

FMJ



IFMATM

International Facility Management Association

WWW.IFMA.ORG/FMJ | SEPTEMBER/OCTOBER 2016

SATISFY THE POWER HUNGRY

OUTDOOR POWER
FOR MOBILE CHARGING



 LEGRAND.US/OUTDOOR

 **legrand**[®]




LogiSon[®]
NETWORK
ACOUSTIC MASKING PAGING MUSIC
SEE OUR AD ON THE BACK COVER!
Check us out in Booth #826 at
IFMA's World Workplace
Conference & Expo
www.logison.com



designed to be better.™

 legrand®

FMJ



IFMATM
International Facility Management Association

WWW.IFMA.ORG/FMJ | SEPTEMBER/OCTOBER 2016

Special issue:

we.define.fm

The IFMA-RICS collaboration

p. 58

LogiSon[®]
ACOUSTIC NETWORK

SOUND MASKING PAGING MUSIC

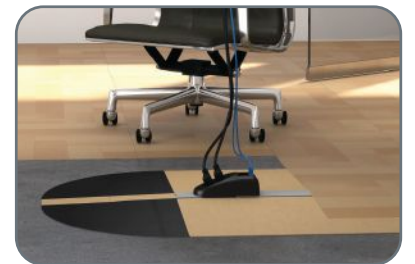
SEE OUR AD ON THE BACK COVER!
Check us out in Booth #826 at
IFMA's World Workplace
Conference & Expo
www.logison.com



Connectrac 2.7 Under-Carpet Wireway

It's so subtle you'll ask yourself – where is it?

Connectrac® wireways provide a proven power and IT alternative to expensive and disruptive core drilling, trenching and unsightly power poles. Our ultra low-profile modular wireway is so discreet it's barely noticeable as it elegantly blends in to any environment, while accommodating power and data.



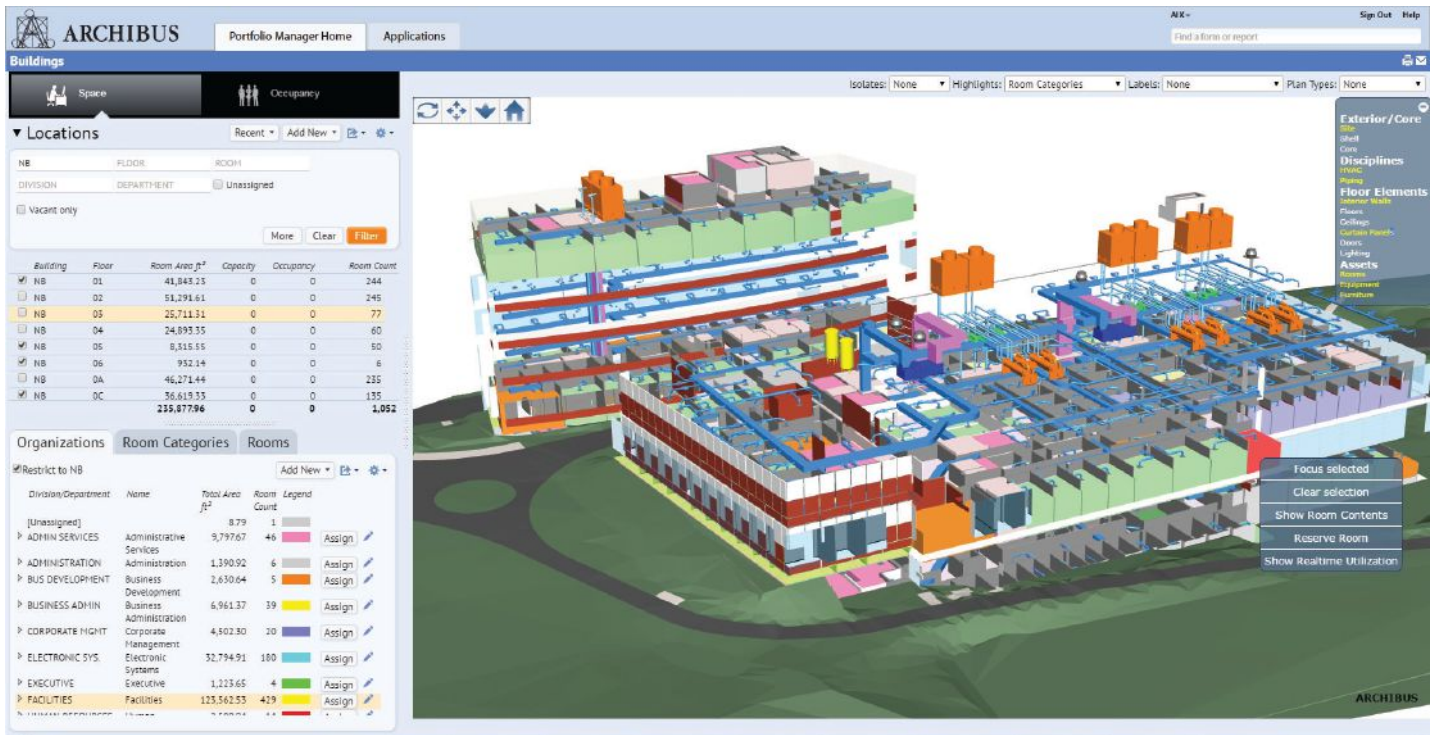
CONNECTRAC®

Connect without core drilling

1.877.480.5637

connectrac.com

ARCHIBUS® combines Building Information Modeling into Enterprise Information Modeling for Strategic Lifecycle Management



Web Central 3D Navigator™—Where “BIM meets EIM”

The future of real estate, infrastructure and facilities management is here—and it’s all about integrated enterprise data, process automation and 3-dimensional visualization and analytics.

By being the only technology platform that leverages **Enterprise Information Modeling (EIM)**, ARCHIBUS helps you—the Real Estate and Facilities Management professionals—achieve all three goals simultaneously. The new Web Central 3D Navigator™ in ARCHIBUS allows you to link all your enterprise systems and processes and create a **common picture of your business operations** to let you and your colleagues achieve true **strategic lifecycle management**.

Please contact us if you want to find out how you can **leverage your BIM, IWMS, GIS, EAM and ERP data** and become the very role model of the new Real Estate and Facilities Management professionals.

Learn more at: www.archibus.com/wc3d

The #1 Solution for Real Estate, Infrastructure & Facilities Management in the World
Over 8 million users prove it daily—saving their organizations over \$100 billion annually

ARCHIBUS, Inc. • Boston, MA • USA • Tel: 1 617-227-2508 • www.archibus.com



ON THE COVER

58 we.def!ne.fm
The IFMA-RICS collaboration

FEATURES

20
FM Leadership Lessons from the Front Lines
ELIZABETH DUKES

27
Avoiding Change Fatigue
BRANDON MEISNER

32
Demonstrating the Value of FM
FRED GUELEN

38
Organizational Culture and FM Responsibilities
DENNIS CRUPI

64
How to be a Grassroots Leader
MARK SEKULA

77
Critical Thinking: Something to Think About
BILL CONLEY

100
What's This Box Everyone Talks About?
5 challenges to make innovation a priority
ANDREA SANCHEZ

102
Tech-savvy FMs Lead the Executive Charge
WARREN ROSEBRAUGH

ON STANDARDS



70
Making the Business Case for FM Standards
JIM WHITTAKER

FM SPOTLIGHT

43
Leadership – IFMA Style
CHRISTINE NELDON



50
Get to Know IFMA's 2016-17 Board of Directors

60
From Accidental FM to IFMA Staffer
Celebrating the career of Brenda Varner, RCFM

63
Get to Know Lisa L. VanderHeyden
Winner of IFMA's Knowledge Library Content Expert Competition
EMILY BENNETT

90
Insights on Work on the Move 2
DIANE COLES LEVINE AND NANCY JOHNSON SANQUIST

98
IFMA Celebrates FM Professionals on World FM Week 2016
ERIN SEVITZ



SECTIONS

- 8 **Editor's Column**
- 10 **Chair's Column**
- 12 **President's Column**
- 14 **Industry News**
- 48 **Credential Recipients**
- 84 **IFMA Foundation**
- 86 **Behind the Brand**
Insight on IFMA's Corporate Sustaining Partners
- 88 **Corporate Sustaining Partners**
- 108 **New Products & Services**
- 112 **Resources**
- 113 **Advertiser Index**

BEHIND THE COVER

A bold new tagline and a bold new way forward for FM – this issue's cover spotlights the IFMA-RICS collaboration, a groundbreaking movement that is poised to transform the industry. Learn more on page 58.



ABOUT IFMA IFMA is the world's largest and most widely recognized international association for facility management professionals, supporting 24,000 members in 104 countries. This diverse membership participates in focused component groups equipped to address their unique situations by region (133 chapters), industry (15 councils) and areas of interest (six communities). Together they manage more than 78 billion square feet of property and annually purchase more than US\$526 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 series of facility management conferences and expositions. To join and follow IFMA's social media outlets online, visit the association's LinkedIn, Twitter, Facebook, YouTube and Flickr pages. For more information, visit the IFMA press room or www.ifma.org.



WITH THE GOAL OF MINIMIZING OUR CARBON FOOTPRINT, FMJ IS PRINTED BY AN FSC®-CERTIFIED COMPANY.

PLEASE RECYCLE



MAXIMIZE YOUR ENVIRONMENTS

Every day thousands of clients trust Aramark to provide comprehensive facilities services so they can optimize their operations. Our deep expertise and broad portfolio of capabilities enable us to develop tailored solutions that deliver on your highest priorities. Whether it's working with hospitals, universities, stadiums, or businesses, innovative service is at the heart of what we do.

Cleaning and Environmental Services • Grounds and Landscaping
Operations and Maintenance • Strategic Facility Planning • Capital
Program Management • Building Commissioning • Energy Solutions •
Reception and Office Services • Reprographics Distribution and Mail Room
Services • Laundry and Laundry Management • Transport and Valet





STAY CONNECTED TO ALL THINGS FMJ!



@TheFMJ

Follow on Twitter and like on Facebook



IFMA's FMJ

The online version of FMJ features extra resources like videos, podcasts, white papers and more to enhance your reading experience. Click on the **FMJ Extra** icons that appear in the digital magazine to link to additional sources of information to learn more about topics covered by articles in this issue.



▪ **WHITE PAPER:** "Redefining the Executive View of Facility Management" to accompany "FM Leadership Lessons from the Front Lines" (p. 20)



▪ **ARTICLE:** "Making Change Last: How to get Beyond Change Fatigue" to accompany "Avoiding Change Fatigue" (p. 27)



▪ **ARTICLE:** "The Complete Guide to the 5 Types of Organizational Structures for the Future of Work" to accompany "Organizational Culture and FM Responsibilities" (p. 38)



▪ **VIDEO:** "IFMA's President & CEO, Tony Keane, Welcomes New IFMA Members" to accompany "Leadership – IFMA Style" (p. 43)



▪ **VIDEO:** "Margaret Heffernan: Forget the Pecking Order at Work" to accompany "How to be a Grassroots Leader" (p. 64)



▪ **ARTICLE:** "The Right Fit: Selecting an FM management system standard for your facilities" to accompany "Making the Business Case for FM Standards" (p. 70)



▪ **ARTICLE:** "IoT 2020 Business Report" to accompany "Tech-savvy FMs Lead the Executive Charge" (p. 102)

Read online at www.ifma.org/fmj

The online publication includes **FMJ Extended**, a special section following the end of the print magazine that contains additional articles not available in print. Navigate in the digital edition to the articles listed below to read contributions from IFMA's FM Consultants Council and Environmental Stewardship, Utilities and Sustainability Strategic Advisory Group, and other supplementary content.

118

Ask the Experts

Contributed by IFMA's Facility Management Consultants Council

121

Building Rating Systems: More Options, More Opportunities

MAYRA PORTALATIN
VICKY WORDEN
AND BARRY GILES

Contributed by IFMA's Environmental Stewardship, Utilities and Sustainability Strategic Advisory Group

126

Vendor Profiles

ON THE GO?

VIEW FMJ ON YOUR MOBILE DEVICE.

YOUR FACILITY IS LIKE NO OTHER. **YOUR PEST CONTROL SHOULD BE TOO.**

Managing facilities is one thing. Successfully managing your time and costs is another. With comprehensive services that protect your properties from every pest threat, Terminix Commercial can help you save time and trouble, lower your risks and reduce your total cost. So you're not just managing; you're excelling.



Pest Control

to wipe out—and keep out—pests that make your facility unsanitary or damage goods.



Termite Protection

to protect your structure and your budget from costly termite damage.



Bird Control

to prevent hazardous slip and fall conditions and property damage.



Mosquito Service

to optimize working conditions outside.



Rodent and Wildlife Service

to remove and permanently exclude animals that damage property and pose health risks.

ScanMaster® Plus tracking and real time alerts

to keep you up-to-date on our work every step of the way.

110% Guarantee

If you're not 100% satisfied, we'll refund your previous 90 days of payments plus 10%.

Regulatory Compliance

If your business is assessed a fine by a regulatory agency due to a covered pest infestation, Terminix will reimburse you the amount of the fine plus 10%.



Learn more. Call **1.877.837.6464** or visit us at **Terminix.com/Commercial**.

Check out the **ServiceMaster Experience** mobile exhibit at IFMA's World Workplace Conference in San Diego, October 5-7.



EDITOR'S COLUMN

ERIN SEVITZ
Editor



WHAT'S WITH THE PURPLE?

As you've reached page 8 of this issue of FMJ, you have likely already noticed something unusual about its appearance. In honor of the IFMA-RICS collaboration, FMJ has gone purple for this year's leadership issue. As someone who looks at the IFMA red quite a bit, I admit it was a bit of shock to see purple splashed throughout these pages. However, the spirit of the collaboration is to encourage disruptive thinking.

Every change involves some degree of risk — even something as seemingly simple as changing an accent color in a magazine. But, in business (and in life), calculated risks often result in the highest rewards.

Regardless of your feelings toward the use of purple in this edition of FMJ, chances are that you noticed a difference. That is one of the most important ways in which we can benefit from change: breaking from the expected increases our attention and allows new ideas to germinate.

If the IFMA-RICS collaboration is to be a springboard for truly transforming the FM

profession, we must look beyond the status quo. The collaboration, which has been in the works since April of this year, will have a bold presence at IFMA's World Workplace 2016 Conference and Expo (learn more on page 58). Hopefully, this will inspire you to embrace the possibilities it offers for further advancing recognition of facility management and knowledge sharing within the industry.

Will you be at World Workplace this year? If so, join FMJ on Wednesday, Oct. 5, for our fourth annual FM Expert Panel session (8:30 a.m. in Room 16B) and to share your insights at our focus group (1:30 p.m. in Room 14B). You can also find us at the IFMA Central Booth on the expo floor, and tweeting from @TheFMJ.

Change is not for the timid

The themes of innovation, leadership and a visionary outlook for the future of FM permeate the following pages. As you read these stories and perhaps apply some of the lessons in your own organization, keep in mind that change is not for the timid — but neither is greatness.

Erin

FMJ IFMA
WWW.IFMA.ORG/FMJ
*By workplace professionals,
for workplace professionals.*



No network access? No problem.

Give your swiping finger a rest and subscribe to IFMA's FMJ magazine in print — **no charger required.**

FMJ is:

- IFMA's official magazine, written by and for workplace professionals
- The **only** magazine that draws on the collective knowledge of IFMA's global network of thought leaders to bring you insights on current and upcoming FM trends
- Packed with real-world takeaways and globally applicable best practices to help you optimize your facilities
- Read by facility leaders from organizations at the top of their respective fields

Your facility questions, answered. Never miss an issue —
subscribe to start receiving your copy: www.ifma.org/ifma-fmj.

STAFF

Editor

ERIN SEVITZ
erin.sevitz@ifma.org

Communications Coordinator

EMILY BENNETT
emily.bennett@ifma.org

Advertising Account Specialist

DIANA MALDONADO
diana.maldonado@ifma.org

Marketing

CHABLIS LINDQUIST
chablis.lindquist@ifma.org

Designer

MICHELLE DOE

Cover design

CONVERSATION, LLC

IFMA 2016-17 BOARD OF DIRECTORS

Chair

MAUREEN EHRENBERG,
FRICS, CRE
Executive Managing Director of
Integrated Facilities Management
JLL
Chicago, Illinois, USA

First Vice Chair

WILLIAM M. O'NEILL, CFM
Associate Director, Facilities
Management
University of Minnesota
Saint Paul, Minnesota, USA

Second Vice Chair

GRAHAM JOHN TIER,
CFM, FMP, MRICS
Head of Facilities Management
Hong Kong Jockey Club
Hong Kong, China

Past Chair

MICHAEL D. FELDMAN, FMP, CM
President and COO
MDF Consulting, LLC
Seattle, Washington, USA

President and CEO

TONY KEANE, CAE
IFMA
Houston, Texas, USA

PETER ANKERSTJERNE,

MBA, COP, FRICS
Chief Marketing Officer
ISS
Søborg, Denmark

LYNN BAEZ,

CFM, SFP, FMP, CBCP
Director of Workplace Services
Cushman & Wakefield for Ericsson
Plano, Texas, USA

DIANE COLES LEVINE, MCR

Principal Consultant
Workplace Management Solutions
Long Beach, California, USA

KEITH A. DIAS, P.E., CFM

Senior Director India, Workplace
Resources
NetApp India Private Limited
Bangalore, India

LAURIE A. GILMER, P.E., CFM,

SFP, LEED AP, CxA
Vice President Facility Services
Facility Engineering Associates, P.C.
Santa Rosa, California, USA

WAYNE HARVEY, CFM, SFP, LEED AP

Consultant, Facility Optimization and
Strategic Energy Management
San Diego, California, USA

GORDON HICKS, P. Eng., LEED AP

President and CEO, Americas
Brookfield Global Integrated Solutions
Markham, Ontario, Canada

LOUISE PANNETON

President/Managing Partner
P3 Advisors Inc.
Ottawa, Ontario, Canada

DARRELL D. SMITH

Director of Central Services
Google
Mountain View, California, USA

ONLY ONE ROOF HAS EVER REACHED THIS HEIGHT.

JOIN US AT THE TOP

Scan the QR code and place your phone here
or visit usa.sarnafil.sika.com/platinum



SARNAFIL IS THE ONLY MEMBRANE TO RECEIVE A PLATINUM RATING FOR SUSTAINABILITY.

We set the standard for quality so is it any surprise that we're raising the bar for sustainability, too? Sarnafil has achieved the highest certification to NSF/ANSI 347 Sustainability Assessment for Single Ply Roofing Membranes. It's just one more reason why our roofing systems provide peace of mind Every Day.

And now there's another reason – EPDs are available! We're among the first to offer products that meet the Cradle to Gate single ply roofing PCR.



SIKA CORPORATION – ROOFING
Phone: 800-576-2358
usa.sarnafil.sika.com

Sarnafil®

BUILDING TRUST





LEADERSHIP IS A STATE OF MIND

Attitude, not job title, is what makes an effective leader

Visit any airport bookstore and you'll find the business shelves lined with books about leadership. Many, if not most, focus on those at the top of the organizational chart. Yet, anyone who has been part of an effective team knows that great leaders can be found at all levels throughout an organization.

For FM professionals, leadership opportunities are more common than you might think. If you are focused on being as effective as you can be in your current role, regardless of title or scope, you already think like a leader.

How can you further cultivate the leadership mentality? The following are some key steps.

- » **Understand expectations for your role – and go a step further.** Take a step back from the daily blocking and tackling and consider the larger picture. Imagine that your stakeholders are constantly requesting repairs for a particular piece of equipment. You might be responding to service requests promptly and expertly – but does that really address the trends you are seeing related to those types of requests? Perhaps you could determine a root cause or pattern, and develop a new approach and process for fulfilling and analyzing service requests, or even create a business case for investing in a new service response system with more data and business intelligence capability.
- » **Challenge yourself to avoid complacency.** For leaders, being comfortable with the fundamentals of a job is not satisfying. Once you've mastered the key requirements of your current role, what can you add to your skillset to improve your work today and into the future?
- » **Maintain a high standard for your own accountability.** In its broadest sense, being

“accountable” means assuming a sense of personal ownership over your work and thinking like the owner of the organization. From this perspective, you will find it easier to see how to overcome obstacles and solve problems.

- » **Build your interpersonal skills.** Almost every workplace has a person whose positive attitude and team spirit motivates everyone to work harder and smarter. Another leader on your team may not be much of a cheerleader, but you can be the person whose “can-do” spirit inspires. Strong leaders create a positive environment for those around them – staying positive, giving credit to others, pitching in and never saying “not my job.”

So how do you get there? One way is by being active in your professional associations and learning as much as you can. IFMA, for instance, offers many professional training as well as volunteer leadership opportunities. Attend IFMA's World Workplace, Facility Fusion and/or local chapter or council events and you'll invariably have opportunities to engage and grow within the larger world of FM beyond your routine. Professional associations also provide opportunities for networking and mentoring, and learning how others are pursuing their FM career goals.

The recently announced collaboration between IFMA and the Royal Institution of Chartered Surveyors (RICS) will increase your opportunities to develop leadership skills. The collaboration will give a major boost for many FM professionals by providing a globally recognized, unified career map and professional standards, as well as a recognized series of credentials.

However, you don't have to wait for a conference or committee meeting to develop your leadership ability. As the popular business author Steven Covey has often said, leadership is a choice, not a position. You can choose to be a leader – or not – every single day.

Clog Remover



Keep Paper Towels Out Of Your Low-Flow Toilets

Switched to low-flow toilets? Great move, until they get jammed up with paper towels. The XLERATOR® high-speed, energy-efficient hand dryer takes care of that problem. XLERATOR offers a 95% cost savings over paper towels, eliminating their associated labor, maintenance and waste while creating a more hygienic restroom environment. You've made the right call on water flow, now it's time to protect your cash flow.

Try It At Booth 1506 At IFMA's World Workplace 2016!



TIME TO THROW IN THE TOWEL®

800.255.9235
exceldryer.com
sales@exceldryer.com





LEADERSHIP [LEE-der-ship]

noun; origin: 1815-25; leader + -ship

The use of the term “leadership” has increased dramatically since the early 1900s. The mention of “leadership” more than doubled between 1920 and 1940, then almost doubled again between 1940 and 1960. By 2010 it had more than doubled again from 1960. (Google Books, Ngram viewer).

