissions and water usage. There are many types of facilities

that cannot achieve a rating; however this does not diminish the effectiveness of the tool in monitoring performance. IFMA can create reports no matter from where the data comes, and any facility can use this benchmarking tool, no matter where it is located or what type of building it is.

The emerging importance of net zero was also discussed. As mentioned, the SAG has presented a webinar through IFMA on emissions and net zero. This webinar is available on the ESS area of IFMA's Online Community website. SAG members also published an article in the online version of the March/April 2015 issue of FMJ and presented an educational session at Facility Fusion Orlando prior to the town hall meeting to expand on this topic.

It was related that there has understandably been confusion over what net zero is and what is required, especially for existing facilities.

In order to clarify, the panelists explained that the initial portion of United States Executive Order 13514 defines a net zero energy building as one that is "...designed, constructed and operated to require a greatly reduced quantity of energy to operate, meet the balance of energy needs from sources of energy that do not produce greenhouse gases, and therefore result in no net emissions of greenhouse gases and be economically viable."

Further, the speakers conveyed that the National Renewable Energy Laboratory (NREL) publication, "Net-Zero Energy Buildings: A Classification System Based on Renewable Energy Supply Options," provides several sub-definitions of net zero.

The NREL publication, "Getting to Net Zero," defines four categories of net

zero energy buildings: net zero site energy, net zero source energy, net zero costs and net zero emissions. These are the types of resources that SAG aims to distribute to IFMA members.

There was a brief discussion of the Sustainability Liaison group within IFMA. This allows members of chapters and councils convene on a monthly basis to discuss the status of sustainability and methods for disseminating information and getting traction among their peers. These liaisons comprise most of the SAG's "boots on the ground" and are relied upon to generate interest at the member level and provide knowledge regarding IFMA's continual drive toward the implementation of sustainable practices and attitudes.

Finally, IFMA's first pass at developing a sustainability report utilizing the framework of the Global Reporting Initiative was discussed. One of the most important points of the GRI is stakeholder inclusiveness and the efforts of IFMA in attaining member input. The GRI report relies heavily on IFMA member feedback to help guide where IFMA spends its time and resources. Now that criteria have been established as to what IFMA can track, a customized sustainability report based on IFMA activities is slated to be generated.

General discussion

The second part of the town hall meeting was comprised of lively conversations on a number of different issues. As stated earlier, the intent of this meeting was to generate interaction on the SAG's activities and how members felt about its direction. Based on the discussions and subsequent feedback, this part of the meeting was a success.

Attendees were interested in what they could report back to their chapters and members. Discussion on this topic covered areas like the availability of the How-to Guides, the endless possibilities for information and resources on the ESS Online Community page and the availability of programs and materials provided by the ESS SAG, as well as IFMA's knowledge strategy.

Participants noticed that the SAG works closely with IFMA's government affairs group to share information on legislative actions both in the U.S. and in Europe.

In discussing third-party MOU, attendees gave positive feedback and proposed new alliances.

Attendees asked how they could become involved in the sustainability liaison program and the benefits of that group were analyzed and further explored.

There was also talk of how Europe is ahead of the U.S. in regard to sustainable practices, which reconfirmed the fact that we need to share best practices and to engage practitioners at a global level. It was proposed and recognized that the collective knowledge of all IFMA members was necessary in truly creating a sustainable community.

A discussion on credentials and programs ensued. The conversation weighed and evaluated the LEED process and its focus on buildings versus IFMA's Sustainability Facility Professional® (SFP®) credential which is devoted to those managers who run the buildings.

It was posited that the SFP is more relevant and has a broader application

SAG Current Initiative Status



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FIGURE 2

to facility managers worldwide than LEED. This opinion came into deeper analysis when taken into the context of the European arena.

The SAG initiatives and their prioritization were brought into the conversation (see Figure 2 for the detailed list). Based on surveys and consensus, the topics have been rated one through three, with one being the top issues to attack.

The initiatives discussed in this meeting fell in the one- or two-star category. However, it was stated that these ratings were fluid and that issues could be approached based on interest and resources.

In regard to standards, IFMA, under the leadership of Chair Jim Whitaker, has for the last few years been part of a task group defining ISO standards for facility management. The SAG is poised to help provide insight and resources when the need arises.

The ESS strategy plan is an ongoing, living organism, changing as the environmental climate dictates. Also, Ian Cameron from OSCRE stated that he and his company were in talks with IFMA to devote increased support to the issue of big data.

None of these issues is being ignored or put on the back burner... developments are in play which could change the level of any topic within these initiatives.

Finally, attendees were invited to provide their business cards in order to receive information from the SAG.

They received the following:

1. Information on the How-to Guides and ENERGY STAR: www.ifma.org/sustainability
2. The ESS area of IFMA's Online Community website: <https://community.ifma.org/topics/sustainability/default.aspx>
(You must be an IFMA member to access this site. Most of the content is in the "Media and Documents" tab.)
3. To participate in the sustainability liaison program, email mary.ressler@ifma.org.

As was reiterated throughout this meeting, the IFMA community and its ability to meet the challenges of environmental stewardship and sustainability will only be as strong as

the members who participate.

Attendees were asked to join this effort, to relate these discussions to other members, to contribute to the ESS area of the Online Community website, to volunteer to help with the How-to Guides and to look at strategic alliances outside of our organization to help us succeed.

The SAG hopes to hold another town hall meeting at IFMA's World Workplace Conference and Expo in Denver this October. All members are invited to attend. Please join us. Together we can change the world, and everybody will see us do it. **FMJ**



Bill Conley, IFMA Fellow, CFM, SFP, FMP, LEED AP is facility manager at Yamaha Motor Corp. in Cypress, California, USA. Prior to that, he served as

owner and chief sustainability officer of CFM2, a facility management and sustainability consulting company. Conley has more than 35 years of experience in the facility management profession and has been a proponent of sustainable operations for more than 20 years.

Conley has served on the IFMA board of directors, is a recipient of IFMA's distinguished member of the year award and has twice received the association's distinguished author award.



Eric Teicholz, IFMA Fellow, is president of Graphic Systems, Inc., chair of IFMA's Environmental Stewardship and Sustainability Strategic

Advisory Group and an advisor to the Commonwealth of Massachusetts Integrated Facility Management and Advanced Energy Group's initiatives.

He is the author/editor of 12 books and both a past faculty member at Harvard University's Graduate School of Design and associate director of Harvard's Lab for Computer Graphics and Spatial Analysis.

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