“Leadership” is a commonly used word in every profession and aspect of life. We are all encouraged to become leaders, and to be great leaders. We are also very quick to point out a person in a leadership position who is not upholding the characteristics of our personal definitions of “good leadership.”

We are told that you don't have to be in a leadership position to be a leader. This is true: you don't need a title to be a leader, although it can help at times. In this day and age we have access to a plethora of tips, books, training and conferences on leadership, but what does it mean to be a leader in facility management?

According to IFMA's current Leadership and Strategy core competency (updated version available later in 2016):

Competency 1 – The competent facility manager is able to lead the facility organization.

PERFORMANCES: 1. Lead, inspire and influence the facility organization, search for best practices, manage change, promote continuous improvement and provide tools. 2. Advocate for facility management needs and priorities. 3. Develop, implement and evaluate policies, procedures and practices for the facility organization. 4. Clarify and communicate responsibilities and accountabilities. 5. Resolve conflicts (organization, personnel). 6. Organize and staff the facility organization.

Competency 2 – The competent facility manager is able to provide leadership to the entire organization.

PERFORMANCES: 1. Promote, encourage and adhere to a code of conduct. 2. Develop and manage/oversee relationships (supplier, community, government, tenants, business partners, occupants). 3. Ensure compliance with the organization's social responsibility policies.

Competency 3 – The competent facility manager is able to plan strategically.

PERFORMANCES: 1. Align the facility's strategic requirements with the entire organization's requirements. 2. Develop and implement a strategic planning process. 3. Assess what services are needed to meet organizational (business) requirements.

Leadership and strategy are covered in both the Facility Management Professional™ (FMP®) credential and the Certified Facility Manager® (CFM®) certification.

Even though we know the definition of leadership, we know that it continues to grow in importance and we know what is expected in FM leadership, there is still a key missing ingredient. That ingredient is you! That doesn't mean you can attend a class, read a book or pass a test and just become a good leader – all that means is you understand what is expected from a leader.

To become a leader you have to push yourself to take on the leadership challenge. You have to ask yourself: Am I willing to change the status quo? Do I see what needs to be changed? Do I have an envisioned future for my organization? Do I look to align myself with the strategic direction of the organization? Do I want to make a difference?

If you can answer yes to those questions, then leadership is possible no matter what job title you have, so go out and make it happen!

Facility management will have big changes in the future. Are you ready to help lead the way?

IFMA and RICS are collaborating as leaders in the built environment. The FM profession is fragmented around the world. We all want FM to be respected as a profession, a discipline and an industry; to be respected we need to remove the fragmentation and lead the way.

Join with us to help lead the way, and recruit other leaders in FM to join with IFMA and RICS along this journey.

(Dictionary.com Unabridged, based on the Random House Dictionary, © Random House, Inc. 2016.)



SATISFY THE POWER HUNGRY

OUTDOOR POWER
FOR MOBILE CHARGING



IFMA'S WORLD WORKPLACE
SEE IT AT BOOTH #1017



IFMA, RICS HOLD FIRST FM LEADERS FORUM

The IFMA-RICS collaboration held the inaugural FM Leaders Forum on July 22, 2016 at the Hyatt Regency in Chicago, Illinois, USA. The roundtable discussion was a milestone for the collaboration, giving industry leaders from JLL, CBRE, Aramark, C&W Services, Cushman & Wakefield, ISS and Sodexo a voice in value discussions for the FM profession. The atmosphere was that of excitement as the forum unanimously agreed there are many opportunities that the collaboration will bring to the industry.



Discussion items revolved on how the collaboration can:

- » Give voice and status for FM, raising the recognition of its importance in shaping built environment conversations;
- » Commit to professional development through credentials and training to equip FM; and
- » Consolidate the FM industry by supporting standards.

For more information on the IFMA-RICS collaboration, go to www.ifma.org/ricscollaboration.

RICS LEADS INTERNATIONAL PROPERTY MEASUREMENT STANDARDIZATION

The Royal Institution of Chartered Surveyors (RICS) is a leader in a major international initiative that it believes could provide greater clarity and confidence to facility managers in the Americas and around the world: the development of International Property Measurement Standards (IPMS).

Property measurement standards differ drastically around the world, meaning that the same building could differ up to 24 percent in measured size depending on the standard used. In an interconnected global marketplace, this inconsistency leads to

confusion and risk for all property owners, occupiers (including facility managers) and investors, especially those that operate across borders.

RICS is a founding member of the IPMS Coalition, comprised of more than 70 professional and standards bodies, which is establishing common standards for measuring property and enhancing transparency and comparability in real estate. In 2014, the coalition issued IPMS for Office Buildings, which establishes a consistent methodology for measuring office buildings around the world. This

will be followed in the future by versions for industrial and then retail property, all sectors in which facility managers operate.

RICS promotes and enforces the highest professional qualifications and standards in the development and management of land, real estate, property and construction.

The International Property Measurement Standards Coalition is a group of 70 professional and not-for-profit organisations from around the world, working together to develop and implement international standards for measuring property.

ABM NAMED TO FORTUNE 500

ABM, a leading provider of facility solutions and Silver-level Corporate Sustaining Partner of IFMA, has been named to the Fortune 500 list of largest U.S.-based companies for the first time. ABM was ranked 485 on the list in 2016. In 2015, ABM was ranked among the Fortune 1000 at number 515.

ABM is a leading provider of facility solutions with revenues of approximately US\$4.9 billion and over 100,000 employees in more than 300 offices throughout the United States and various international locations. ABM's entry into the Fortune 500 comes at a key time in the company's history after its recent strategy and transformation initiative announcement. For more information, see ABM's listing in Fortune Magazine's Fortune 500 list at beta.fortune.com/fortune500/abm-industries-485 or visit www.abm.com.

**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.

US STANDARD SUPPORTS MODERNIZATION OF GLOBAL SMART GRID

The smart grid effort underway around the globe will transform the fundamental structure of the grid by combining an intelligence infrastructure with the grid, which will enable two-way flow of both information and electricity. A key piece needed to support that modernization and transformation is a newly published standard from ASHRAE and the National Electrical Manufacturers Association.

ANSI/ASHRAE/NEMA Standard 201-2016 – Facility Smart Grid Information Model provides a common basis for electrical energy consumers to describe, manage and communicate about electrical energy consumptions and forecasts.

The standard is part of ASHRAE's supporting efforts for the Smart Grid Interoperability Panel, a private-public partnership initiated by the National Institute of Standards and Technology to speed development of interoperability and cyber security standards for a nationwide smart electric power grid.

A "facility" in the context of this standard can be a single family house, a commercial or institutional building, a manufacturing or industrial building or multiple buildings, such as a college campus. There is a range of control technology used in these facilities

and standards to support them.

The Facility Smart Grid Information Model provides a common framework to guide the development of these control technologies so that they can meet the control needs of a smart grid environment. The standard provides a way to model real building systems as a combination of four abstract components: loads, generators, meters and energy managers.

The kinds of functionality that will be enabled by the model include:

- » On-site generation management
- » Demand response
- » Electrical storage management
- » Peak demand management
- » Forward power usage estimation
- » Load shedding capability estimation
- » End load monitoring (sub-metering)
- » Power quality of service monitoring
- » Use of historical energy consumption data
- » Direct load control

The standard will be supported by a user's manual that provides information about how to interpret the features of the model. It also defines a set of anticipated use cases for facility interaction with a smart grid and provides guidance on how to apply the standard to those use cases.

UPCOMING FM EVENTS



**IFMA'S WORLD
WORKPLACE
CONFERENCE
AND EXPO**
Oct. 5-7, 2016
San Diego,
California, USA
worldworkplace.ifma.org



**IFMA'S WORLD
WORKPLACE ASIA
CONFERENCE
AND EXPO**
Oct. 20-21, 2016
Shanghai, China
worldworkplace.ifma.org/asia



**IFMA'S WORLD
WORKPLACE INDIA
CONFERENCE
AND EXPO**
Nov. 3-5, 2016
New Delhi, Delhi, India
worldworkplaceindia.ifma.org



**IFMA'S WORLD
WORKPLACE UAE
CONFERENCE
AND EXPO**
Dec. 6-7, 2016
Dubai, United Arab
Emirates
worldworkplaceuae.ifma.org

STEVE FORBES ANNOUNCED AS WORLD WORKPLACE CLOSING KEYNOTE SPEAKER

IFMA has selected Steve Forbes, chairman and editor in chief of Forbes Media, to deliver the closing keynote address at its flagship event, the World Workplace Conference and Expo, which will be held in San Diego, California, USA, Oct. 5-7, 2016.

Forbes oversees the Forbes Media's flagship publications – including Forbes, Forbes Asia and Forbes Europe – with a global audience of more than 5 million readers, as well as Forbes.com, which is rated as one of the world's most influential websites, attracting 60 million unique visitors each month. He is also a prize-winning author and respected economic prognosticator.



The 2016 World Workplace closing keynote address, which will be held on Friday, Oct. 7, following IFMA's Awards of Excellence luncheon, will offer critical insights into and context for the conference theme, "the FM story is ours to share." The speech topic, "Leadership Lessons: The Stunning Parallels between

Great Leaders of the Ancient World and Today's Top Business Leaders," illuminates the common threads of greatness that transcend cultural and historical change. Conference attendees will leave the event inspired by Forbes' insights into the makings of business success.

Forbes will also hold a meet and greet, where he will be available to sign copies of his book, "Power Ambition Glory," immediately following the keynote.

Participation is available to anyone who registers for the conference at www.worldworkplace.org.

IFMA JOINS INTERNATIONAL ETHICS STANDARDS COALITION

IFMA has joined a new international coalition that will develop the first set of globally recognized ethics standards for real estate and related professional organizations. The International Ethics Standards (IES) Coalition currently consists of around 90 member organizations with professionals working in a diverse range of countries.

Coalition members, many of which already have their own codes of conduct focusing on qualities like trustworthiness, integrity and respect, will work together to align ethics principles through a new international standard.

For more than 35 years, IFMA has been dedicated to advancing the critical role of the facility management (FM) discipline. Announced earlier this year, IFMA's landmark collaboration with the Royal Institution of Chartered Surveyors (RICS) marks the

most significant evolution in the history of the profession. The IFMA-RICS collaboration is the gold standard for FM expertise, education and practice, serving as the fulcrum for unifying the global FM sector and strengthening its position within the built environment canon – from construction to decommissioning. Amid this climate of international cooperation, IFMA looks forward to coming together with other real estate and related industry organizations from around the world to forge a consistent ethical framework.

The IES Coalition was first proposed during a meeting of a number of the founding organizations at the United Nations (New York) in October 2014. The final International Ethics Standard will be published during 2016 – watch for updates at www.ies-coalition.org.



Photo © Jeffrey Totaro, 2015



BUILDING A BETTER WORKPLACE...TOGETHER

Saint-Gobain and Sodexo partner to enhance the quality of life in Saint-Gobain's new, state-of-the-art corporate headquarters in Malvern, Pennsylvania. This LEED® v3 Platinum building houses Saint-Gobain's extensive portfolio of building products and provides more than 800 employees with a healthy, comfortable, environmentally friendly and sustainable work environment.

Sodexo Integrated Facilities Management services include:

- Management of leading-edge energy systems, such as SageGlass® electrochromic windows that dynamically control sunlight to optimize building temperature
- Full-scope asset management and maintenance services that optimize Saint Gobain's capital plan and extends the life of assets
- A 11,925-square-foot café for employees and guests offering fresh, healthy menu items, along with seasonal outdoor dining, a full-time barista and catering services
- Closely monitoring operational and financial metrics and collecting employee feedback through technology tools such as FMiQ by Sodexo to drive continual improvement of the workplace experience

Since 1980, Sodexo has been working with Saint-Gobain to enhance the quality of life for employees, customers and communities at more than 200 sites around the world. We're proud to be part of their story.

**VISIT US AT WORLD
WORKPLACE AT
BOOTH 1133.**

"Sodexo's services perfectly align with Saint-Gobain's mission to develop innovative products that improve people's lives. This partnership enables us to design and deliver an environment that enhances the work experience for our valued employees and fuels innovation. Choosing Sodexo as our partner was a natural choice."

– John Crowe,
President and CEO of Saint-Gobain and
CertainTeed Corporations

For more information about Saint-Gobain and Sodexo and how the companies partner to enhance quality of life, visit:
www.saint-gobain-northamerica.com | www.sodexoUSA.com

FIRST GLOBAL PRODUCT CATEGORY RULE FOR HAND DRYERS PUBLISHED

UL Environment, a business division of UL (Underwriters Laboratories), has announced the publication of the first global product category rule (PCR) for hand dryers.

Publishing this new PCR is the first step in developing environmental product declarations (EPDs), which will allow product specifiers and purchasers to evaluate environmental impacts of hand dryers from an “apples-to-apples” comparison that follows International Organization for Standardization standards.

The consortium of manufacturers, which includes Silver-level Corporate Sustaining Partner of IFMA, Excel Dryer Inc., plus World Dryer and FASTDRY (Hokwang Industries), collaborated in the creation of the PCR to provide the industry with consistent and transparent product evaluation standards. Product category rules help minimize



confusion among various types of environmental reporting by establishing a clear, consistent method by which the environmental impact claims of all products in that industry are evaluated.

Once a PCR is established, an EPD can be created based

on product evaluations. The resulting EPD allows for a more fair comparison of environmental impacts between similar products.

PCRs are the first step in the development of an EPD, which is an important transparency tool. To produce an EPD,

companies must first develop a life cycle assessment for their product that addresses product specific calculations and requirements specified in a PCR.

The new global PCR can be found at <http://bit.ly/29QtRXx>.

ICC-ES, CSTB AND DIBT FORM THE ALLIANCE OF PRODUCT EVALUATION EXPERTS

As a result of ongoing collaboration, three leading global evaluation and certification bodies, the Centre Scientifique et Technique du Bâtiment (CSTB – France), Deutsches Institut für Bautechnik (DIBt – Germany) and the International Code Council Evaluation Service (ICC-ES – U.S.), further expanded their cooperation.

By aligning resources and expertise, the alliance streamlines and adds more value to customers, bridging code conformity gaps that product manufacturers may face when seeking building and plumbing product certifications in the United States and Europe.

A nonprofit, limited liability company, ICC-ES is the United States’ leading evaluation service for innovative building materials, components and systems. The CSTB is a public body for innovation in construction. DIBt is the German approval body for nonregulated construction products and techniques.



IFMA's World Workplace

Your Facility Conference & Expo



Wednesday, Oct. 5 @ 10 a.m.

IFMA members take the mainstage on opening day of IFMA's World Workplace to share their FM stories.

In this unprecedented address, six IFMA members representing every stage of an FM career will share their experiences and insights – from how they started to what they've gained over time.



Hear what led Ph.D. student, leadership teacher, researcher, son, brother, Millennial, registered voter, amateur impressionist, failed trombonist and cereal enthusiast Jake Gunnoe to FM.

The Student



Recently earning her FMP, Jessica Bickel hopes to increase engagement among the FM community for cultivating incoming FM talent around the world.

The Newcomer



Sue Thompson, CFM stumbled into facility management almost 20 years ago, and feels like she hit the jackpot in job satisfaction.

The Unintended FM



With a bachelor's degree in FM, a master's degree in PM and 11+ years of experience in both, Wonder Woman Carolyn McGary is a CFM, SFP, FMP and Six Sigma Green Belt.

The Over-achiever



A past recipient of IFMA's Distinguished Member award, Collins Osayamwen, CFM is championing the course toward raising the profile of the FM profession in Nigeria.

The Conqueror



After almost 30 years in a variety of FM roles, Teena Shouse, CFM, IFMA Fellow and past IFMA chair is now enjoying teaching, speaking and working on FM consulting projects.

The Veteran

Don't miss a moment!
Register today at worldworkplace.ifma.org



FM LEADERSHIP

Lessons from the Front Lines



BY ELIZABETH DUKES



Over the last decade, the role of the facility manager has transformed from building engineer to workplace executive. The modern FM is a true leader who understands an intricate and often pressure-filled mix of budget-focused space utilization, human capital retention, and strategic planning to help chart the organization's future.

In his book, "The Facts of Business Life," author Bill McBean describes the top five attributes of leaders, and it's no accident that they sound exactly like a facility manager at the top of his or her game.





**FM LEADERS
BRING VALUABLE
INTELLIGENCE TO
THE BOARDROOM
TO HELP GUIDE
DECISIONS.**

1 Flexibility

In facility management, not everything goes as planned. The ability to pivot, find new solutions, draw support from different sides of the organization and even manage a natural disaster are all part of the job of being a workplace leader.

Great FMs intuitively understand the elasticity of the workplace. It may grow or contract, require new partners and vendors or shift from hundreds of workers onsite to a team of virtual employees deployed around the world. A true leader rolls with the punches, finds great solutions and remains nimble in a world that never stands still. That's why it's equally important to deploy cloud-based FM tools across the organization that support flexibility, mobility and speed.

2 Communication

Making changes is one thing. Getting everyone to follow, rather than revolt, is another. Great workplace leaders paint a vision of the goal and create a clear pathway on which to get there. They do so by embodying that vision, and they make sure to point out that they can't do so alone. FM leaders make the critical point that everyone has a stake in the outcome and that success is dependent on participation. That's not always easy when you're managing multiple sites with virtual teams.

Consider how your workplace communicates today: Social media? Mobile? Within apps? Email? Ensure that your leadership directives are heard and that you can track the feedback in a platform that works for your culture without inhibiting communication. Complexity is the enemy of great communicators, so make sure that yours are native to your environment and easily shared with your team and the workforce.

3 Courage, tenacity, patience (CTP)

In today's workplace, FMs need "the courage to stand alone, the tenacity to not succumb to pressure, and the patience to keep fighting until [they] win." So much of leadership comes down to character. For facility managers, that character shows up in the ability to advocate for the people, processes and technology that make workplaces work for the workforce. Sometimes, that's making a big ask in order to grow the team, or implement a new workplace management system that integrates, rather than separates, the office. Patience is the recognition that not everyone moves at your speed. However, it's leaders' persistence that ultimately makes mountains move.

Consider what resources you have at your disposal to increase "decision velocity." What data is at your disposal? What forecasts and reports can help you make your case? While some executives work "from the gut," the most successful leaders rely on sound analysis to plan their strategies. Who is better equipped than FMs to amass real-time employee and utilization data and work alongside the C-suite to contribute to these plans?

4 Humility

As the unsung heroes of the workplace, FM leaders are often humble and hidden in their work. But humility as a leadership quality is more about the ability to talk and listen to employees at all levels of the organization with a tone that connotes a deep respect for their work.

Great leaders understand how each person contributes to the business and know that their work is enhanced by being surrounded by team members who have different strengths and fill in the gaps around their weaknesses. That level of humility allows them to pursue their vision knowing they will equally support and be supported by the C-suite or the hourly worker, through every step in the journey.

5 Ownership

Top leaders have a total inability to “pass the buck.” It’s not micromanaging — it’s about taking responsibility for that which can and cannot be changed. FM leaders are responsible for everything — from the broken copier, to the workstation of the new employee, to the 1,000-person move from Peoria to Paris. When the new furniture doesn’t arrive or the visitor registration system is down, FM leaders know to own it, find the solution and solve it. Too often, this task is made more difficult when disparate or outmoded systems are used to track the problems in the first place.

Wise leaders know they can’t own their operations without a real-time dashboard of data, across facilities, floors and disciplines (e.g., service, asset tracking, moves, space utilization, mail, visitors, etc.). Only when you have your finger on the pulse of the facility can you own, address and fix the challenges that arise, and plan for a new future.

Rentokil Steritech

The Experts in Pest Control

Entrust your brand to the world's
#1 commercial pest control company.

Expert technicians.

Expert advice.

Expert solutions.

877.926.9591 | rentokil-steritech.com



Taking your seat at the boardroom table

While facility managers in the past haven't spent much time in the boardroom with their organization's executive leaders, it may be time to extend an invite.

C-suite leaders know that an organization's greatest assets are its workforce and its facility. FM leaders know that the way a facility looks, feels and functions has a heavy hand in how well the workforce performs. It takes a unique skill set, one which only FM leaders have, to balance these resources while simultaneously keeping costs down and bottom lines healthy. Smart C-level executives will want to utilize this expertise.

Now that your leadership capabilities are apparent, it's time to show the C-suite why FMs are the best support for a more successful workforce.

Facility managers ...

... ARE COST CONSCIOUS

Facility managers are trained in the fine art of maximizing value while minimizing spending. It's how you can run a highly efficient facility under tight margins. In many ways, your facility is a tangible example of the value, cost and effectiveness of your organization. With the globalization of business, competition is wildly fierce and expansive. This type of mastery is exactly what leaders need in their decision-making corner if they want to contend with industry frontrunners.

... SET THE FOUNDATION FOR PRODUCTIVITY

How well a facility supports employees has everything to do with productivity levels. FMs have a unique vantage point over this relationship because they are business-minded, but they also understand what employees need out of their workspaces to effectively and efficiently do their jobs. When decisions need to be made that will

impact the entire workforce, C-suite leaders can benefit from including this perspective in their discussions to ensure their conclusions support the balance between a facility's cost to function and performance requirements.

... KNOW REAL ESTATE

If the topic of discussion is development, leasing or other real estate issues, there's no one better educated on the needs of the organization than the person who manages and oversees the assets. As an FM leader who regularly monitors space utilization, you can provide your boardroom with facts on exactly how much space is used, wasted or needed.

... ARE EXCELLENT FORECASTERS

Because FMs are the only organizational leaders who regularly analyze the entirety of how the facility operates each day, they are the most familiar with the ebbs and flows; the trends and standards. This makes FMs experts at forecasting organizational needs or potential issues. Whether the executive team is discussing future investments, budget cuts or restructuring, FMs — if equipped with the right tools — will have some interesting data to back up why individual projects should, or should not, be funded.

... ARE THE ULTIMATE LIAISON

It takes a lot of people, such as in-house specialists, third-party experts, office technology vendors, utility providers, consultants and more, to make a facility run smoothly and support business objectives in the 21st century. The FM team is the orchestrator who directs all of these moving parts and people to ensure they work together and support performance and productivity goals. This insight can come in handy when organizational leaders gather to deliberate on company-wide issues.

... KNOW HOW TO MEASURE RISK

Executives understand that risk goes hand in hand with opportunity, and fielding this delicate balance requires input from individuals who can measure the benefits versus the drawbacks of any given decision. As an FM you do this on a daily basis and have the data to prove

it. Facility executives also understand the environmental and legislative requirements, as well as any compliance issues that impact the industry, and how decisions made in the boardroom may influence adherence to these requirements.

Business decisions depend on big data, and nobody has more information about the operational needs of the organization than you: the facility executive. Armed with the right management software, FM leaders bring valuable intelligence to the boardroom to help guide decisions today, and for years to come.

Next time, when you have the opportunity to pull open that boardroom door, remember that you're the one armed with all the analytics on how the workforce and the workplace come together as a productivity powerhouse. You're the one with the flexibility, communication skills, humility and CTP, to truly take ownership as a leader in your organization.

Now go take that seat at the table. **FMJ**



Elizabeth Dukes is the cofounder of iOffice, the fastest-growing IWMS platform and APP Marketplace dedicated to facility management. She

champions the use of SaaS technology to empower the workforce and create the most productive workplaces on Earth.

With more than two decades of experience in the field, Dukes and cofounder Don Traweck ran Pitney Bowes Management Services providing workplace management solutions to the Fortune 1000. Together, they founded iOffice recognizing the need for a robust but easy-to-use software solution to manage the complex tasks and reporting for facility management, and co-wrote the book on the subject, "Wide Open Workspace."

iOffice supports more than 2.1M users in 1,400 fast moving companies including Adobe, BMC, Big Fish Games, Sephora, Sodexo, Dynegy, Hess, SPX, Vertex Pharmaceuticals, Under Armour, Zillow and more.



COME EXPLORE THE iOFFICE MARKETPLACE AT IFMA'S WORLD WORKPLACE 2016

CHECK OUT THE FOLLOWING IN-BOOTH PRESENTATIONS:

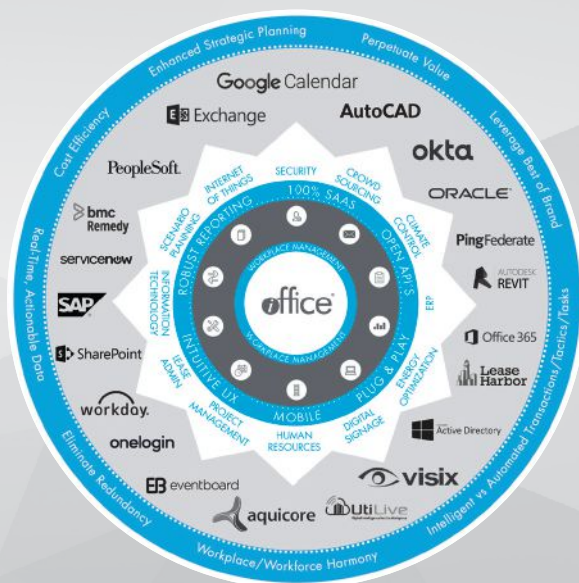
WEDNESDAY, OCTOBER 5, 2016:

- 11AM** Introducing the iOFFICE Marketplace: Embrace Your Digital Workplace
- 12PM** Meeting and Visitor Management Tools and Insights for a Better Digital Workplace
- 1PM** Interactive Wayfinding: Creating the Path to Greater Worker Engagement in the Workplace
- 2PM** Track Real-Time Space Use to Increase Workspace Productivity
- 3PM** Top 5 Mobile Apps to Unleash the Power of Your IWMS

THURSDAY, OCTOBER 6, 2016:

- 11AM** Meeting and Visitor Management Tools and Insights for a Better Digital Workplace
- 12PM** Interactive Wayfinding: Creating the Path to Greater Worker Engagement in the Workplace
- 1PM** Track Real-Time Space Use to Increase Workspace Productivity

**STOP BY BOOTH 1041 TO
MEET EVENTBOARD AND OTHER
iOFFICE MARKETPLACE PARTNERS**



**ATTEND ONE OF THE ABOVE 15-MINUTE
PRESENTATIONS AND RECEIVE A FREE TILE TRACKER**

IFMA Credentials

Open doors to new possibilities!

“Earning the CFM credential has reinforced my value as a proficient facility manager. A globally recognized endorsement of my expertise, the CFM has heightened my coworkers’ respect for my role as a leader. I would recommend the CFM for anyone seeking to gain a competitive edge.”

- Robert Kleimenhagen, Jr., CFM



Certified Facility Manager®

CFM® Certification

The Certified Facility Manager® (CFM) credential sets the industry standard for ensuring the knowledge and competence of practicing facility managers.

IFMA's certification process is designed to assess competency in the field through work experience, education and the ability to pass a comprehensive exam that covers 11 competencies that make up the facility management body of knowledge. Since the program began in 1992, more than 3,100 facility managers from 32 countries have achieved this prestigious recognition.

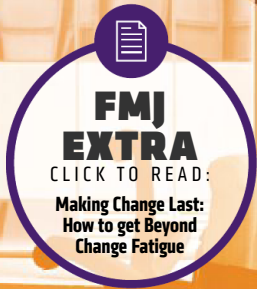


Learn more about IFMA's CFM Credential at
www.ifma.org/CFM-FMJ



IFMA™

International Facility Management Association
Empowering Facility Professionals Worldwide



AVOIDING CHANGE FATIGUE

BY BRANDON MEISNER

Attempting a new recipe when cooking can be a challenge. While you may have all the correct ingredients and perhaps even a photo of how the end result should look, when you finish the dish and sample the creation, there may still be room for improvement. The next time you attempt the same recipe, you may slightly alter one or two ingredients in an effort to perfect the taste. Facility management professionals often operate similarly, implementing frequent business model adjustments to achieve a desired result.

YOU CAN LESSEN CHANGE FATIGUE AND INCREASE ACCEPTANCE BY MAKING EMPLOYEES FEEL THAT THEY ARE PART OF THE DECISION-MAKING PROCESS.

Although constant change is often an attempt to accomplish positive results, perpetual change can be expensive for companies as well as exhausting for their employees. With the relentless pressure to “do more with less,” companies are always looking for ways to improve their processes, procedures and existing organizational structures.

However, management sometimes takes too lightly consideration for how changes will be perceived by the majority. Employees can accept only so much change at a given time — especially at large organizations in which change may feel like the only constant. The people creating the change must keep in mind that the employees facing it typically go through four stages:

- Denial or shock
- Anger/resistance/defensiveness
- Exploration/acceptance
- Commitment/adaptation

These stages are often more pronounced when the change is something that staff may question or feel uncomfortable implementing. The originators of the change must take the range of possible responses into account when presenting a proposal to employees.

Why do people resist change?

People who are most comfortable with the status quo may find it difficult to be effective leaders in companies that have constant change initiatives. Teams typically resist change when:

- It's too sudden
- There is no focus or vision, no reason or unclear intent
- There is poor communication
- There are low levels of involvement and engagement
- There is initiative overload
- They are reluctant to try something new because they fear unexpected consequences

Ensure that these perspectives are considered when infusing change into your organization. You can ease the transition by assessing the mindset and structure of employees prior to instituting proposed changes.

What are the repercussions?

As once stated by a Citibank CEO, “as improvements increase, expectations increase. Customer perceptions will change and they will drive you to places you never knew existed.” These customer expectations often lead to the implementation of change initiatives within organizations.

SERVPRO®



SERVPRO®



Official Cleanup and Restoration Company of the PGA TOUR

EVERYTHING UNDER YOUR ROOF, EVERYONE UNDER OURS.

Under the roof of a home or business, damage can happen. And when it does, turn to the cleanup team the insurance industry has trusted for more than 45 years. That's the nationwide network of cleanup and restoration specialists at 1-800-SERVPRO and SERVPRO.COM/COMMERCIAL. Helping to make fire and water damage "Like it never even happened."

EDUCATION | FOOD SERVICE | HEALTHCARE | HOSPITALITY | RETAIL FACILITIES | PROPERTY MANAGEMENT

Change is often required for companies to succeed, but constant change is fatiguing for everyone impacted. Studies show that often it is not the actual change that negatively impacts organizations, but how the change is communicated to staff. You can lessen change fatigue and increase acceptance by making employees feel that they are part of the decision-making process.

A common response to change fatigue is a shift in team morale. If the employees are confused by the change, it can create anxiety and lead to low levels of engagement and productivity. This demoralizing impact can result in overwhelming costs in correlation with an increasing employee turnover rate. An additional cost factor that can be attributed to change fatigue is the expense related to training employees on new systems and procedures. Productivity decreases as new procedures and systems are implemented. If change is perpetual, then constant relearning is required.

An additional consequence of change fatigue is loss of information. If organizations do not have well-documented materials (building drawings, statements of work, financial information, etc.) this could create extra work when change occurs. For example, if your organization continually restructures, this may result in a loss of documents, procedures and first-hand knowledge. If this happens while building modifications are underway, the new team will need to recreate many of these documents and procedures, search for needed information, or undertake a project without proper supporting documents.

Lastly, constant change can negatively affect customer service. If the management structure is constantly reorganized, customers will have a difficult time knowing whom to seek for information and services. If employees have anxiety about the approaching change and how the change is being instituted, these ill feelings will cause customer service to suffer, especially when added to the loss of or confusion

about pertinent information or channels for approvals. In an FM organization, for example, it is imperative that the people running the helpdesk have information at their fingertips. They must know whom to contact to achieve specific results, or whom to question to obtain answers for their customers. If their information constantly changes, then the confusion (and wait times) will filter down to customers.

Change is inevitable and is a critical part of any growing organization. We are constantly faced with changes in leadership, processes and directions. The task is to manage this change through a healthy and productive approach.

It can impact the work culture both positively and negatively. While the need to change may not be in question, management must still acknowledge the direct impact it will have on their employees and how employees will perceive the change. They must also be aware of how constant or excessive change appears to outside customers and other organizations. Too much change can lead to a lack of trust in management. Employees may perceive constant change as similar to moving a dartboard: shifting the target makes the bull's-eye harder to hit. The appearance of trial-and-error management is not reassuring to employees and undermines the trust that is needed in order to have a cohesive team.

How to implement change

Changes must be well justified and support a business need; otherwise it will be difficult to gain employee support. For example: Many companies are instituting rotational roles in their management structure so that their leadership can gain a better understanding of other positions within the company. Although this may be beneficial for the managers, what impact does this have on the team? Is the rotation justified? Does it support a business need rather than a personal one?

In order for change to be successful, take its impact into consideration.

Phase changes in a structured manner to ensure that employees can acclimate.

Recommendations

- Focus on small improvements instead of large-scale transformations.
- Explain the reasoning behind the change.
- Create a vision/framework for implementation. Communicating the vision is vital. When it comes to change, over-communicating is better than under-communicating.
- Infuse the change through a thoughtful approach:
 - » *Involve the team so that the change has meaning for them. Counter to most companies' inclination to over-manage, if management can lessen control and allow employees to implement change, it is likely to happen through a more positive, unforced evolution.*
 - » *In other cases, more structure may be needed to help employees understand what is expected of them without too many shades of gray.*
- Provide detailed information so the team can assist with instituting the change.
- Create a properly defined communication plan to ensure consistency.
- Implement a system for employees to address concerns and provide feedback about the change.
- Reevaluate the plan. New data will arise and new processes may be required.

Keep the five Ps in mind

Change can often be daunting.

Managers need to acknowledge that it can be fatiguing to an organization and will have a direct impact on the

teams charged with implementing and dealing with the change. When executing change, practice the five Ps by Dr. Abigail Brenner, an expert on the internal process of transition (quoted below):¹

Learn patience. Generally, things do not happen overnight. In fact, it may take some time to reach a desired and/or reasonable outcome. Don't be impulsive or try to rush the results. Patience will help you arrive at the best possible place.

Be persistent. It's easy to want to give up, especially when things are not going your way. Keep chipping away at the issues; the outcome or solution you're seeking may be just around the bend.

Be practical. Some changes require an immediate response to remedy a situation, but in most instances, there's simply no rush to the finish line. Go about your life in a way that focuses attention on maintaining balance. Stay present, firmly rooted, in the here and

now. In other words, create a structure that provides stability and support while you're in the process of transitioning.

Be positive. Expect up and down. In fact, that's more the norm while you're going through change. A sense of optimism will help equalize the hills and valleys and will keep you focused and committed.

Have a purpose. No matter how many major changes and transitions you go through during the course of your life, having an organizing guiding principle that is vital to you and gives meaning to your life is essential.

Companies and individual organizations will always look for ways to improve their processes, procedures and their existing departmental structures. If you understand the impact of change and how to implement needed modifications, the recipe for the change and the outcome will not be fatiguing for customers, management or employees.

The final result may yield a justified and accepted creation for all to embrace and to feed upon. Bon appétit. **FMJ**

REFERENCE

1. "5 Tips to Help You Respond Effectively to Change" by Abigail Brenner, MD. Post from Psychology Today, July 5, 2011. www.psychologytoday.com/blog/in-flux/201107/5-tips-help-you-respond-effectively-change.



With nearly 20 years of FM experience in the aerospace industry, **Brandon Meisner** is currently the director of facilities for a fast-growing satellite company in

Arlington, Virginia, USA. He holds a master's degree in science of design from Arizona State University and has published writings on how facility management weaves into other aspects of the business structure, such as cultural diversity, generational differences and customer service.

Domore
PERFORMANCE DESIGNED SEATING



- ◆ PURPOSE BUILT SEATING SOLUTIONS FOR DEMANDING NEEDS
- ◆ CHECK OUT OUR MULTI-SHIFT, BIG & TALL AND 500 LBS. CAPACITY SEATING

LEGENDARY DURABILITY MEETS HIGH-END STYLE.

TO LEARN OUR WHOLE STORY, VISIT
DomoreSeating.com





DEMONSTRATING THE VALUE OF FM

BY FRED GUELEN

The facility management sector has grown significantly over the past 20 years. In fact, a 2014 report¹ states that in North American alone, the facility management market size will reach US\$7 billion by 2019. Despite these numbers, public awareness of what FM does and the value it brings remains scarce.

One of the things facilities professionals may struggle with is feeling that they don't have a significant impact on their organization's overall bottom line, when in fact, they have one of the most impactful jobs in any company. With strong implications for human resources, security, safety and IT, the facility management department is an important value-adding part of any organization.

However, the first step to public awareness is internal awareness — FMs need to recognize that they are the ones who control the overall story that is told about their department. This means that, in order to change the perception of the profession, we need to change the facility team's mindset.



IN ORDER TO CHANGE THE PERCEPTION OF THE PROFESSION, WE NEED TO CHANGE THE FACILITY TEAM'S MINDSET.

The impact of FM

SPACE USAGE

When considering that real estate is a company's second largest expense² following compensation, it makes sense that there has been a heavy focus on reducing that cost. For the last decade, FM has been perceived as more process-oriented, with a focus on planning, coordination and reducing the cost of operating a business.

This focus has resulted in reducing the number of square feet per employee — office space per employee dropped from 225 square feet in 2010 to 176 in 2012³ — as well as automating processes to reduce time and effort to solve problems. Efforts have been made to reduce energy consumption, simultaneously making companies more sustainable and increasing the lifespan of existing assets and real estate.

RECRUITING

While facility management's connection to the finance department is well established, the profession's connection to other departments is becoming more visible as company priorities change, especially in terms of talent acquisition and retention.

Cutting costs is still a priority for most organizations, but the war for talent has changed the mindset of many organizations in the knowledge sector. Research done by Professor Alexi Marmot of the University College London shows that 85 percent of the cost of facilities over their life cycles is made up of the salaries of the workforce. At the same time, wage increases have held around a fairly anemic three percent for the past few years. Studies have shown that workplace flexibility is a highly valued perk and employees are willing to sacrifice wages for it;⁴ therefore this is an ideal area where facilities professionals can provide great value to a company.

DESIGN

Property and facility managers should engage in more activities that positively influence the

creativity, productivity, efficiency, and recruitment and retention of top talent. This begins by gaining a deeper understanding of the organization and its strategy. Every organization is different and will have different requirements for accommodations and related services. Simply connecting facility policies with overall business goals is a good starting point, but the FM team needs to continue to be actively involved beyond this point.

One Boston-based company made their business case for introducing flexible working by bringing the C-suite to a Starbucks and simply asking the question "What do you see?" At a typical Starbucks, with its couches and range of tables, an atmosphere of productivity is instantly visible. It is constantly filled with people working on laptops and making business calls, as well as sipping coffee. This was enough to for the team to advocate for a portion of the office to be dedicated to coffee-house-style workspaces for those employees who work best in this open, collaborative-style environment.

SAFETY

Not only does FM have a huge impact on the happiness, productivity and retention of employees, but this department is also equally connected to the safety and security teams to reduce legal risks. If someone slips on the front steps after a snowstorm and sues the company, the facility team needs to be able to verify that the steps were salted and that an email was sent out warning about the snow and suggesting appropriate footwear.

OPTIMIZATION

Finally, facility management teams are working increasingly closely with IT as more building assets become Internet-connected. Rather than simply managing supply, distribution and movement, smart assets are becoming sources of information, as well as users of information. They now include chips, circuits, sensors and beacons that create data — about quantities and flow, temperatures, pressure



Service has a new name: Rick

When Rick and his team returned to their Class A Boston office tower after a long weekend, they anticipated high July temperatures. What they didn't expect was simultaneous chiller mechanical and control failures. With only one 650-ton chiller available to cool 33 floors, the entire engineering team mobilized to test, repair, and restore the system. Teamwork and communication across Rick's team of electricians, HVAC technicians, plumbers, and managers—many who worked through the night—meant the building was ready for its scheduled 4 AM cool-down, and ready for business. When the heat is on, cool heads prevail.

Who takes care of your facilities?

cwservices.com



JANITORIAL • MAINTENANCE • CRITICAL ENVIRONMENTS • LANDSCAPING • OFFICE & MAILROOM

and usage — that can then be analyzed and used to predict maintenance needs, establish costing structures, tune performance, justify upgrades and much more. This requires a close alignment with IT, who run the information systems needed in this new environment.

Often without realizing it, facility managers have a huge impact in each of these areas of an organization.

Increasing public awareness

As the role of facility managers changes to include a greater focus on employee experience, the Internet of Things and business operations overall, public awareness of facility management will continue to grow organically as there will be more immediate exposure to the industry.

This is helped by FM being recognized as a viable career, especially as more degree programs specifically focus on this profession. However, there is still a long way to go. The IFMA Foundation's FM Academic Registry degree search specifically lists 18 from the growing number of universities offering bachelor's degrees in facility management.

Having pride in the profession is the first step to achieving an increased awareness of facility management. Within organizations, awareness of the vital role of facility management begins with three key steps.

What needs to happen to increase this awareness? And how can facility managers affect the perception of the role within their organizations?

HAVING PRIDE IN THE PROFESSION IS THE FIRST STEP TO ACHIEVING AN INCREASED AWARENESS OF FACILITY MANAGEMENT.

1 Get involved and be visible

Because facility management is typically an unseen role, the issues FM deals with do not always reach the level of the board of directors. In a Time magazine article⁵ discussing the book by David Zweig, "Invisibles: The Power of Anonymous Work in an Age of Relentless Self-Promotion," structural engineers were listed as one of the top 10 unseen jobs. People in these types of jobs share a few common traits: they take pride in their work being done well, and they often operate behind the scenes, which makes it hard to increase awareness of the function.

While some may feel comfortable blaming the facilities department when something goes wrong, these people are not always aware that the same department is also responsible when things go right. Instead of only working through other departments to connect with employees — such as HR, IT and security — the facility management team can use tools that connect them directly to their internal customers. This can be done with self-service tools that allow employees to report problems, request temperature changes and see how many people have made the same request.

2 Communicate

One element of getting involved and being visible is communication. You must communicate to senior management the value of FM, as well as communicate what is happening to employees. If you let your customers know what is going on in a building or that an issue has already been reported, they are less likely to complain when someone is painting a frequently used space or a parking lot is closed for repairs.

Part of communicating is having the information to communicate, especially when reporting to the board of directors or other senior management. Software, such as an integrated workplace management system (IWMS), can play a critical role in communicating the entire picture to this group. When a company has an internal system and owns the data, reporting becomes much easier. Facility managers are likely to get less push-back from management when they can pull up reports and space plans from a smartphone when asked for numbers in the hallway.

3 Standardize

The concept of standardization applies not only to assets, but to processes as well. Not knowing the value, square footage, occupancy, planned maintenance, lease contracts, service suppliers or service-level agreements of your portfolio brings an enormous risk in terms of costs, compliance and business continuity.

An IWMS can give you transparency in all of these areas by creating a standardized and structured data repository for all of your processes. By owning this data, you'll know the exact amount of available square feet for future growth, the floor areas for contracting cleaning services, the expiration of lease contracts and when maintenance next needs to be executed. With this type of information, facility and real estate managers are back in control. This standardization improves planning, execution and monitoring of business processes with tools like automated workflows, escalation alerts and dashboards.

Facility management has extended far beyond the role of real estate management and building maintenance. Today, facilities are viewed as strategic business resources by forward-thinking companies. Therefore, facility managers have already been elevated to a higher level in the business organization. Now it's time for facility managers themselves to acknowledge that they are there. **FMJ**

REFERENCES

1. www.marketsandmarkets.com/Market-Reports/facilities-management-market-1030.html
2. "How Emerging Work Strategies are Changing the Workplace," white paper by Steelcase, June 2009
3. www.nytimes.com/2015/02/23/nyregion/as-office-space-shrinks-so-does-privacy-for-workers.html?_r=0
4. <http://fmlink.com/articles/workspace-technology-tools-help-organizations-support-mobile-staff-engagement-and-productivity/>
5. <http://time.com/3006511/under-appreciated-professions-invisibles-zweig/>



As Planon's chief financial officer and president of North American operations, **Fred Guelen** has contributed to the success of this global real estate and facility management software company. Before joining Planon, he was one of the founding partners at Buren van Velzen

Guelen, an international law firm. Fred Guelen studied law at the University of Leiden and the University of Amsterdam.

Ugly Outdated Tile Walls and Floors?

DON'T REPLACE, REFINISH!

Our surface refinishing process eliminates costly replacement, minimizes downtime and creates an easier to clean surface



- Outdated colors
- Moldy dirty grout lines

- Designer colors
- Durable and easy to clean

Process also works on laminate, cultured marble, fiberglass, and acrylic surfaces



Miracle Method[®]
SURFACE REFINISHING

The Nation's Largest Surface Refinisher • Over 135 Locations Nationwide

See our work and case studies at: MiracleMethod.com/commercial

Call 800-444-8827 for an estimate
Email: sales@miraclemethod.com

Each franchise is independently owned and operated.

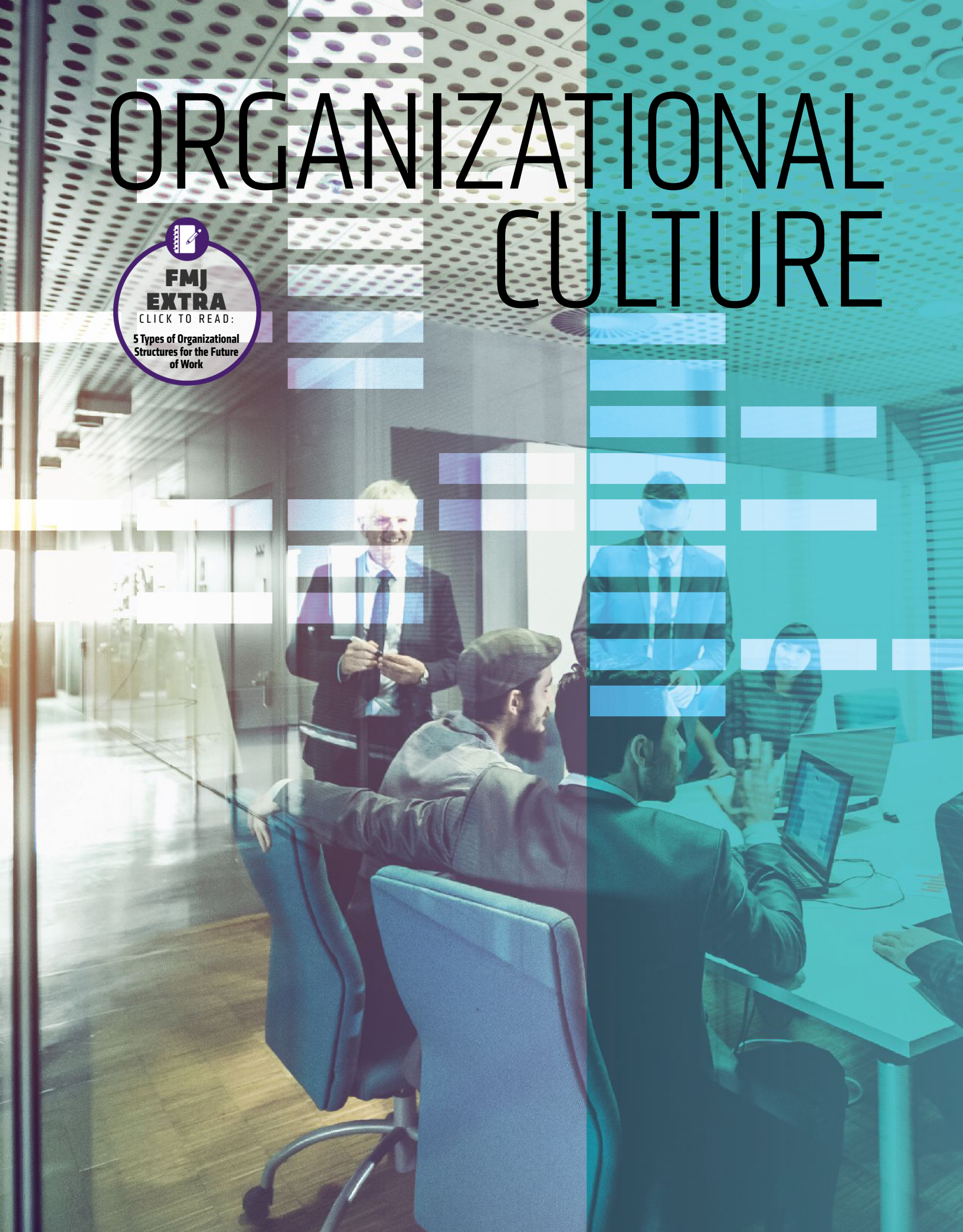
ORGANIZATIONAL CULTURE



**FMJ
EXTRA**

CLICK TO READ:

**5 Types of Organizational
Structures for the Future
of Work**



FM RESPONSIBILITIES

B
Y
D
E
N
N
I
S

In part, organizational culture can loosely be defined as the way in which associates, leaders and groups behave and interact with each other, along with what they believe the company norm is. This can be extended to organizational policies and how they are enforced. It is this culture, along with organizational size, that greatly influences how organizations structure, utilize and optimize the FM function.

C
R
U
P
I

Structure of facility management teams

The FM structure can be as simple as a single individual wearing many hats or as complicated as a multi-tiered, multi-location organization spread across a wide geographical area, with several divisions and dotted-line reporting responsibilities. In the single responsible party structure, the FM team may be responsible for daily operations and the leasing of new sites or facilities, infrastructure support and service amenities, as well as project management. In larger organizations, FM responsibilities may be split with specialized individuals, or even teams, assuming responsibility for daily operations, planning, real estate, estimating, project management and construction activities across the portfolio.

Likewise, both culture and size play a role in how and to whom FM reports. In a typical vertically structured organization, there are clear lines of responsibility and reporting follows a defined chain of command. In more complex organizations, the configuration may add a horizontal aspect to the reporting structure. This may add peer relationships to the mix both in and outside the immediate department, division or even geographic region. These horizontal relationships allow managers to align their resources to accomplish goals. Once again, the size and culture of the organization plays a role in defining each manager's span of control.

In larger organizations, FMs may find themselves reporting to another FM professional in a senior position within the corporate organization. These cases may be fortunate in the sense that the senior FM may have a clear and appreciative understanding of what's involved with daily operations or, for example, in preparing newly leased space for occupancy. The FM team may even have a confidante and mentor or advisor who can not only understand the difficulty they face, but can also offer pertinent and realistic guidance on how to move past specific and potentially devastating problems, or simply lend a sympathetic ear during a frustrating period. Likewise, this individual would also be in a position to offer praise upon overcoming unforeseen obstacles or appreciation for a job well done.

In some small- to medium-size organizations, the FM team may report to a senior executive whose oversight of FM operations is but a small portion of his or her own responsibilities. In this case, the FMs should adjust their expectations and prepare themselves to understand how this dynamic is different from the reporting structure just discussed. The needs of the senior executive will be different, as may be this individual's understanding of the FM function and the steps necessary in meeting the company's expectations regarding FM operations. However, the objective and obligations of the FM function remain the same.

Impact of company culture on FM's role

Understanding and interpreting company culture can assist facility managers in meeting the obligations of the FM profession within the organization, regardless of whether they are seasoned professionals or new to a career in FM. So, what are the obligations of facility management? According to the International Facility Management Association (IFMA),¹ FM “is a profession that encompasses multiple disciplines to ensure functionality of the built environment by integrating people, place, process and technology.”²

While this defines what we do, how we accomplish this is further guided by the 11 core competencies IFMA¹ defined in its 2009 Global Job Task Analysis.³ While these core competencies provide a great basis for how to do our jobs, it is still up to us to align ourselves with the organizational values, practices and policies within the organizations we serve — in other words, the company's organizational culture.

Since the structure your organization has established needs to support its business goals, understanding the underlying rationale of that culture can provide additional insight to help you be successful. The Organizational Culture Model, developed by Geert Hofstede,⁴ a social psychologist and authority on global and organizational culture, has identified eight dimensions of organizational culture. While all of these variables play a role, two are of particular interest: means- versus goal-oriented and employee- versus work-oriented.

Understanding organizational culture

Organizations centered on a means-oriented culture concentrate mostly on how goals are achieved, while those centered on a goal-oriented culture concentrate on achieving specific results. In an employee-oriented organization staff members feel that their problems take center stage over their work and in work-oriented organizations staff members feel pressured to perform. Without going

into an in-depth discussion and analysis of the meaning and implication of each, it is easy to see how they can impact an organization, the expectations placed on FM, and the leadership style of the organization and its leaders.

It is up to the FM team to align their activities with the culture and leadership style of the organization while maintaining allegiance to the core competencies of the profession. This must be evident in daily operational activities right up through reporting on all aspects of the strategic FM function.

In many organizations there is a perception by senior management that FM only represents a cost center. There are many factors that contribute to this view of FM by senior corporate executives. It is by understanding the organizational culture that FMs can work to dispel this perception and begin the moving from being perceived as a cost center to a value-added strategic business partner. In order to do this, FMs need to demonstrate their ability to both consistently add value that exceeds stakeholder expectations and communicate that added value by aligning the FM function with the organizations' values and core business strategy.

Becoming a strategic business partner

In order to become a strategic business partner, FMs need to understand not only how the business works but what makes it work. FMs need to understand what serves the overall business needs and how to communicate strategies that advance those necessities.

Senior management and C-suite executives are strategic forward thinkers; they are responsible for the big picture, determining how resources are to be divided, and the demand on their time is great. The need to grow the business is paramount and demands their attention. They think in terms of profit, loss, return on investment, risk, operating expenses and capital expenditures, not in upgrades to lighting or seasonal adjustments to building temperature. They are driven to

increase profits and/or shareholder value and to minimize risk. To be successful with this audience, FMs must present results (analytics) from their operations or projects in these terms.

FMs must demonstrate a clear and definitive path to show not only direct cost savings, including cost and risk avoidance or mitigation, but also how an increase in workplace comfort directly equals greater productivity. For example, a proposed space management project to reorganize departments and seating assignments should be designed to optimize space and provide greater utilization while improving efficiency and comfort. Once FMs can present themselves as skilled partners who support organizations' business strategies and can report these improvements to leadership in the proper language, the shift in perception can start to occur.

Performance measurement, or key performance indicators in the form of data analytics, plays a large role in attaining these goals. This data needs to be reliable, relevant, sufficient and properly summarized for the boardroom, regardless of the size of the organization or the reporting structure. The focus should be on presenting good information that leads to actions or insight in the subject matter with the intent of making better-informed decisions; to create confidence in making precise operational business choices. For example, these business decisions may include: workplace strategies, portfolio growth or contraction, elevated service levels, discontinuing of specific underutilized services, performance measurement of systems and programs, as well as containing and controlling costs.

A critical junction for FM

Today's global economy brings many challenges for organizations, as well as individuals. This includes many changes in how our facilities are managed and the knowledge and skillset facility managers must master and utilize to be successful. Nothing is more important than our ability to provide



VISIT ORACLE AT

IFMA's World Workplace!

Oracle is a Proud Sponsor and Exhibitor at IFMA's World Workplace 2016!

Oracle Construction and Engineering will exhibit in **Booth #307**, with our partner, Gaea Global Technologies, alongside us in **Booth #305**. Stop by to learn how Oracle Primavera Facilities and Asset Lifecycle Management Solution provides a single, integrated platform that brings together every phase of the facility lifecycle. With best-in-class, robust, yet flexible capabilities, the solution is designed to solve simple and complex business process needs for the Plan, Build and Operate phases of any facility.

Visit us in the Solutions Arena October 5th and make sure you attend our Education Session on October 7th!

SOLUTIONS ARENA 3

Wednesday, October 5th, 2:45 p.m.–3:15 p.m.

End-to-End Facility and Asset Lifecycle Management (FALM):
When Paying Attention to Details Counts!

Wednesday, October 5th, 3:30 p.m.–4:00 p.m.

The Future of Asset Lifecycle Maintenance is Here Today

EDUCATION SESSION


Friday, October 7th, 10:30 a.m.–11:30 a.m. | Room 11B

Driving Value with End-To-End Facility's Lifecycle Management:
What's a Disruptive IWMS Platform?


Sherief Elabd, Director of Business Development and Industry Strategy

CONNECT WITH US

 blogs.oracle.com/oracle

 facebook.com/oracle

 twitter.com/oracle

 oracle.com

For more information about our Facilities and Asset Lifecycle Management solution, visit:



oracle.com/goto/falm

FM IS AT A CRITICAL JUNCTION IN ITS DEVELOPMENT CYCLE.

safe, secure, comfortable, attractive and technologically advanced facilities with exceptional services that afford building occupants the opportunity to excel at achieving company goals.

It is up to FMs to remove or neutralize barriers that prevent the occupants of the built environment from achieving an efficient and effective operating level that encourages creativity and innovation to thrive. We need to accomplish this while achieving FM goals, such as operational excellence and fiscal responsibility.

Now more than ever, FM is at a critical junction in its development cycle. Our complex environment is becoming increasingly complex. New offerings are appearing in the form of cloud computing and Internet of Things possibilities for all sorts of equipment.

It's of utmost importance we stay informed of the latest technological advancements which are adding to growing business needs and the need to optimize our facilities infrastructure.

IFMA¹ is fulfilling its leading role in this transformation cycle in many ways. One of which is by its involvement with the International Organization for Standardization (ISO)⁵ and its work in developing a new ISO Facility management system standard.⁶ All of these efforts combined are allowing FM to build momentum in achieving its goal of making strides into the C-suite as a value-added strategic business partner and earning its place in the boardroom. **FMJ**

REFERENCES

1. IFMA: www.ifma.org
2. www.ifma.org/about/what-is-facility-management

3. IFMA Global Job Task Analysis: www.ifma.org/gjta
4. The Organizational Culture Model developed by Geert Hofstede: <http://geert-hofstede.com/organisational-culture.html>
5. International Organization for Standardization: www.iso.org
6. ISO 41000 Integrated facilities management system: <http://standards.plantops.umich.edu/iso-41000-integrated-facilities-management-system>



Dennis Crupi, CFM, has 30 years' experience in facility management, mostly in plant operations and project management. He has spent the majority of his FM

career in regulated industries, most recently in support of pharmaceutical research and development.

THE
PREMINEANT PLATFORM FOR DIALOGUE
ON FACILITY MANAGEMENT ISSUES AND
TRENDS IN THE ASIA-PACIFIC REGION.



Advancing the Future of FM
Through Innovative Leadership

IFMA's World Workplace // ASIA

Conference & Exhibition 20-21 October 2016 // Shanghai, China

Grand Kempinski Hotel, Pudong, Shanghai



Brought to you by

REGISTER TODAY
at <http://tinyurl.com/WWPA2016>





leadership – IFMA STYLE

BY CHRISTINE NELDON

In 1980, a wonderful opportunity was presented to me. The Big 8 accounting firm where I was an operations manager was moving. The partners needed someone to manage that move successfully and I was their first choice. How exciting and rewarding! Was it my organizational skills or knowledge of the budding technology field that brought me to the top of the list? Perhaps it was

my people skills or knowledge of telephony. Not exactly.

Previous moves or restack projects always resulted in someone being fired. A partnership with so many people who wanted to be in charge was considered a no-win situation for whomever was selected. There was only one chief qualification for this project: being the most expendable member of the staff.



As a single mother and struggling female, I could not afford to lose my job. After years of hard work, my head was bumping the glass ceiling after becoming a manager and reaching the entry stages of being called an executive. Despite negativity from the top, there had to be a way to do this job and build a future. To me, the job did not seem unsurmountable — but where was I to start?

My revelation

At about that time, I received a letter from the Facility Management Institute. It invited me to a presentation by Dave Armstrong at a local hotel to talk about something called facility management. At that meeting with a dozen other people present, Dave explained about how a facility could perform for the people and their work. There were organized ways of doing things and a growing population of people developing ways to do it.

An amazing thing happened at that meeting. I had an epiphany that I was a facility manager and engaged in a profession that I had previously not known existed. All of the pieces of my job fell into place and I understood that there was a way to make it work. At the time, not realizing it, I committed to making facility management a lifetime career.

In those days, no one had heard of facility management. All that was needed to work was an office with a desk and a phone. Suddenly, though, things started to change. Personal computers and printers invaded the workplace. They did not fit on existing desks and needed more

electricity along with more power to supply increasing heating, ventilation and air conditioning needs. Lighting had to change and cabling be added, often with no clear path for it to follow. Moving became more difficult, as all these new pieces had to fit together in short timeframes. People began to work in new ways and workplace flexibility became increasingly necessary.

Architects and engineers had a whole new ball game. Business owners and their operations and administration managers were looking for solutions. New IT departments were born and competing for facilities budgets. Suddenly there was a new playing field in which everyone was looking for answers and drowning in the same tangled wires of new technology. We were all on equal footing, struggling for solutions.

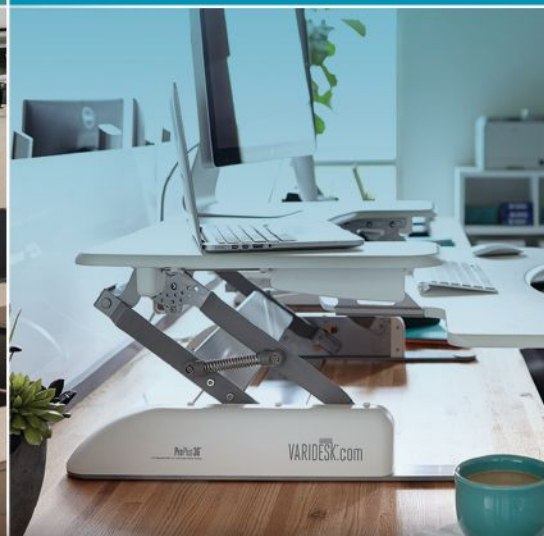
IFMA: The early days

In Houston, Texas, USA, a group of pioneers banded together and formed the National Facility Management Association. They were quickly joined by other chapters, including my own in Atlanta, Georgia, USA. With the addition of the first Canadian member, we became the International Facility Management Association. These people began to invent the definition of facility management and spread the word.

In my company, there were no FM mentors. Rightly so, my employer's focus was on the business of accounting. My career path felt very limited, as the company had only



SIT-STAND SOLUTIONS FOR THE WHOLE OFFICE



VARIDESK® IS THE HEIGHT-ADJUSTABLE STANDING DESK SOLUTION FOR ANY OFFICE SPACE.

- Solutions for desktops, cubicles, or full-desk replacements
- Special pricing for bulk orders available
- Usually ships within 24 hours
- All products require little or no assembly

Order online or call 877-734-9001.

FREE SHIPPING
TO LOWER 48 STATES 

For patent and trademark information, visit VARIDESK.com/patents
©2016 VARIDESK®. All Rights Reserved.

VARIDESK.com
WORK ELEVATED™

a certain number of facilities for me to manage. How could I translate this role I really liked into a permanent, paying position? Where would I find the education and encouragement to develop my skills, even if it meant having to find a new job?

My future was with my fellow FMs. We shared problems and findings. My technology skills were exchanged for architectural and engineering advice. We helped each other and along the way tried to develop programs for others. Educators and experts drawn to the topic refined what was learned into the first certification program. The “school of hard knocks” was exchanged for actual FM degree programs.

IFMA leaders

After serving several terms in leadership positions with the Atlanta Chapter of IFMA, I joined the international board in 1984 as a regional vice president. Eight years later and 25 years ago, I stood on the platform at the San Diego conference in 1991 as the first female chair of the association. Trips to Canada, Japan, Australia, the United Kingdom, the Netherlands, Denmark, Norway and Finland were behind me and facility management was on its path to global recognition. Chapters and councils were firmly established and the IFMA Foundation was in operation. Many, many people made it happen.

IFMA has seen outstanding leadership through the years. The late George Graves, IFMA’s first president, was the most consistent cheerleader for FM for 35 years. You knew you were in the right place when you saw George and his wife Joan at the annual conference. They constantly and tirelessly supported the volunteers, members, staff and sponsors.

It took years of great leadership to go from no members in an unknown profession to where we are today. Here are just a few of the early highlights:

- George Trayer led the committee meeting to write the association’s first constitution and bylaws at a hotel where a street vendor’s convention was held.
- Art Hahn announced to the board that we would be writing IFMA’s first strategic plan versus arguing at our meetings about menu options at the conference.
- Anne Fallucchi, the petite New York City dynamo, put us on the map by tirelessly promoting FM as editor of the Facilities Design and Management magazine.
- Dave Cotts and Ed Rondeau wrote the first textbooks to give direction for a fledgling field.
- Cornell University and the Facility Management Institute sponsored the first educational FM programs and stimulated the FM conversation.



I WOULD NOT BE WHERE I AM TODAY WITHOUT FACILITY MANAGEMENT AND IFMA.

- Jim Hickey, the first allied director, gathered support from FM vendors to sponsor events and recruit members, without whom we could not grow.
- The FM giant, Bruce Forbes, developed some of the first FM technology programs.
- Doug Underwood led the formation of IFMA’s first council (Utilities) and put an impressive golf tournament on the map.

These amazing milestones are just a few examples of the impressive and tremendous group of people who built FM into the amazing and challenging profession it is today.

What is leadership?

Leadership is recognizing when it is time to lead. It is taking a chance and volunteering, even if you feel in over your head and intimidated by smarter people. It is asking others to take that chance with you and work as a team toward an achievable goal. It is about having personal integrity and doing what you say you will. It is taking one step at a time toward a goal and not turning back because it looks impossible. It is inspiring and encouraging the people around you to achieve.

We are only beginning. Waves of technology continue to come faster than we can adapt. There is a need for global standardization so we can all speak the same language of FM. We need to find people to educate about FM to fill a growing demand for trained practitioners. We need to continue to develop more degree and educational programs around the world. It is an exciting time to be on the threshold of these changes and know you can take part.

I would not be where I am today without facility management and IFMA. They gave me purpose and introduced me to a world of mentors and friends who helped me advance my career. By volunteering and stretching myself to speak and write articles on FM, my former employer’s clients began to know me and share positive comments. This ultimately resulted in a regional

and then national role for me in a company that began without an FM department. I came a long way from a beginner who did not know I was in facility management.

What are you doing about your FM career? Have you sought a degree or certification? Do you attend programs or seminars to learn as much as you can? Have you asked other FMs for help if you had a perplexing issue? Have you mentored an FM student or colleague who is embarking on his or her FM adventure? Have you given of your time or money to pave the way for the future by supporting the IFMA Foundation's Global Workforce Initiative¹ to bring more students and accredited degree programs into facility management?

It is your time now. Take a long look at yourself and where you are. Use your strengths to your advantage and address your weaknesses. Seek the education and support you need. Do it first for yourself and then find a way to help others. Start with self-leadership and then expand outward. Take what we started and find your place in facility management history. Look at how far FM has come and how much further it can go with you. **FMJ**

REFERENCES

1. foundation.ifma.org/global-workforce-initiative



Christine Neldon, CFM, IFMA Fellow, is a regional project manager for Travelers Corporate Real Estate and is based in Alpharetta, Georgia, USA. Her responsibilities include coordinating facilities project work, facilitating internal business groups in space negotiations, overseeing relationships with

outsourced alliance partners and internal departments, developing and administering capital budgets, responding to office emergencies, and troubleshooting operational issues.

Previously, she was the director of facility programs for the Global Real Estate and Facilities Group for Andersen where she oversaw and developed best practices, policies and procedures for facility management operations. Prior to that title, she was in a dual role as southeast director of facilities for Andersen and Andersen Consulting (which became Accenture).

Neldon was the 1991 international chair of IFMA and served nine years on the board of directors in various roles. She has authored numerous articles and made many presentations on facility management throughout the U.S. and internationally. In 1993 she was chosen as an IFMA Distinguished Member, in 1995 became an IFMA Fellow and in 2001 won the Distinguished Author award for the article "What about iSpace?". She currently serves as a trustee for the IFMA Foundation.

Improve Comfort and Lower Operating Costs

**NO Ductwork
Required!**



Call or Click Today!

855-ZOO-FANS (855-966-3267)
zoofans.com

ZOO FANS
Efficiency and Performance



Designed, engineered
and assembled in the USA

Visit Us
IFMA's
WORLD WORKPLACE
Oct. 2016 • San Diego
Booth
#226



Credentials

The following people were awarded the Certified Facility Manager® (CFM®) certification in **MAY 2016:**

David Tau, CFM
Benicia, California

Michael Hogan, CFM
City of Englewood
Englewood, Colorado

Adam Titus, CFM
Storm and Partners
Glendale, California

Doug Kitlar, CFM
GEF Seniors Housing
Edmonton, AB, Canada

Wing Yam (Felix) CHOW, CFM
Kowloon, Hong Kong

Marybeth Morris, CFM
CBRE
Venetia, Pennsylvania

Mary Layton, CFM
Mary Layton LLC
Seffner, Florida

Samantha Stimson, CFM
Bellevue Presbyterian Church
Bellevue, Washington

James Cook, CFM
CBRE
Columbia, South Carolina

Patrick Berryman, FMP, CFM
Logistics Management Institute
Tysons, Virginia

Sorada Thumrongvit, CFM
ROI Consulting Group
New York, NY

Christina Kulzer, CFM
The Capital Group
Irvine, California

Jason Halfyard, CFM, FMP
The City of Calgary
Chestermere, AB, Canada

Christopher Jeffries, CFM
ABM Facility Services
Tempe, Arizona

Kyle LeBlanc, CFM
Lockwood, Andrews & Newnam Inc.
College Station, Texas

The following people were awarded the Sustainability Facility Professional® (SFP®) designation:

Gregory Hartley, FMP, SFP
University of Pennsylvania
Glen Mills, Pennsylvania

Don Rogers, CFM, SFP
Hillwood Estate Museum & Gardens
Washington, District of Columbia

Quattara Moustapha, FMP, SFP
Ecowas Parliament
Abuja, Nigeria

Steven Wharton, FMP, SFP
Kearny Bank
Wyckoff, New Jersey

Carlton Goldbaugh, FMP, SFP
WUSTL
Saint Louis, Missouri

Clifford Rutherford, SFP
Kahului, Hawaii

Roberto Carlos, FMP, SFP
Vancouver, BC, Canada

Mohamad Hadi, FMP, SFP
Richmond, Texas

The following people were awarded the Facility Management Professional™ (FMP®) designation:

Joe Kimitch, FMP
University of Colorado Denver
Aurora, Colorado

Barbara Hall, FMP
Huron County Social and Property
Services Department
Clinton, ON, Canada

Danette Cordone, FMP
Fannie Mae
Wylie, Texas

Rachel Livingston, FMP
University of Washington
Educational Outreach
Seattle, Washington

Edward Williams, FMP
Portland 5 Centers for The Arts
Portland, Oregon

Joseph Pompa, FMP
Asurion
Altoona, Pennsylvania

Jason Mulka, FMP
FedEx
Grand Rapids, Michigan

Robert Kennedy, FMP
Kingston Frontenac Public Library
Seeley's Bay, ON, Canada

Fabian Alpizar, FMP
Fabian Alpizar
Indianapolis, Indiana

Greg Latto, FMP
Brampton, ON, Canada

Lamar Price, FMP
Department of Veterans Affairs
San Antonio, Texas

Ken White, FMP
The Gazette Company
Cedar Rapids, Iowa

Steven Stevenson, FMP
Norplas Industries Inc.
Swanton, Ohio

Mark Cho, FMP
Los Angeles Unified School District
Los Angeles, California

Miguel Garcia, FMP
Los Angeles Unified School District
Los Angeles, California

Lucien Holloway, FMP
Los Angeles Unified School District
Los Angeles, California

Ken Brewer, FMP
University of Calgary
Calgary, AB, Canada

Adam Kowatch, FMP
Blairsville-Saltsburg School District
Blairsville, Pennsylvania

David Alleger, FMP
Belvidere, New Jersey

Ray Fabela, FMP
Frisco, Texas

Muhammad Srailiny, FMP
Binary Integrated
Technology Solutions
Riyadh, Saudi Arabia

Russel Tobin, FMP
Abu Dhabi General
Services Company
Musandah, Abu Dhabi,
United Arab Emirates

Teresa Roberts, FMP
Fort Lauderdale, Florida

Hisham Altash, FMP
Abu Dhabi General Services Co.
Al Ain, Abu Dhabi
United Arab Emirates

Ayaz Keshani, FMP
InterlinkFM
Coventry, United Kingdom

Alicia Flynn, FMP
City of Hamilton
Hamilton, Florida

Luke Boggess, FMP
R&M Consultants Inc.
Anchorage, Alaska

Sara Saunders, FMP
Sodexo
Kingston, ON, Canada

Glenn Widish, FMP
Sodexo Canada
Burlington, ON, Canada

Peter Lusk, FMP
Fairfax, Virginia

Douglas Anderson, FMP
Los Angeles Unified School District
Los Angeles, California

Selwyn Lewis, FMP
Los Angeles Unified School District
Los Angeles, California

Edward Polanco, FMP
Los Angeles Unified School District
Los Angeles, California

Adrian Pacheco, FMP
Los Angeles Unified School District
Los Angeles, California

Angelita Khazel, FMP
Los Angeles Unified School District
Chino Hills, California

Sami Nazzal, FMP
Musandah, Abu Dhabi
United Arab Emirates

Anthony Troisi, FMP
Brevard Schools
Rockledge, Florida

Mark Robinson, FMP
Englewood, New Jersey

Jason Jeremie, FMP
MayCon Facilities Services Ltd.
Barataria, Trinidad and Tobago

Joseph Toro, FMP
Las Vegas Convention/
Visitors Authority
Las Vegas, Nevada

Austin Nichols, FMP
Brigham Young University
Burlington, Kentucky

Speros Kanellos, FMP
City of Kingston
Kingston, ON, Canada

Cameron Bridges, FMP
Ferguson Enterprises
Toano, Virginia

Drew Marchetti, FMP
Life Safety Service & Supply LLC
Cheshire, Connecticut

Christopher Hoag, FMP
Stadium Management Company LLC
Denver, Colorado

Mick Phillips, FMP
City of Grande Prairie
Grande Prairie, AB, Canada

Dirk Heid, FMP
Harper College
Genoa, Illinois

Darin Mogck, FMP
Agcountry FCS
Fargo, North Dakota

Robert Morris, FMP
Florida's Turnpike Enterprise
Tampa, Florida

Therol Peterson, FMP
The City of Kingston
Glenburnie, ON, Canada

Cesar Mercado, FMP
Los Angeles Unified School District
Gardena, California

Antonio Romero, FMP
Willowbrook, Illinois

Musab Khateeb, FMP
Musandah, Al Ain
United Arab Emirates

Joanie Robert, FMP
Vanier College
Montreal, QC, Canada

Michael Parnell, FMP
Pikeville, North Carolina

Victor Reyes, FMP
Central California Alliance for Health
Scotts Valley, California

Robert Sentie, FMP
Sodexo
Bridgewater, New Jersey

Charles Freeman, FMP
Navy Federal
Vienna, Virginia

Robert Jensen, FMP
Reckitt Benckiser Professional
Parsippany, New Jersey

Danny McVeary, FMP
Equinix
Ashburn, Virginia

Su Ling Imelda Sng, FMP
National Institute of Education
Singapore

Leslie Frise, FMP
Infrastructure Ontario
Kingston, ON, Canada

Richard Bates, FMP
Emcor Facilities Services
Belmar, New Jersey

Gary Seto, FMP
Asa
Newton, Massachusetts

Mark Wright, FMP
Turner Usd 202
Kansas City, Kansas

Mario F. De Leon, FMP
Atkinson, Andelson, Loya,
Riud and Romo
Cerritos, California

Dolores Mohr, FMP
MarketRed Bank, New Jersey

Paula Mcgee, FMP
N. Virginia Community College
Fairfax, Virginia

Steven Morris, FMP
Stadium Management Company
Denver, Colorado

Nicola Horan, FMP
Interior Health
Kelowna, BC, Canada

Steven Eckvaht, FMP
Los Angeles Unified School District
Sun Valley, California

Diedra N. Tate, FMP
University of Illinois
Chicago, Illinois

Gilles Payant, FMP
Catsa
Ottawa, ON, Canada

David Hokanson, FMP
Los Angeles Unified School District
Sun Valley, California

LaMonte Douglas, FMP
Los Angeles Unified School District
Los Angeles, California

Tara Chapman, FMP
Greater Toronto Airports Authority
Toronto, ON, Canada

James Hancock, FMP
Los Angeles Unified School District
Los Angeles, California

Lorraine Betancourt, FMP
Oxford University Press
New York, New York

Amgad Harb, FMP
Gulf Medical
Jeddah, Saudi Arabia

Adrian Wells, FMP
Dubai, United Arab Emirates

Shivani Seunarine, FMP
UWI Open Campus
St. Augustine, Trinidad and Tobago

The following people were awarded the Certified Facility Manager® (CFM®) certification in **JUNE 2016:**

Cal Littlejohn, CFM
Sodexo Canada
London, ON, Canada

Ken Wall, CFM
Azilda, ON, Canada

Blayne Radford, CFM, FMP
Springfield Public Schools
Nixa, Missouri

Larry Brown, CFM
State of Colorado - Department of
Military and Veterans Affairs
Centennial, Colorado

Stephen Moran, CFM, SFP
Smithsonian Institution Office
of Facilities Management
Aldie, Virginia

Robert Anselmi, CFM, SFP
Department of Veterans Affairs
Glendale, Colorado

Tony McJunkin, CFM
Miracle Hill Ministries
Greenville, South Carolina

April Morris, CFM
Milliken & Company
Spartanburg, South Carolina

Jesse Nichols, CFM
Community Health Centers
of the Central Coast
Nipomo, California

Laura Williams, CFM
Alberta Energy Regulator
Calgary, AB, Canada

Thomas Mugambi, CFM, FMP
Public Works and
Government Services
Toronto, ON, Canada

Tom Muniz, CFM, FMP, SFP
The Villages Golf and Country Club
San Jose, California

Timothy Slavin, CFM
Delaware Division of Historical
and Cultural Affairs
Dover, Delaware

Mark Armstrong, CFM
City of Montrose Colorado
Montrose, Colorado



The following people were awarded the Sustainability Facility Professional® (SFP®) designation: **JUNE 2016:**

George Smith, FMP, SFP
Bae Systems
Houston, New Hampshire

Joseph Ferrera, FMP, SFP
McGill University Health Centre
Laval, QC, Canada

J. Ward Martaindale, FMP, SFP
University of Houston Clear Lake
Houston, Texas

Adnan Al Nakhilani, FMP, SFP
Enec
Al Falah, Abu Dhabi, United Arab Emirates

Wes Kuehne, FMP, SFP
Dunwoody Village
Levittown, Pennsylvania

Wayne Phillips, FMP, SFP
Bristow, Virginia

Thomas Emmsley, SFP
Maui High Performance
Computing Center
Wailuku, Hawaii

Elizabeth Stulz, FMP, SFP
United Launch Alliance
Centennial, Colorado

Thomas Perrotta, FMP, SFP
Newsday
Apex, North Carolina

Justin House, FMP, SFP
Mesa Associates
Madison, Alabama

Geary Johnson, FMP, SFP
Samsung Semi-Conductor
Modesto, California

Jessica Beswick, SFP
Iowa City, Iowa

Carol Fortems, CFM, FMP, SFP
WorkSafeBC
Vancouver, BC, Canada

Mandy Gale, SFP
Vancouver Convention Centre
Vancouver, BC, Canada

The following people were awarded the Facility Management Professional™ (FMP®) designation:

Michael Kelley, FMP
Wyoming Department of
Transportation
Cheyenne, Wyoming

Kristen Stone, FMP
SAP
Dublin, California

James Lakin, FMP
Calvin Seminary
Grand Rapids, Michigan

Thomas Legere, FMP
Brookhaven National Laboratory
Upton, New York

David Thorson, FMP
University of Colorado Denver
Aurora, Colorado

Pierre Jean, FMP
Fairmont
Southampton, Bermuda

David Hearn, FMP
Delaware River & Bay Authority
New Castle, Delaware

George Cescon, FMP
Sodexo
Burlington, ON, Canada

Kimberly Milligan, FMP
Brazosport College
Lake Jackson, Texas

Trishna Batra, FMP
Usbank
Carmel, Indiana

Andrew Gangai, FMP
City of Dollard-Des-Ormeaux
Dollard-Des-Ormeaux, QC, Canada

Vanetta Mcdale, FMP
Delta Career Education Corporation
Virginia Beach, Virginia

Mark Thomas, FMP
Milestone Church
Keller, Texas

James Jackson, FMP
C&W Services
Pembroke Pines, Florida

Todd Miller, FMP
Assurant
Rapid City, South Dakota

Micah Dyer, FMP
Legacy Air
Phoenix, Arizona

Joe Fiore, FMP
Region of Peel
Brampton, ON, Canada

Richard Henry, FMP
Los Angeles Unified School District
Los Angeles, California

Kristopher Trott, FMP
Southampton, Bermuda

Mohammad Alawneh, FMP
Abu Dhabi General Services
Musanada, Al Ain, United Arab Emirates

John Papp, FMP
Hudson River Park Trust
Astoria, New York

Pete Defroschia, FMP
Concord, California

Todd Ernst, FMP
Mississauga, ON, Canada

Ted Hemberger, FMP
Eastchester, New York

Rudolf Reda, FMP
New Jersey

Linda Connors, FMP
Brevard County School Board
Rockledge, Florida

Jason Hunter, FMP
Los Alamos, New Mexico

Randall Herndon, FMP
Pfizer
O'Fallon, Missouri

Willie Jones, FMP
Laurel, Maryland

Phillip Ajayi, FMP
Calgary, AB, Canada

Scott Douglas, FMP
University of Waterloo
Waterloo, ON, Canada

Ahmad Wahib, FMP
Saudi Arabia

Alexander Gaithe, FMP
Port of Seattle
Seatac, Washington

WenJuan Dong, FMP
JTC Corp.
Singapore

Luis Demestre, FMP
Greater Toronto Airport's Authority
Toronto, ON, Canada

Luis De la Garza, FMP
South Texas College
McAllen, Texas

Ann Schwartz, FMP
Greater Toronto Airport's Authority
Toronto, ON, Canada

Ken Murray, FMP
Guelph, ON, Canada

Drew Thorpe, FMP
National Capital Commission
Ottawa, ON, Canada

Maurizio Penna, FMP
National Capital Commission
Ottawa, ON, Canada

Maurice Corriveau, FMP
National Capital Commission
Ottawa, ON, Canada

Aaron Senegal, FMP
National Security Technologies
Las Vegas, Nevada

Krisztina Bercsenyi, FMP
Guildford, United Kingdom

Jennifer Coles, FMP
Brookfield Johnson Controls
Port Perry, ON, Canada

Jerry Johnson, FMP
Agcountry Farm Credit Services
Fargo, North Dakota

Claudia Boutot, FMP
U.S. Department of Veterans Affairs
Bay Pines, Florida

Jason Anderson, FMP
USDA Forest Service
Asheville, North Carolina

Steve Stamogiannos, FMP
Camh
Etobicoke, ON, Canada

David Holland, FMP
Delaware River & Bay Authority
Wilmington, Delaware

Frank Maykut, FMP
Drba
Wilmington, Delaware

Stephen Wasson, FMP
Drba
Bear, Delaware

Chris Rinehart, FMP
Delaware River & Bay Authority
Wilmington, Delaware

Rick Alcantara, FMP
Los Angeles Unified School District
Los Angeles, California

Pasquale Arno, FMP
Drba
New Castle, Delaware

Matt Filpich, FMP
Consumer's Energy
Grand Ledge, Michigan

Kevin Pettit, FMP
Delaware River & Bay Authority
Bear, Delaware

David Flatjord, FMP
Department of Veterans Affairs
Fort Wayne, Indiana

Richard Long, FMP
ABM
Savannah, Georgia

Mitchelle Ortiz, FMP
Fayetteville, North Carolina

Barry Keeler, FMP
Sarasota, Florida

Robert Scott, FMP
Sarasota, Florida

Kevin Beebe, FMP
Caterpillar
Edwards, Illinois

Sabri Spaih, FMP
Nakheel
Dubai, United Arab Emirates

Enrico Lai, FMP
GTA
Toronto, ON, Canada

John Mehrlander, FMP
Little Silver, New Jersey

Dave Montes, FMP
Los Angeles Unified School District
Valinda, California

Timothy Sparks, FMP
Los Angeles Unified School District
Gardena, California

Marco Tarantino, FMP
Los Angeles Unified School District
Los Angeles, California

Ramy Ibrahim, FMP
Los Angeles, California

Brittany Allen, FMP
SickKids Foundation
Toronto, ON, Canada

Radmila Kopic, FMP
Brookfield Gis
Ottawa, ON, Canada

Genevieve Kelliher, FMP
Delaware River & Bay Authority
North Cape May, New Jersey

Robert Wiebel, FMP
Melbourne, Florida

Steve Fletcher, FMP
Brevard Public Schools
Rockledge, Florida

Steve Boggs, FMP
Discover
New Albany, Ohio

Sondip Budwal, FMP
Sodexo N.D.
Ile Perrot, QC, Canada

Kris Niebrzydowski, FMP
Buchanan, New York

Daniele Chiarlitti, FMP
Woodbridge, ON, Canada

Ammar Abu Rayya, FMP
Musanada, Al Ain, United Arab Emirates

Thalia Holder, FMP
Conestoga College
Kitchener, ON, Canada

Keavaughn Clarke, FMP
BPTT LLC
Port-of-Spain, Trinidad and Tobago

John Mlynarsky, FMP
Region of Peel
Brampton, ON, Canada

Maria Mendez, FMP
Incite
New York, New York

Gerald Grant, FMP
Stanford Health Care
Palo Alto, California

Enrique Teves, FMP
Kendal On Hudson
Sleepy Hollow, New York

Brian Hodges, FMP
Electric Power Research Institute
Charlotte, North Carolina

Maridel Osborn, FMP
Trade Center Management
Associates LLC
Washington, District of Columbia

David Carden, FMP
Wilmington, Delaware

Lazo Popovski, FMP
Skopje
Macedonia

Philippe Petit, FMP
Sodexo
Calgary, AB, Canada

Nick Brooks, FMP
Apple Inc.
Sparks, Nevada

Doug White, FMP
VIHA
Victoria, BC, Canada

Kevin Smolenski, FMP
Baltimore, Maryland

Terry Wymore, FMP
Carton, Oregon

Benjamin Froebel, FMP
Catholic Charities of the
Archdiocese of Washington
Washington, District of Columbia

Buhari Aliyu, FMP
Lagos, Nigeria

Graham Ford, FMP
WorkSafeBC
Richmond, BC, Canada

Keith Frazier, FMP
Capitol South/ CDC
Columbus, Ohio

Mark La Force, FMP
Tier Reit
Dallas, Texas

Donald Williamson, FMP
Bae Systems
Arlington, Virginia

Monther Qudaisat, FMP
Dar Alhandasah
Riyadh, Saudi Arabia

Baldemar Garcia, FMP
Bexar County Facilities Management
San Antonio, Texas

Jason Luther, FMP
Progressive Insurance
Texas, Texas

Bradley Johnson, FMP
San Antonio, Texas

Juan Alcantar, FMP
Los Angeles Unified School District
Los Angeles, California

Shane Hubl, FMP
University of Calgary Facilities
Cochrane, AB, Canada

Mark Bustamante, FMP
Los Angeles Unified School District
Los Angeles, California

Christos Chrysilou, FMP
Los Angeles Unified School District
Los Angeles, California

Adrian Saldivar, FMP
Los Angeles Unified School District
Loa Angeles, California

Michael Morris, FMP
USAF
Newport News, Virginia

Herb Johnson, FMP
Brevard Public Schools
Rockledge, Florida

John DeFilippis, FMP
DRBA
New Castle, Delaware

Victoria Byrd, FMP
Cumulus Networks
Mountain View, California

Scott Kiss, FMP
Greater Toronto Airport's Authority
Mississauga, ON, Canada

Want to see your name here?

Visit www.ifma.org/professional-development to find out how.

GET TO KNOW IFMA'S 2016-17 BOARD OF DIRECTORS

IFMA 2016-17 Board of Directors

LEFT TO RIGHT: Back row: Keith Dias, Louise Panneton, Wayne Harvey, William O'Neill, Maureen Ehrenberg, Graham Tier, Michael Feldman, Tony Keane, Darrell Smith, Lynn Baez. Front row: Diane Coles Levine, Gordon Hicks, Peter Ankerstjerne, Laurie Gilmer.



IFMA's Board of Directors is a group of leaders from around the world who act to represent the interests of IFMA's membership in steering the direction of the association. FMJ recently had a chance to catch up with the 2016-17 directors, who shared their thoughts on leadership within the industry and the future of FM.

CHAIR



**MAUREEN
EHRENBERG**

FRICS, CRE

**International Director,
Integrated Facilities
Management**

JLL

Chicago, Illinois, USA

FIRST VICE CHAIR



**WILLIAM M.
O'NEILL**

CFM

**Associate Director,
Facilities Management**

University of Minnesota
Minneapolis, Minnesota, USA

SECOND VICE CHAIR



**GRAHAM
JOHN TIER**

CFM, FMP, MRICS

**Head of Facility
Management**

The Hong Kong Jockey Club
*Hong Kong, People's
Republic of China*

PAST CHAIR



**MICHAEL D.
FELDMAN**

FMP, CM

President and COO

MDF Consulting, LLC
Renton, Washington, USA

EX-OFFICIO



**TONY
KEANE**

CAE

President and CEO

International Facility
Management Association
Houston, Texas, USA



**PETER
ANKERSTJERNE**

MBA, COP, FRICS

Chief Marketing Officer

ISS

Søborg, Denmark



**LYNN N.
BAEZ**

CFM, SFP, FMP

**Director of Workplace
Services – NALA
Management Team**

Cushman & Wakefield
Plano, Texas, USA



**DIANE COLES
LEVINE**

MCR

**Principal
Workplace Management
Solutions**

Long Beach, California, USA



**KEITH A.
DIAS**

P.E., CFM

**Senior Director India,
Workplace Resources**

NetApp India Private Limited
Bangalore, Karnataka, India



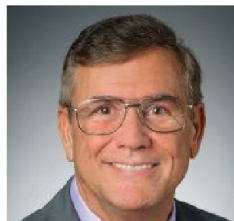
**LAURIE A.
GILMER**

P.E., CFM, SFP, LEED AP, CxA

**Vice President Facility
Services**

Facility Engineering
Associates, P.C.

Santa Rosa, California, USA



**WAYNE
HARVEY**

CFM, SFP, LEED AP

President

HCS, LLC

Fort Worth, Texas, USA



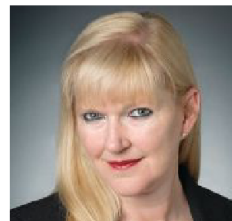
**GORDON
HICKS**

P.Eng., LEED AP

**President and CEO,
Americas**

Brookfield Global
Integrated Solutions

Markham, Ontario, Canada

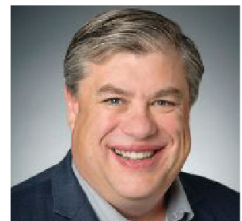


**LOUISE
PANNETON**

**President/Managing
Partner**

P3 Advisors Inc.

Ottawa, Ontario, Canada



**DARRELL
D. SMITH**

Director of Central Services

Google Inc.

*Mountain View
California, USA*

WHAT DOES FACILITY MANAGEMENT MEAN TO YOU?

ANKERSTJERNE: It means the unique combination of technical capabilities, service excellence, leadership and business understanding which provides attractive and efficient working environments, where customers can focus on managing and developing their business.

BAEZ: To me, facility management is integrating people-related practices with operation of the built environment throughout the building life cycle.

DIAS: I first practiced as an FM lead in Brazil where I developed the construction of a PC factory and then stayed on to manage the FM function. It was a very rewarding experience to serve the business units and have a community of residents rely on our infrastructure and services to enable them to achieve their objectives.

EHRENBERG: Facility management means redefining the workplace and the possibilities of what “can be.” It means partnering with the business, driving worker productivity and improving the employee or user experience. It means change and being on the leading edge.

FELDMAN: FM is critical to achieving a sustainable built environment where

most of the world’s population will live, work and play.

GILMER: We are more than caretakers of the built environment, and more than managers of the built environment. We provide, manage and maintain the foundational elements that equip our organizations to succeed. If we can see ourselves in that light, we will better understand the importance of the role we play and that we must continue to grow in our knowledge, understanding and creativity.

HICKS: Facility management is an enabler for organizations to serve and meet the needs of their shareholders, team members, customers and society, in order for the world to function in a safe, sustainable, productive and comfortable manner.

O’NEILL: Facility management is continual progress toward increased efficiencies and demonstrated best practice performance in the life cycle of the built environment. Facility management is stewardship, practiced and recognized by those who occupy the facility.

PANNETON: FM professionals are the heart of the corporate real estate team. They leverage their understanding of the facility and its occupants to efficiently resolve matters, provide useful knowledge to inform decisions and develop strategies to optimize the user experience and asset value. If included in discussions early in the process, they can significantly contribute by identifying areas of concern or improvement that may not otherwise be considered.

SMITH: Facility management means being a trusted advisor to the business. This includes overseeing strategy, optimizing costs and ensuring the highest level of occupant satisfaction. I appreciate when FMs can speak to their metrics and drivers and have the ability to apply strategies to get the most out of vendors.

TIER: FM is about collaboration of various teams to get the job done in an efficient and effective manner. Whether for new developments or existing buildings, if an organization can engage and embrace the key principles of FM, it will reduce operating costs, remove silos and have better integration between technical and soft services.

WHAT IS THE FUTURE OF FM? HOW DO YOU ENVISION FM CHANGING/EVOLVING?

ANKERSTJERNE: The future of FM is bright. FM is going through tremendous change at the moment with the introduction of new technologies, communication channels and generations of people entering the workplace and workforce. FM is becoming a more strategic function, which supports the organization in becoming more attractive and competitive. Ultimately, FM will be an important element in developing corporate culture and driving change.

BAEZ: With the lines between work and play blurred more than ever before, I see a

direct impact to the profession, as we are responsible for providing environments that facilitate the optimal level of productivity, safety, health and well-being. Facility managers will need to adapt to this new level of integration for the spaces in which we operate.

COLES LEVINE: Using the idea Nancy Sanquist started to explore in FMJ about the future of FM, the new book “Work on the Move 2,” tells the story of a day in the life of a “placemaking” professional named Wendy in 2020.

Wendy, as part of a digital workplace alliance team that embraces technology, utilizes augmented and virtual reality — as well as other technologies — to transform the work of placemaking. Only time will tell which predictions will come true, but it’s fun to dream.

DIAS: The business functions will continue to rely heavily on FM to support the company strategy. Facility managers will evolve to be integrated infrastructure technologists as we converge to smarter, connected environments.

Storms, Fires, Floods, Mold....

Disasters Happen and We Can Help!

Be a *First Priority*[®]

- **Drying & Moisture Control**
- **Smoke Odor Removal and Fire Clean-up**
- **Environmental Remediation**
- **Trauma / Biohazard**
- **Complete Construction Services**
- **Complete contents restoration**
- **Consulting & Staff Training**
- **And more**

Hundreds of locations and a
trusted provider for 50 years

**Visit us at IFMA's
World Workplace
booth #501**

PAUL DAVIS
RECOVER • RECONSTRUCT • RESTORE
NATIONAL

www.pdnational.com (888) 222 - 4122

EHRENBERG: FM has become a dynamic business enabler. The future of our industry is very bright. FM is an extremely relevant and strategic component of the business and integrates many components of the user experience. The convergence of the workplace, the physical facilities and technology is propelling this paradigm shift. Smart buildings and the Internet of Things have changed our value proposition; we are now an integrated component of the DNA of the business.

FELDMAN: FM will globalize with a shared set of standards and “next” practices. It will be recognized as strategic function in the public and private sectors.

GILMER: FM has made huge advancements over the last few decades. FMs not only manage the physical environment that keeps the organization functioning; we are responsible for and influence the nature of how we think about and address our space. Continuing to raise the level of the profession through such efforts as internationally recognized credentials and standards development is paramount to our future successes as influencers of the built environment.

HARVEY: I see two main issues that will drive the FM industry. The first is the limitation of natural resources

and the impacts of global warming. As resources become more precious it will be incumbent on facility managers to develop new methods and processes to get the highest level of performance from facilities. Second is the continued technological advancement of the built environment and the advent of autonomous systems. This technology will require a higher degree of knowledge and present new challenges for the profession to maintain complexity and ensure it supports the organizational business model.

HICKS: In an ever more unpredictable world, including escalating energy costs, catastrophic climatic events and security threats, facility managers will need to constantly refine business processes and leverage new technologies.

KEANE: The future of FM is very promising; however, we are at a critical juncture in realizing that promise. The IFMA-RICS collaboration is committed to reducing fragmentation in the industry and setting a leadership path to bring the world of FM together.

O’NEILL: Facility management is evolving into a profession that is technologically savvy and functions as a strategic partner in the built environment. It will continue to be a solution provider and visionary

in integrating systems into fully functioning facilities and infrastructure.

PANNETON: The influence and credibility of FM professionals are increasing as owners/occupiers recognize the value that they can contribute. By providing a whole-life view of assets and a good understanding of how building users interact with the facility, FMs can support space and facility objectives. The future of FM will include a massive amount of data. Compiling this data into useful information will be a challenge for FMs; however using it effectively will create significant opportunities.

SMITH: There has been a transition in FM over the last few years. I’ve seen our profession challenged with an abundance of data, new technology and higher expectations from business leadership. FMs need to cultivate a deeper partnership with business leaders and think strategically and long term. Having an ability to apply technology against data will be an enabler for FMs in the future.

TIER: The effective management of facilities by integrating people, processes and technology under FM is changing the way buildings and services are delivered, which results in a much more effective operation. Smart organizations are embracing this structure to drive change within their business.

WHAT DOES FM LEADERSHIP LOOK LIKE?

ANKERSTJERNE: The FM leadership role is becoming much more critical than ever before. Providing a greater sense of purpose and a high level of engagement among service professionals who report to the FM function will be key as the FM role embraces new ways of working.

COLES LEVINE: FM leaders understand how people, place, process and technology are inexorably linked. They know how to create multi-disciplinary alliances and work with the C-suite to set the vision and drive clarity and consensus on strategy

and objectives. An effective FM leader is a visionary who understands the business in the company they work in, has a “backbone” and is an agent of change.

DIAS: FMs are business leaders who can integrate corporate objectives with employee experience in a balanced manner. They must be able to inspire and motivate their teams to deliver high customer satisfaction.

EHRENBERG: Leadership in FM is based upon some simple but important attributes: humility,

honesty, communications, confidence and commitment. FM is undergoing significant change; leadership entails managing and delivering sustainable and resilient change once new protocols or processes have been launched. Leadership means creating a safe environment where mistakes are seen as opportunities to learn and grow. Healthy and strong teams persevere; they enjoy what they do and are committed to the success of the team and their mission.

FELDMAN: FM leaders must be business and community leaders. They are

catalysts for actions, integrators of multiple disciplines and focused on measurable outcomes. The principles of total cost of ownership and continual improvement are applicable in life, as well as in the performance of businesses, communities, regions and nations.

GILMER: Leadership is about inspiring people toward their best in pursuit of a common goal. Great FM leaders see that they are part of something bigger: it's not just making sure complaints are addressed and work is accomplished. FM leadership is about understanding that you play a part in your organization's success, and helping others within the FM team to see how they can succeed.

HARVEY: FM leaders are progressive. They have a big-picture view of the organization and how they can best support overall goals.

They are constantly on the lookout for processes that can move their organization forward and contribute to its effectiveness.

HICKS: Technology will have the greatest impact on the future of FM, with increased automation in systems and workflows. Leveraging the Internet of Things and the cloud to gain insights and predictive analytics will enable increased reliability and enhance the occupant experience while driving improved efficiency and reducing waste. FM leaders will embrace these advances and share success to raise the bar for the entire industry, ultimately benefiting businesses and societies around the world.

KEANE: FM leaders in the past were "masters of the invisible" — if you didn't see or hear from FM, then all was well. FM leaders of the future will be extremely visible

as they demonstrate successful initiatives that have impacted the organization's performance with positive outcomes.

SMITH: FM leadership is having confidence, knowing your business and making a difference. One area that's important is mentoring people's development. This is anchored in getting to know your team and supporting their career goals. I enjoy speaking to former team members as they grow throughout their careers.

TIER: FM requires leaders who are results-oriented and have the ability to manage people and the passion to drive change. Organizations need facility managers who develop strategies that are aligned with corporate objectives. These plans must be clearly understood, accepted by relevant stakeholders, cascaded to all levels and embedded in operations.

HOW DOES FM PROVIDE BUSINESS VALUE AND COMPETITIVE ADVANTAGE?

ANKERSTJERNE: By fundamentally understanding the business, changing customer demands and employee requirements; by supporting the organization in staying efficient and competitive; and by helping attract the best talent. The workplace has to reflect the aspirational organizational culture and the brand promise, and FM can provide a competitive advantage by managing and further developing this.

COLES LEVINE: In order for companies to realize how place can benefit business value and competitive advantage, FMs need to help CEOs start thinking differently about how workplace, workforce and technology strategies are interdependent and linked to the business strategy. To be successful, FMs can educate CEOs about crafting formal alliances to create positive business results.

DIAS: FM is a key driver of corporate objectives, as it provides delightful

environments and services at great value. This helps to attract and retain talent and enable that talent to innovate and create to deliver superior business results.

EHRENBERG: Really? FM is probably one of the most important and impactful business differentiators today. Value creation, return on investment, employee experience, workplace productivity and partnering with the business to create and sustain competitive advantage are all part of FM. FM has become a branding opportunity and is an integral part of the go-to-market strategy.

FELDMAN: Any business that requires physical assets to produce value will achieve long-term success through application of effective FM strategies. The design and performance of such systems provide a competitive edge by using available resources effectively.

HARVEY: Well planned and executed FM processes and programs can reduce operating expenses and significantly increase customer satisfaction. Companies often forget that nice facilities don't necessarily attract customers, but poorly maintained ones will certainly push them away. Investing in facilities is an investment in enhanced organizational performance.

HICKS: In an increasingly competitive world, companies are looking to differentiate themselves. FM can provide economic advantage by implementing innovative service delivery approaches and continually driving operating efficiencies. Through the deployment of risk management programs, FM can enhance resiliency and reliability. Finally, through effective alignment of performance outcomes with strategic objectives, culture and values, FM can contribute to enhance its brand and image.

KEANE: FM provides value and competitive advantage by integrating place, technology, people and the environment to maximize the life cycle of the built environment, productivity and revenue by creating people-friendly places to conduct business, and utilizing sustainable practices to minimize the financial and environmental impact.

O'NEILL: FM creates and uses solution-based modeling in all functions. It has a unique ability to observe processes and performances of competitors and offer shared services to complement internal structures. These develop through understanding multiple competencies that

are key to providing excellent outcomes.

PANNETON: Facility costs are a significant portion of any business' profit and loss. In addition to driving value by identifying and implementing energy and other savings, FMs can make space use more effective. In order to achieve savings, FMs must be aware of how the campus operates to drive value and identify areas of improvement.

SMITH: A competitive advantage FM can provide is assuring productive workplace solutions, amenities and services that help the business attract and retain employees and tenants. It's important to watch changes in the

market and explore new solutions and technologies that add business value.

TIER: The FM value proposition can be realized if organizations embrace a change in thinking. The gains are significant; however the challenge is to first measure where service, cost and performance stand, which in some cases requires additional investment. Many organizations fail to have the right governance structures in place to allow effective management of operations, which impacts FM service delivery. Our job as leaders and professionals is to bring about change and get it right.

WHAT ARE YOU LOOKING FORWARD TO OR HOPING TO ACHIEVE DURING YOUR TERM ON IFMA'S BOARD OF DIRECTORS?

ANKERSTJERNE: I hope I can assist IFMA in becoming even more international and to drive an ambitious change agenda related to the new technological, environmental and demographic challenges the industry is facing. I also want to help position IFMA and the role of FM more clearly in the marketplace as a strategic and value-added industry, and make FM a career of choice.

BAEZ: In partnership with my fellow board members, I look forward to leading further collaboration with RICS and applying the outcomes to all intersections of our profession. I believe we are at a critical stage of how we position our profession for the future. During my term, I will support how we are viewed and what value we bring.

DIAS: As I lead the CRE/FM function and reside in India, I'm looking forward to connecting the APAC/India FM nuances and bringing more global perspectives to IFMA. For example, the biggest stress points of any India-based FM are food and transportation.

EHRENBERG: I hope to be able to impact our association and our industry. IFMA

is in a very strong position locally and globally to help bring a level of distinction to the value we deliver as FM professionals. I believe we have a responsibility to our members to pull together and increase awareness of the maturation of our profession.

FELDMAN: I will concentrate on leveraging the IFMA-RICS collaboration to better represent FM globally, increasing international credibility through implementation of the new regional board structure and launching IFMA's new FM Benchmarking and Research Institute.

HARVEY: I am looking forward to the development of the IFMA-RICS collaboration and seeing its impact upon the FM profession. I believe this is a major evolution point and will provide the groundwork for future cooperation between all elements of the built environment.

HICKS: My passion is environmental sustainability, and I hope to support this movement by encouraging adoption of clean tech products and services to reduce the ecological footprint of

buildings. I also want to create greater awareness of FM among our youth and encourage young people to choose FM as a career, filling the large gap in resourcing our industry faces in the next decade.

PANNETON: I am looking to elevate the profile of facility managers within the industry.

SMITH: I've been impressed with the IFMA Board of Directors and staff. IFMA is the perfect group where I can have an impact and move our industry forward in innovation and leadership.

TIER: The FM profession deserves to be heard, as our activities bring about change and transparency in organizational cost and services which is sometimes underestimated. I will work hard to align FM leadership throughout Asia and connect it with the rest of the world. I will continue to drive for an industry competency model that allows for meaningful development of members at all levels of FM. I will actively seek opportunities to raise awareness and bring the profession to the level it deserves. **FMJ**



DRIVING INNOVATION

TO MAKE THE WORKPLACE
MORE COMFORTABLE,
PRODUCTIVE AND SAFER.

Lencore continues to drive innovation in Sound Masking and Mass Notification solutions, making the workplace more comfortable, productive and safer everyday. Lencore engineers systems with the foresight and expertise to push technologies to the next level, leading the way for a better tomorrow.

People matter, and that's what drives the pioneer spirit in all we do – a desire to make life better.

WWW.LENCORE.COM • 516.682.9292 • INFO@LENCORE.COM

we.def

THE IFMA-RICS COLLABORATION

INTERNATIONAL FACILITY MANAGEMENT ASSOCIATION (IFMA)

The world's largest and most widely recognized international association for facility management professionals.

ROYAL INSTITUTION OF CHARTERED SURVEYORS (RICS)

The world's leading professional status in land, real estate, infrastructure and construction.

The IFMA-RICS collaboration is...

- ... the most significant evolution in the history of facility management*
- ... the gold standard for workplace strategy expertise, education and practice*
- ... the fulcrum for uniting the people who optimize the built environment*
- ... the industry's most inclusive, robust international knowledge-sharing community*
- ... unifying and championing comprehensive global standards for the sector*
- ... strengthening recognition of the discipline's role in enabling business success*
- ... committed to excellence as the global resource for lifelong learning*
- ... amplifying the voice and status of professionals from around the world who lead workplace strategy*

!ne.f m

IFMA and RICS are aligning efforts on behalf of FM in the following areas:

- » Global standards
- » Unified structure for training and career advancement
- » Conferences and events
- » Knowledge sharing and content resources
- » Research

Benefits for existing IFMA members and RICS professionals

- » Access to shared knowledge/resources and an expanded professional network
- » Increased global support, representation, stature and recognition in the FM space
- » Heightened prestige for professionals holding FM qualifications as market awareness expands
- » Greater audience and influence for FM across built environment community
- » Opportunity to leverage global infrastructure for joint efforts to advance FM

Benefits for FM professionals worldwide

- » Elevated status among executives, built environment professionals, organizations and public
- » Advanced global knowledge sharing among peers
- » Clear route for entry into and advancement in the discipline
- » FM strategy integrated throughout the entire life cycle of the built environment
- » Increased desirability of FM careers, particularly among graduates and young professionals
- » Increased understanding and appreciation of the value of FM

Benefits for business and the global public good

- » Improved overall quality of built environment
- » Optimized space utilization and best value building operating expenses
- » Opportunity to compare property assets on like-for-like basis
- » Enhanced productivity of building occupants
- » Resource conservation to contribute to efficiency and sustainability goals
- » Job creation as demand for qualified FMs increases

Visit www.ifma.org/ricscollaboration and attend **IFMA's World Workplace 2016 Conference and Expo** to learn more.

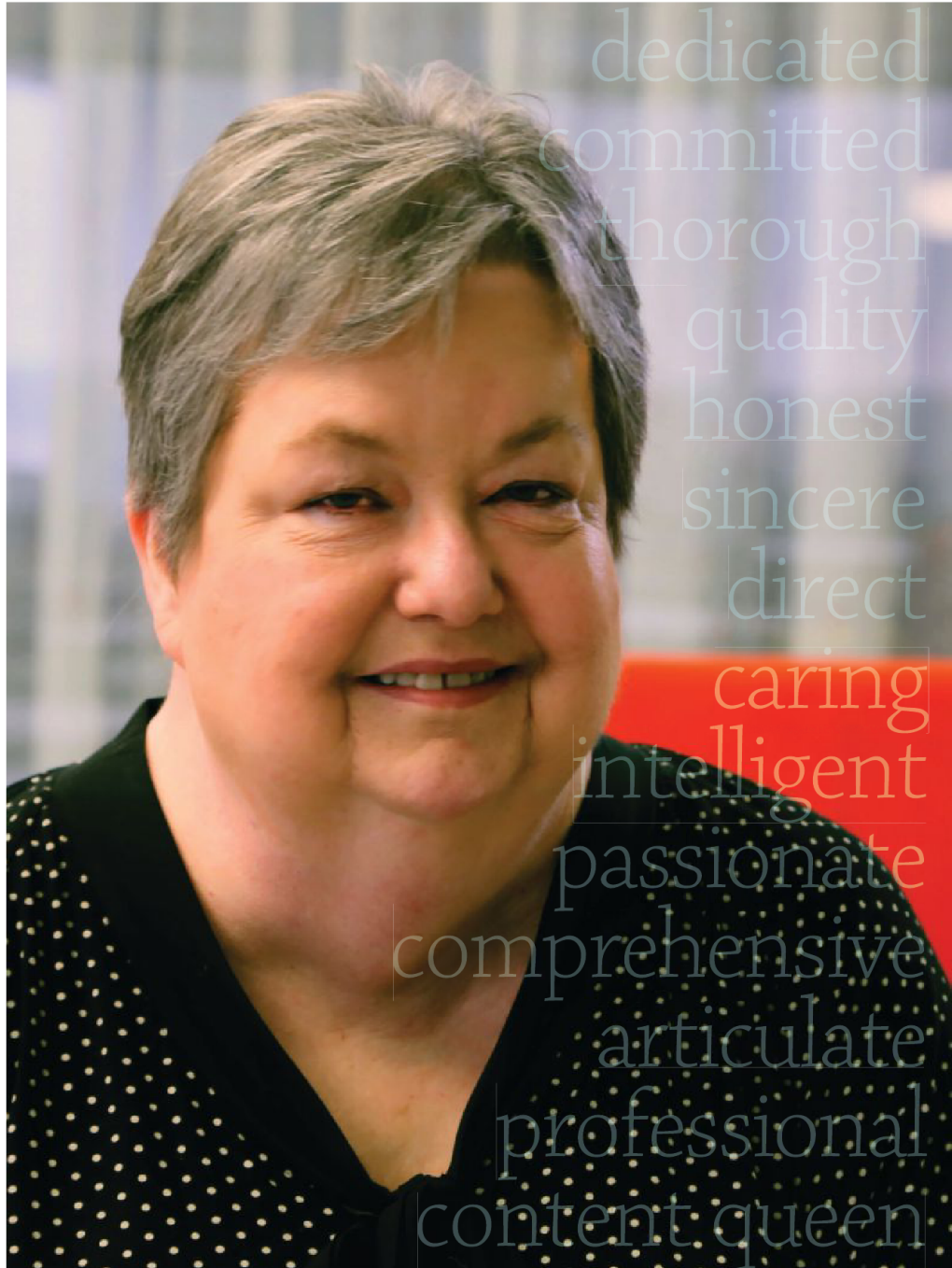
FROM ACCIDENTAL FM TO IFMA STAFFER

Celebrating the career of Brenda Varner, RCFM

While retired IFMA Education Content Manager and former FM Brenda Varner may not have set out to join the world of facility management, her personal drive for excellence set her on a dynamic path from FM student to FM teacher and advocate.

In her 12 years dedicated to growing IFMA's credential offerings, Varner contributed to the worldwide FM community and IFMA by defining and maintaining foundational guidelines for FM expertise. These guidelines have been recognized by standard-setting bodies such as the American National Standards Institute and the International Organization for Standardization — monumental efforts that have positioned IFMA's globally recognized designations as industry standard.

As she exited the FM stage, FMJ asked for an encore with Varner to reflect on her professional journey and the unique milestones that made it worth the trip.



“Nothing compares to the wonderful experience of meeting facility management professionals from all over the world and discovering an inherent kinship with every single one.”

FMJ: How did you get into FM?

VARNER: Like so many others, I didn't get into FM on purpose. As an English/journalism major in college, I was thrilled to go to work at the weekly newspaper in a small California beach town. Part of my work week included helping out in the print shop, and I soon found that to be very rewarding and challenging.

Eventually I was a one-person print shop: I served customers at the counter, set the type, shot the negatives, burned the plates, ran the press, did the finishing work and typed out the invoices. That invaluable experience led to a position as production manager at a commercial color shop, which in turn led me to the in-plant print shop at the international headquarters of Occidental Oil and Gas Corporation (Oxy).

I hadn't been at Oxy for a year when my boss asked me to take responsibility for mail services. No big deal, she said — it won't take much of your time. By the end of my 19-year tenure, my title was manager support services and my responsibilities included tasks such as management of distributed convenience copiers and fax machines, large-format reproduction facility for blueprints and maps, mail and courier services, expatriate mail forwarding service for all international employees and their families, weekly hand-carried Peru courier, U.S. customs clearance of problematic shipments, employee event coordination, telephone system administration, cellular telephones, pagers, voice and data cabling, office supplies, logo and promotional items (corporate-wide), micrographics, receptionist, private branch exchange phone system, and various facilities functions including administration of the building access control system, parking, oversight of conference rooms, and various office services functions.

I participated as key team member for numerous relocation and build-out projects. I prepared and monitored the budgets for all administration and services and facilities cost centers (US\$9 million per year), which also included travel, records management, library and translation services. When times were good, I managed a staff of 24, including first-line supervisors, a high-performance team responsible for providing a variety of products and services to 500-800 employees onsite in addition to those provided to other U.S. locations and international subsidiaries.

In short, if it didn't fit anywhere else, it became my responsibility — at least until I could propose a different solution and get senior management approval.



FMJ: What led you to IFMA?

VARNER: I woke up one day, looked at my various responsibilities, and realized that many of them fit into the FM bucket which had been defined by IFMA. I first discovered IFMA on the Internet when we were preparing to relocate headquarters to Texas and I was searching for any help I could find. IFMA came to the rescue with publications that were right on point, but since there was no local chapter for me at the time, I didn't become involved with IFMA until I joined the staff in 2005.

FMJ: How did earning the CFM impact your career?

VARNER: After joining IFMA and well before having anything to do with the CFM other than registering people to take the exam, I decided it would be a good idea to take the exam myself so I would better understand what candidates were experiencing. I never expected to pass, but after taking the review course from Jon Martens and surviving what was then a 300-question pencil-and-paper exam, I was thrilled beyond belief to learn that I had been successful. Out of this experience came my passion for encouraging and helping CFM candidates.

FMJ: What has been your favorite part of working at IFMA?

VARNER: While the most fun part of working at IFMA was sharing in the excitement of newly minted CFMs, I am very gratified to know that I contributed to the education and success of facility management professionals at various levels. Nothing compares, however, to the wonderful experience of meeting facility management professionals from all over the world and discovering an inherent kinship with every single one.

That's what I will miss the most — the people — as my husband and I settle into our retirement home in the mountains of the Los Padres National Forest. **FMJ**



IFMA™

Knowledge Library



Never stop learning

Meet the Thought Leaders of IFMA's Knowledge Library



What is the Knowledge Library? A globally accessible online database of curated facility management content that has been cataloged and peer-reviewed by industry professionals.



What are Content Experts? Volunteers who peer review submitted content for the Knowledge Library and help determine whether it meets the educational needs of the facility management community.

Honorable mention to our top three performing Content Experts:

Lisa VanderHeyden, Alice Hogueisson and Markus Groll. They displayed exceptional leadership and dedication toward ensuring that the Knowledge Library provides forward thinking educational content.

Content Experts

Chris Allen
Fred Behle
William Broome
Adelle Brown
Jeffrey Budimulia
Stefanie Dierolf
Christopher Giorgi
Markus Groll
Sharon Harrington

Alice Hogueisson
Judy Leyshon
Casey Martin
Anthony Ortery
Cameron Oskvig
Chris Tierney
Lisa VanderHeyden
Jim Whittaker
Scott Wollenzien

Student Content Experts

Hiu Chung Chan
Kristina Grishina
Joseph Nelson
Adebusoye Olumuyiwa
Gyan Awuku-Sao
Hendrik Tan
Terra Tse

Find industry-leading facility management information by content type, keyword, education level & competency at ifma.org/knowledgelibrary

GET TO KNOW ...

Lisa L. VanderHeyden

WINNER OF IFMA'S KNOWLEDGE LIBRARY CONTENT EXPERT COMPETITION

BY EMILY BENNETT

IFMA's network of more than 24,000 facility management professionals collectively contributes to the diverse and dynamic narrative that is the FM story. A key component of that story are the FMs who model leadership by supporting initiatives that serve the FM community worldwide.

One of the ways to volunteer is by contributing to vetting content submitted for publication in IFMA's online Knowledge Library. The Knowledge Library recently held a competition to see which Content Expert volunteer could review the most content. The winner was Lisa L. VanderHeyden, CFM, FMP, PMP, LEED AP O+M, who completed review of more than 200 pieces within the three-month competition period.

FMJ caught up with VanderHeyden to thank her for her service to IFMA and the FM community, and she shared some thoughts about how the Content Expert experience fits into her own story of professional growth.

FMJ: Tell us about the FM journey that brought you to where you are today.

VANDERHEYDEN: I have spent most of my professional career in a single organization (Jefferson County Public Library, Colorado, USA), advancing to meet changing organizational needs. I have been honored to have been asked to fill many roles and positions (e.g., project manager, facility manager, continuity planner, procurement/contracts and risk manager) over a 24-year career, allowing me to bring energy to and gain deep experience in many of facility management's core areas of practice.

FMJ: Why was it important for you to become a Content Expert?

VANDERHEYDEN: I'd been looking for a way to connect as an IFMA volunteer, so when presented with this opportunity, I jumped at it. I am a perpetual learner, but had never visited the Knowledge Library, so the Content Expert program was a good fit.

FMJ: What have you gained from your experience as a Content Expert?

VANDERHEYDEN: I am so impressed with the knowledge shared by the contributors. I took the opportunity to review journal articles, research papers, webinars and presentations from



conferences I'd not been able to attend. I learned so much!

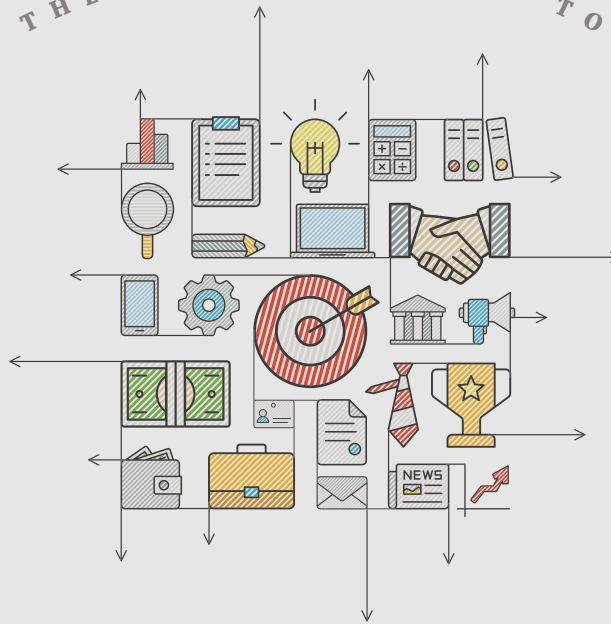
FMJ: What value does the Knowledge Library contribute to you as an FM professional?

VANDERHEYDEN: Based on what I saw, I have already referred a new FM professional to the Knowledge Library. The sharing of information about how others have faced professional challenges, projects and opportunities adds an incredible resource to a facility manager's toolkit.

INTERESTED IN BECOMING A CONTENT EXPERT? Knowledge Library Content Experts volunteer their knowledge and expertise to help IFMA deliver high-quality content to FMs around the globe. Contact IFMA's Content Strategist Danielle Francisco at danielle.francisco@ifma.org, or visit the Call for Content Experts web page at www.ifma.org/know-base/knowledge-strategy/call-for-subject-matter-experts to apply to IFMA's Knowledge Library Content Expert program.



THE FM FIELD GUIDE TO



How to be a Grassroots Leader

BY MARK SEKULA

We all look for leadership in our lives and in our jobs. Whether we seek that leadership from our parents, those who run our companies or those who run our countries, it is human nature to look for direction and guidance.

As facility management professionals, we have the opportunity to be leaders every day. Our profession provides us with visibility. By the nature of our job, we interact with many different people from all corners of our organizations, as well as with many people outside of them. A measure of our leadership skills is how we manage those interactions. Acting as a sounding board for others to bounce ideas off of, being a person to confide in or just offering a different perspective can make a positive difference

in your personal life and at work, because by doing so, you're helping others. That can make our lives more fulfilling and our jobs more rewarding.

Since the Industrial Revolution and the development of the "organizational chart," the approach to leadership has been to lead "from the top down." Command and control was, and to a certain extent still is today, the most prevalent model of leadership. Top-down leadership worked in the past because people's responsibilities were more clearly described and chain of command, communication and reporting was more distinct. The higher up a person was in the organization, the more he or she stood out. People knew who the boss was. But things are changing.



**Keeping employees
cool and hydrated
has never been
easier!**

Reliable. Energy-Efficient. Cost-Effective.

Commercial ice machine and water dispenser subscriptions from Easy Ice include:



- ✓ Hoshizaki ice machines/dispensers
- ✓ Professional installation
- ✓ Biannual preventive maintenance and deep-cleanings
- ✓ All repairs and Breakdown Ice
- ✓ 24/7 Customer support
- ✓ Standard water filter replacements

Why Easy Ice?

- ✓ Maintenance, repairs and sanitation are handled for you.
- ✓ Predictable budgeting. No hidden fees!
- ✓ Energy-efficient Hoshizaki equipment conserves electricity & water usage.
- ✓ National footprint—ideal for companies with multiple locations.

easyice.com

easyice
No Capital. No Hassle. Just Ice.

866-easyice
(327-9423)

Today, job responsibilities are much broader, organizations are flatter, reporting is more lateral and work is more team-based. As a result, fewer people stand out as the boss, the person who we traditionally looked to for leadership.

As corporations continue to cut costs, there are fewer people doing more of the work and fewer managers managing more people. So we turn to others for leadership because those to whom we used to look are not as accessible as they once were. They are, by necessity, more focused on day-to-day activities and the bottom line rather than providing the leadership needed for their staff to function and grow. This is where the opportunity lies for all of us to step up and fill the leadership gap.

Leadership is no longer just the responsibility of those in authority. Our workforce is more diverse and multi-generational than it ever has been before, and this type of environment requires leadership at all levels and in all functions of the organization. Instead of authoritative leadership, we need leaders who have personal influence — the power that comes from the individual rather than the individual's position. But the ability to inspire and influence others is not given, it must be earned through ongoing relationships and trust building. Only then will it be granted to those new leaders who demonstrate positive personal influence.

You don't have to be the "rah-rah" type — you can be a quiet leader. If you gain a reputation as someone who has compassion and empathy for others and who treats every relationship as something special, people will seek you out as someone they can talk to, ask for advice and confide in. They'll look to you because they know you are approachable, will listen and take genuine interest in what they have to say. In the 1980s TV series *M*A*S*H* Hawkeye Pierce once said to a troubled fellow soldier, "Come talk to me anytime. I've got two ears, and there's no waiting."

How can all of us be leaders in our everyday lives and jobs? Here are some suggestions:

first and foremost, as a leader you should :

GET OTHERS TO UNDERSTAND YOUR VALUES, CHARACTER AND CONVICTIONS.

DEMONSTRATE BELIEF
in others' ability to succeed.

E X C E E D E X P E C T A T I O N S

be consistent in treating people fairly.
PAY THEM THE RESPECT THEY DESERVE.

be authentic

YOU'LL EARN TRUST AND RESPECT — WALK YOUR TALK.

- Provide direction by asking thoughtful and insightful questions rather than offering definitive answers. For example, if a less experienced team member asks you how to address a specific problem, don't tell him or her what to do. Instead, ask questions like: What is the desired result? What steps are necessary to achieve that result? How will you carry them out?

ASKING EFFECTIVE QUESTIONS GETS PEOPLE TO THINK.

They will be empowered by being allowed to discover their own answers. They will develop self-responsibility and take ownership for results.

ADMIT YOUR MISTAKES.

You can't fix a problem until you've recognized that it exists. Leaders don't make excuses; they facilitate solutions. Leaders learn from their mistakes.

*Learn what it takes to be a **good communicator** and employ those skills in every interaction. For instance, if you call a meeting to address a particular issue, make the meeting successful for everyone. **Prepare an agenda** and get input from others if appropriate. **Clearly identify the purpose** and intended result of the meeting to attendees. **Summarize** conclusions, points, recommendations, actions, etc. **Document results** and assign actions. **Be on time** and hold to the scheduled time.*

Think before you communicate and know your audience. For every communication you engage in, whether it's a casual conversation in the hallway, a quick email or voicemail message, or a formal presentation, make sure you communicate your message in the clearest and most succinct manner. Be someone who people enjoy listening to and talking with.

→ **LEARN HOW TO LISTEN.** *Ronald Heifetz of the Kennedy School of Government at Harvard said that most so-called leaders die with their mouths open. If you're thinking about what to say next while a person is talking to you, you aren't listening!*

→ **LOSE THE DEFENSIVE ATTITUDE.** *It detracts from the issue at hand and puts people off. It's a waste of time and energy.*

Solicit the opinions of others by creating an environment that enables people to contribute their thoughts and ideas. It will make them feel more involved and willing to take ownership. For example, before instituting a new security policy, ask a cross section of employees what security issues are important to them. This can help ensure that there are no disconnects between what you think the policy should be and what the people who will be affected by the policy are thinking.



www.townsteel.com

ELECTRIFIED LOCKS

Heavy duty Grade 1 lockset



XME-2000 Series

- ▶ Standalone electronic mortise lockset with keypad
- ▶ Mechanical key override
- ▶ 100 user capacity
- ▶ UL 10C 3-hour listed

FCE-2000 Series

- Standalone RFID cylindrical lock
- Self-contained encoder
- 250 user capacity, mechanical key override
- UL 10C 3-hour rated



FME-4000 Series

- ▶ Classroom intruder lockdown
- ▶ ANSI Grade 1 mortise lock
- ▶ UL 3-hour listed
- ▶ 250 user capacity
- ▶ Encrypted keycard
- ▶ Fast credential recognition

XCE-8000 Series

- Classroom intruder lockdown
- ANSI Grade 1 cylindrical lock
- UL 3-hour listed
- 100 user capacity



TownSteel, Inc. 17901 Railroad Street, City of Industry, CA 91748 Toll Free: 877-858-0888 Tel: 626-965-8917 Fax: 626-965-8919 sales@townsteel.com

OCCASIONALLY DISCLOSE PERSONAL INFORMATION. It will help people understand you better and will help you connect to people.

*Leaders create collaborative and interactive environments by **bringing people together**. Demonstrate a genuine interest in the people with whom you work and make an effort to understand them. **Find out what their best skills are**. What do they like and dislike professionally and personally? What type of personality do they have? Then, put them in touch with others you know who have similar interests and aspirations.*

GIVE CREDIT WHERE CREDIT IS DUE. When teammates complete a project successfully, congratulate them. Ask them what things they did to succeed. Learn from them.

Leadership is showing, not telling. If you are a project leader, explain to your team members the objectives and goals of the project. Show how their work helps meet those goals and contributes to the success of the project. Then know when to step aside and let them do their work.

HAVE A WILLINGNESS TO COMPROMISE AND MELD OTHERS' IDEAS WITH YOUR OWN TO CREATE EVEN BETTER IDEAS. In order to do that, you first have to ask what ideas others have. To find out, ask provocative, open-ended questions, and then listen to the answers.

BE HUMBLE. *Arrogance denies learning. Arrogant people are too busy talking about themselves and espousing their philosophies and ideas to listen. You can't learn if you don't listen. Arrogant people are often not aware of their inadequacies, and without that awareness, improvement can't be made.*

The job of a facility manager directly impacts everyone in the workplace. Whether it's establishing policies and procedures, overseeing the design of a new building or carrying out day-to-day operations, it is the responsibility of the facility management professional to ensure that the workplace is safe, comfortable and a supportive tool that allows the people working in it to be efficient and productive.

When people are allowed to do their jobs, they're more likely to succeed. When they succeed, they'll feel fulfilled. But the work of the facility manager cannot be accomplished in a vacuum. It's important that he or she get the people whose daily lives are impacted by the facility involved in the process. That requires leadership: leadership through good communication; leadership by asking stimulating questions; leadership by example.

If you want to understand leadership better, look around at those you admire. What characteristics do they have that make you admire them? Don't think experience and age automatically command respect and leadership qualities. Ask others what qualities they look for in a leader.

If we would all start acting like leaders instead of waiting to be asked to lead, our relationships with others would be much improved and enriched. In turn, work would be more fun and fulfilling. It's not difficult to be a leader — it just takes an understanding of what leadership skills are needed in your particular role and the commitment to continually applying them.

We can all be leaders in our own way. **FMJ**



Mark R. Sekula, CFM, SFP, FMP, LEED AP, IFMA Fellow, is president of Facility Futures, Inc., a global facility management consulting firm in Milwaukee, Wisconsin, USA. He is an IFMA certified instructor and teaches

classes in facility management internationally. He is on the adjunct faculty at the University of Wisconsin – Milwaukee and Northern Illinois University.

Sekula has co-authored two books, "The Facility Manager's Field Guide" and "Sustainable Facility Management – The Facility Manager's Guide to Optimizing Building Performance," and has articles published on facility management and business issues in a variety of professional journals. Among the awards bestowed on him by IFMA, he was named Distinguished Author of the Year in 2013 and 2014.



FACILITY
MANAGEMENT?

Essentials
of Facility Management

Want to know the basics of facility management but not sure where to start? Are you managing employees who need facility management 101? Understand the basics of this thriving industry with a flexible online workshop – **Essentials of FM.**

For more information
visit us at lfma.org/essentials



IFMATM

International Facility Management Association



MAKING THE BUSINESS CASE FOR FM STANDARDS

BY
JIM
WHITTAKER



Historically, an FM organization's vital function was to provide safe, secure, healthy and productive work and learning environments, and deliver quality services to support organizational goals and objectives. In today's complex environment, FM organizations must continue to manage both everyday facility management functions and achieve high-level strategic goals aimed at maximizing the organization's productivity and profitability while also minimizing costs, mitigating risk, and enhancing service quality and operational excellence.

With the evolution of the profession, today's FM organizations and integrated FM service providers have more business influence than ever before. This is due in large part to advancements in facility data and accessibility, data analytics and new technologies, increasing emphasis on FM as a value driver, and expanded facilities service requirements. As a result, the convergence of technology, evolving workplace needs and integrated facility management has ushered in a new era of internal and external FM organizations as strategic partners.

1,000 JOBS. ONLY ONE
CARRYALL



NEW COMMERCIAL
UTV PACKAGES:
DO MORE, SPEND LESS

Get more muscle per mile from your Carryall® 300, 500, 550 and 700 utility vehicles with new Commercial Packages by Club Car. They include the accessories most commonly ordered for each vehicle by customers like you. The packages cut accessory costs, simplify the ordering process and boost versatility.

Depending on the vehicle you select, your package will include:

- A cargo box and tailgate tethers or a flat bed
- A heavy-duty trailer hitch
- Heavy-duty brush guards
- Tail lights, brake lights and horn

Learn more or request a demo at clubcarinfo.com/gov/ifma.

We hope to see you at
IFMA's World Workplace
Your Facility Conference & Expo
Oct. 5-7, 2016
San Diego, California

BOOTH
NO 607



Our new FM challenge is to provide greater transparency and accountability while managing the following external and internal driving forces:

- Growth and increased complexity in FM scope
- Greater visibility of FM business demands
- More regulatory sustainability requirements
- New resilience and security demands
- Greater regulatory compliance needs
- Globalization challenges
- Workplace evolution and change management
- Wealth of facilities data

Meeting the challenge

How do we possibly meet the challenges of this new environment and the ever-increasing complex compliance and strategic requirements?

The first step in navigating this new FM environment is understanding the elements driving the increasing breadth and depth of FM compliance. Next is developing a keen understanding of and aligning with top management's strategy. Then, organizations should look toward the role that standards can play in achieving compliance and apply the appropriate elements to their own strategy.

There are skeptics who believe that standards do little more than add complexity, red tape and cost to FM operations, and stifle innovation. While there are associated costs in adopting and implementing FM standards, the long-term benefits to an FM organization are substantial.

Adopting and implementing FM standards can offer powerful business tools for organizations of all sizes and operating in various vertical market sectors. FM standards can be used to fine-tune performance and manage risks, while allowing businesses to operate in a more effective, efficient and sustainable manner. Standards allow FMs to demonstrate the quality of services delivered to customers, and they help incorporate innovation and best practices into facility management.

Defining standards

Before discussing the value of FM standards, we must first define standards, as well as the range of types of FM standards that may apply.

A standard in its essence is simply an agreement. Standards present consensus views on the delivery of services, products, management processes or even behavior. They can take many forms and can be agreed specifications, recommendations, guidelines or principles used by organizations to demonstrate services and products meet agreed criteria. Standards can also help ensure processes and leadership principles are consistent with good business practices.

When it comes to facilities, there is a wealth of technical, guidance and management systems standards that help govern behavior and practices. Most are voluntary consensus standards developed by teams of subject matter experts familiar with the needs of the built environment. FM standards can range from technical standards developed by standards bodies such as the National Fire Protection Association and the American Society of Heating, Refrigerating and Air-Conditioning Engineers, to International Property Measurement Standards and data standards published by the Open Standards Consortium for Real Estate, and international standards published by the International Organization for Standardization (ISO).

A discussion of the breadth of FM-related standards is beyond the limits of this article. However, Figure 1 presents a schematic view of some of the standards that impact FM.¹ A more comprehensive listing of these standards can be found in the associated international standards summary reference.²

FM standards value proposition

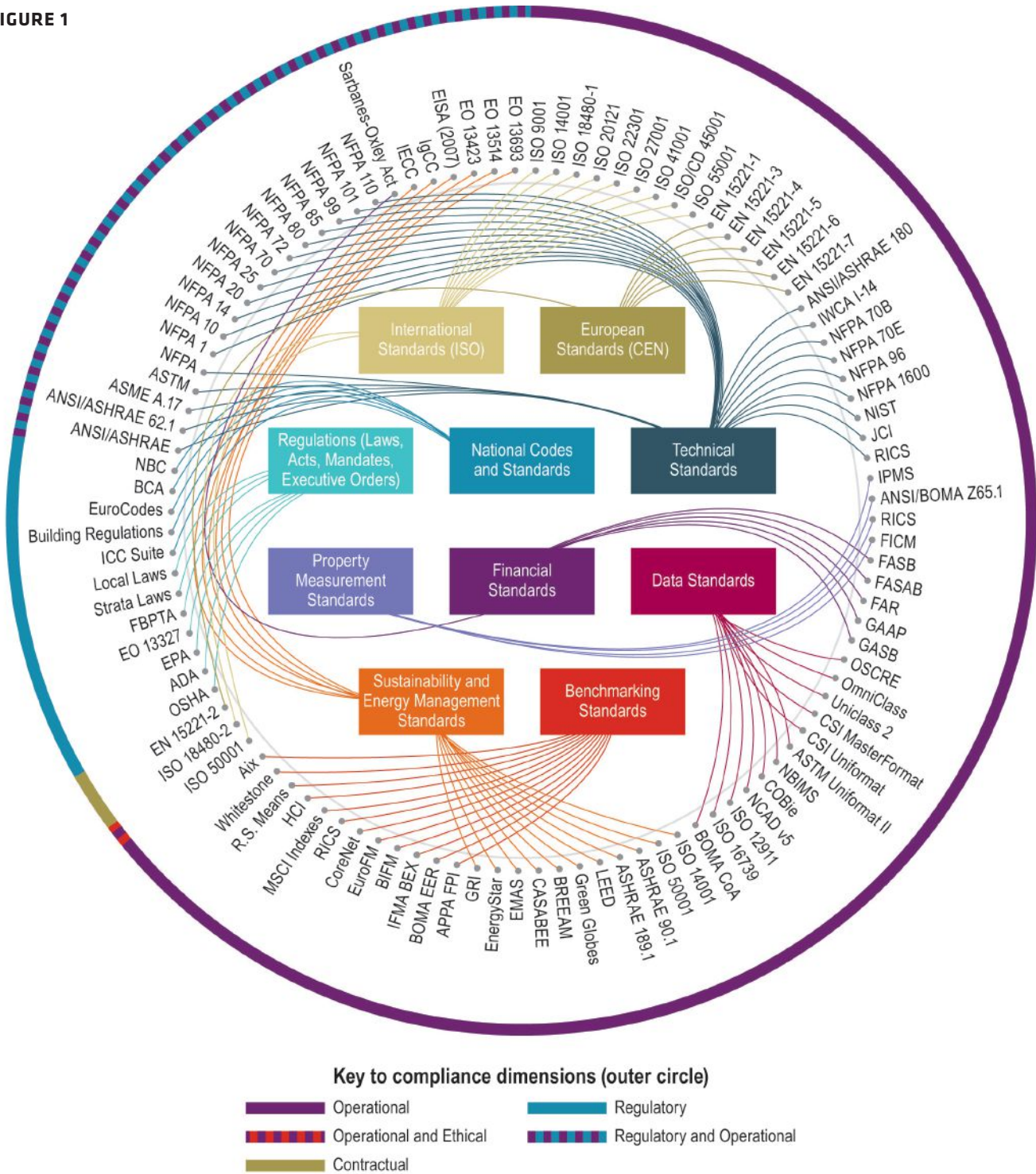
While many technical standards have been developed to help organizations meet technical requirements, others have been created to provide guidance frameworks to enhance performance. Standards can also help FM organizations effectively and efficiently plan, design, deliver and measure the quality and consistency of integrated FM services. Almost any organization involved in delivering or procuring FM services will see value from standards designed to embed quality procedures and to help minimize risks to customers and clients.

In today's complex, interconnected global economy, standards help global FM organizations work seamlessly with supply chain partners across regions and continents. FM standards also provide quality assurance to those procuring services by providing a common language of recognized terms and definitions and helping to define service level requirements, customer expectations and performance indicators.

For example, at present, the way building areas are measured varies dramatically from region to region based on the use of multiple standards. In some parts of the world it is standard practice to include common space (e.g., elevator/lift shafts, common hallways, mechanical and service areas, etc.) in floor area measurements; in others parking might be included or even swimming pools; others treat usable and assignable space in different manners.

The different methods of measurement make it difficult for property developers, investors, occupiers and owners to accurately and consistently compare space. Research has shown that a building's floor area can deviate by as much as 24 percent, depending on the method used to measure and calculate space areas.³ The International Property Measurement Standards can help ensure that

FIGURE 1



© 2015 Jones Lang LaSalle IP, Inc. All rights reserved. Graphic and text reproduced with permission from JLL.

Navigating the compliance journey is more complex and challenging than ever before. The stakes are high, especially for facility managers: non-compliance can have catastrophic effects on people, property and profitability.

Fortunately, the industry has responded with a proliferation of standards that can be applied across the areas of compliance. But knowing which standards are a good fit for your organization can be challenging in and of itself—with so many options and use cases, it is difficult to know where to begin.

This graphic identifies more than 100 different standards, across a broad range of categories. The outer wheel denotes where each standard can support your compliance program, across the four key compliance dimensions—regulatory, operational, contractual and ethical.

The first step in the compliance journey is education—and understanding how standards can help your organization to achieve its compliance goals is a crucial step in the process. Learn more at jll.com/compliance.

property assets are measured in a consistent way to create more transparency, greater public trust, stronger investor confidence and increased real estate market stability.

The complexity of facility data is another area where the adoption and implementation of standards can help facility managers. FM organizations must meet the challenges of migrating and managing facility data from multiple sources and platforms. The speed, ease of use and cost of integrating this information is challenging. Implementing data standards supports the way information is captured, stored, shared and analyzed more accurately and seamlessly, saving FM organizations time and money.

The value proposition: Standards can help FM organizations improve performance, encourage innovation and ensure quality service delivery across a global platform. In summary, standards can help (*Adapted from "The Economic Contribution of Standards to the UK Economy," Centre for Economics and Business Research, published by the BSI Group, London, England, 2015*):

PRODUCTIVITY

- Streamline processes
- Minimize waste
- Accelerate delivery of services
- Enhance quality of services
- Lower cost of compliance
- Optimize use of resources

INNOVATION

- Encourage process innovation
- Optimize staff potential
- Promote exchange of knowledge
- Accelerate spread of innovation
- Create a framework for creativity
- Enable continual improvement

GLOBALIZATION

- Optimize global supply chains
- Overcome barriers to trade
- Enhance ability to compete globally
- Improve transparency
- Foster confidence in service delivery
- Improve transparency/confidence

Benefits of ISO FM standards

In the May/June edition of FMJ, Casey Martin and Laverne Deckert discussed a number of ISO management system standards that play a role in supporting the FM function. They include: ISO 9001 Quality management, ISO 14001 Environmental systems, ISO 22301 Business continuity, ISO

50001 Energy management and 55001 Asset management.⁴ There is also the new ISO 41001 FM management system standard under development by ISO/TC 267 with the goal of creating a standard to help organizations demonstrate that they have a robust process through which to design, manage and improve their integrated facility management systems.

ISO standards ensure that products and services are safe, reliable and of good quality. For business, they are strategic tools that reduce costs by minimizing waste and errors and increasing productivity. They help companies to access new markets, level the playing field for developing countries, and facilitate free and fair global trade.

ISO management system standards can be used by organizations of all sizes to ensure that operations and services meet or exceed customer expectations. A properly implemented management system can contribute to improved performance, financial strength and organizational resilience.⁵ It can also be used to establish an effective framework to monitor the health of an FM organization and drive continual improvement. With the implementation of ISO management system standards, FM organizations are guided by best practices.

Economic benefits of standards adoption/implementation

The benefits of standards are well documented and have been proven across aspects of various organizations. Research by the BSI Group in 2015 surveyed businesses across market sectors to evaluate the impact of standards at a microeconomic level. Of the companies surveyed, 84 percent said that using standards enhanced their reputation; 89 percent said that standards contributed to the optimization of compliance with regulations, such as health and safety legislation; 54 percent reported that technical information was made more accessible through the implementation of standards; and 70 percent felt that standards had improved the quality of supplier products and services.

The research also identified that investing in standards pays dividends for organizations that use them and that standards always generate more benefits for companies than they cost to implement.

One of the most broadly recognized and adopted ISO standards is ISO 9001: Quality management systems. ISO 9001 specifies requirements for quality management systems when organizations need to demonstrate their ability to consistently provide products and services that meet customer and applicable statutory and regulatory requirements.

With many studies examining the corporate benefits of certifying to ISO management system standards, new research takes a different angle, examining how the outcomes on employees change when employers adopt ISO 9001. The



Discover the **Power of Plants**

For the greatest ROI – Return on Interiors

Optimize the *human potential* of your facility by placing people at the heart of your building's performance and design. Ambius design experts will show you how to tap into the power of plants to promote a healthy environment that meets your facility's performance needs.

**Call 888.446.5491 for your
FREE expert design consultation**

ifma.ambius.com

Ambius is a proud supporter of IFMA



ambius

Enhancing Interior Landscapes
Since 1963

Give us five minutes and we'll match you with the perfect FM credential.



Adding either the CFM®, FMP® or SFP® to your title will speak volumes about your commitment to FM excellence.

But how do you know which credential is right for you?



IFMA's Credential Compass can direct you to the best fit for your experience level, skill set, professional needs and career goals.

Open doors to new possibilities
— get started at www.ifma.org/my-compass



research is based on an analysis of nearly 1,000 companies in California and summarizes five key impacts:⁶

- Sales grew more rapidly after certification at firms that adopted ISO 9001 than at matched firms.
- Total earnings per employee grew more rapidly after certification at firms that adopted ISO 9001 than at matched firms.
- Some benefits of ISO 9001 adoption were much more pronounced in smaller firms than in larger firms.
- ISO 9001 adopters already had slightly lower than average injury costs at the time of adoption, and no evidence was found that this gap widened or narrowed after adoption.
- ISO adopters had far lower organizational death rates than matched firms within their industries.

Experts involved in the development of standards are convinced that their efforts contribute significant benefits to organizations and the FM community. Yet, quantifying the real-world value has been elusive and has proven to be a difficult task. ISO has published guidelines to help assess the impacts of standards on an organization by following a four-step process focused on the value chain.⁷ The steps include:

- Understanding the value chain in terms of an organization's key processes and core value-adding activities.
- Identifying the business functions and activities in the value chain where standards can play a significant role.
- Analyzing the organization's competitive strengths and operational indicators.
- Assessing and calculating the results by quantifying the impacts of standards.

The bottom line is that with more consistent global standards, the business case for FM standards is now easier to make than ever before. This will help further the ability of FM professionals to address the challenges of the

new economy and help demand organizations achieve their strategic goals. **FMJ**

REFERENCES

1. Whittaker, J.; Flynn, D. and Keswani, D. "The Complexity of Compliance." JLL white paper. 2015. www.jll.com/services/corporates/future-of-cre-outsourcing/compliance-and-standards.
2. Whittaker, J. and Ehrenberg, M. "International Standards Summary Table." JLL white paper. 2015. www.jll.com/compliance.
3. <https://ipmsc.org/2014/03/31/10000-square-metre-building>
4. Martin, C. and Deckert, L. "The Right Fit: Selecting an FM management system standard for your facilities." FMJ, Vol. 26, No. 3. IFMA, Houston, Texas, USA.
5. DiMaria, J. "Improving Your Business Resilience with Management System Standards." Quality Magazine. Aug. 4, 2014.
6. Levine, D.I. and Toffel, M.W. "Quality Management and Job Quality: How the ISO 9001 Standard for Quality Management Systems Affects Employees and Employers." Management Science, Vol. 56, No. 6, p. 978-996. 2010.
7. ISO, Economic Benefits of Standards, ISO Central Secretariat, Switzerland, 2014.



James P. Whittaker, P.E., CFM, CEFP, FRICS, is president and CEO of Facility Engineering Associates. Whittaker has more than 27 years of experience managing facility

management technology and consulting projects throughout the United States, the U.K. and Central and South America.

Currently, he is chair of the ANSI US/TAG for ISO TC/267 FM Standards (ISO 18480-1 and 2), convenor of WG3 for ISO 41000 FM Management Systems Standards and serves on the board of directors for the National Research Council of the National Academies of Sciences Board on Infrastructure and the Constructed Environment.

Whittaker sits on the industry advisory board of Brigham Young University's Facility and Property Management degree program and is an instructor in the facility management program at George Mason University. He has also served as chair of IFMA's board of directors and on numerous IFMA committees, as well as on the APPA Educational Facilities Professionals board of directors.


BY BILL CONLEY

Critical Thinking: Something to Think About

"Cogito, ergo sum: I think, therefore I am."

Rene Descartes, generally acknowledged as the father of modern philosophy, wrote those words almost 400 years ago, and they still resonate in philosophical circles today. From a facility management perspective, though, it might be time to modernize Descartes' revelation to better meet the needs of the present: I think critically, therefore I am critical. Just thinking isn't enough anymore. FMs need to master critical thinking.





FMs must be flexible in their thinking, using their experience to provide clues, but not necessarily answers.

Decision making

Critical thinking is an approach to decision making that enables FMs to arrive at the best possible solution to a challenge, considering the resources available at the time. Good leaders use this skill on a daily basis. Facility management is a dynamic, high-volume profession. At any given moment, a variety of problems can arise. It is important that FMs can identify and prioritize actions so that a minimal amount of time or energy is wasted. The key is to make quick but thoughtful decisions.

Sometimes FMs feel that snap decisions must be made, or they may react reflexively without thinking. This practice could lead to a number of further problems. At the forefront of every leader's thoughts should be the mindset that every decision made can have ramifications far beyond an immediate fix. Thus it is important to ensure that FMs try to make the best possible decisions.

Leadership

Part of leading is taking what has already been learned and applying it to real-life situations. A facility manager, especially one who has successfully become a leader in the workplace, relies on experience. This is how FMs holding IFMA's Certified Facility Manager® (CFM®) credential gain that designation.

However, expertise gained through past efforts will not always suffice. Previous actions may provide guidelines into how to act in the present, but continuous replication of actions expecting repeated success is a false trail to follow. This kind of thinking constitutes the "inertia status quo" that FMs are trained to avoid and creates artificial boundaries that limit creativity.

As leaders, FMs must be flexible in their thinking, using their experience to provide clues, but not necessarily answers. Context, that combination of situation and setting, must be kept in perspective; the fluidity extant in any occurrence — how it's happening, where it's happening, when it's happening — will alter needs in reacting to particular instances.

Charting connections

Every action that is made by a facility manager has a broad spectrum of effects on personnel in the workplace. Whether those impacts are positive or negative relies on the thought process that leads to the decision. A seemingly small matter may escalate out of control if handled incorrectly. Knee-jerk reactions may just treat a symptom of a larger issue. Consequences and ramifications to other employees or departments, who are not directly affected, have to be considered.

IT'S A GOOD DAY WHEN...

no one called to
complain (and you made
it home for dinner)

*No one was too hot or
too cold and everything
ran like clockwork!*



ABM TAKES THE BURDEN OFF FACILITY MANAGERS

Count on us for individual or integrated facility services... from parking lot to rooftop.

- Electrical & Lighting
- Energy Solutions
- EV Charging Stations
- Facilities Engineering
- HVAC & Mechanical
- Janitorial Services
- Landscape & Grounds
- Parking & Transportation

Get started with ABM,
visit abm.com/commercial or call 866.809.9002



Leaders with critical thinking skills can understand influencing factors and make logical connections between ideas. They will be able to identify the relevance and importance of arguments, detect inconsistencies or mistakes in reasoning, and make correct choices. Thinking problems through before taking definitive actions will pay indirect benefits later on down the line. As a leader, an FM's main influence is rooted in making decisions. When one leads critically it is reflected most in those decisions.

Discernment

Critical thinking entails the proclivity to think clearly and rationally; the ability to engage in independent thinking about beliefs and actions. It is a reasonable and reflective cognitive process focused on deciding what to believe or do. Based on principles of logic, critical thinking requires an approach that will compensate for the vagaries of human nature and random events.

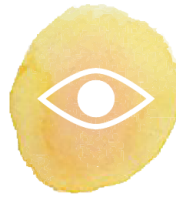
As a purposeful and goal-directed thinking, it utilizes facts to make informed decisions. It calls for the ability to recognize problems and devise the best workable means to meet those problems. This includes prioritization by determining the order of precedence in meeting a challenge and gathering and interpreting available information. It involves identifying and analyzing arguments and truth claims, while recognizing and overcoming prejudices and biases, and being able to discern unstated assumptions and values. It is disciplined thinking that is governed by clear intellectual standards.

Standardized thoughts

Leaders can utilize some universal intellectual standards to check the quality of reasoning about a problem, issue or situation. This will help them deliver accurate judgements and make rational choices about what to do based on those decisions. The most common list of standards contains these essentials:

- Clarity
- Accuracy
- Precision
- Relevance
- Consistency
- Logic
- Completeness
- Fairness

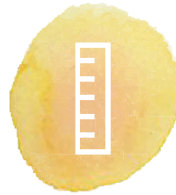
To think critically entails having command of these standards. To help learn them, FMs should pose questions that probe their own thinking; questions that help them hold themselves accountable for their thinking; questions that, through consistent use in the workplace, become internalized. The ultimate goal is for these concepts to become infused in the thinking of facility management professionals, forming part of their inner voice, which then guides them to better and more pragmatic reasoning.



CLARITY is the gateway standard. If a statement is unclear, no-one will be able to determine whether it is accurate or relevant. This ties in directly to the communication competency, which is a major part of the practice of facility management. Establish operational definitions and be clear in the language and terms used. Engage in dialogue so that all viewpoints are opened for consideration. Clarity of thought is also important, as it allows beliefs and opinions to be evaluated and weighed.



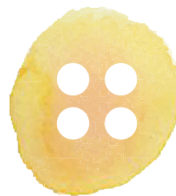
ACCURACY is unquestionably essential to critical thinking. In order to get at or closer to the truth, critical thinkers have to access accurate and adequate information. They need the facts, because the right information is invaluable in order to analyze and address an issue. Statements that are clear are not necessarily accurate.



PRECISION involves working hard at getting an issue under consideration in a particular way. It deals with the importance of specificity. A statement can be both clear and accurate, but not precise. Ensuring that the problem is clearly understood and that possible solutions are evaluated, as well as what strengths and weaknesses each answer delivers, is critical.



RELEVANCE means that the information and ideas discussed must be logically meaningful to the issue being discussed. Any data discussed in relation to a situation must be connected to and have bearing on the issue. For example, some managers often think that the amount of effort they put into their work should be used in evaluating their performance in the workplace. Often, however, effort does not equal quality; and when this is so, effort is irrelevant to their activities.



CONSISTENCY is a key aspect of critical thinking. Beliefs should be consistent; if they are contradictory, they are counterintuitive. If contradictory beliefs exist, then one or both of those beliefs are false. Another form of inconsistency is practical inconsistency, which involves a leader saying one thing, but acting contrary to the statements. Leading by example is just that. If a leader says one thing and acts in a different way, then he or she is being practically inconsistent.



LOGIC is the process of engaging in correct reasoning from what is believed in a given instance to the conclusions that follow from that belief. A valid argument is one in which there is a specific relation of logical support between the assumptions of the argument and its conclusion. Logical thinking means that a series of thoughts makes sense in combination. When the combination does not make sense or raises contradictions, that combination is not logical.



COMPLETENESS means that deep and thorough thinking and evaluation has been exercised, and shallow and superficial thought and criticism avoided. For example, the statement “do more with less” is often used when finalizing facility budgets. Taken in context, it is clear, accurate, precise and relevant. Nevertheless, it lacks depth because it treats an extremely complex issue – the multitude of fixed and discretionary costs – superficially. It fails to deal with the complexities of the issue.


Completeness also deals with the breadth of an issue, ensuring that all points of view have been considered. It’s fair to assume that almost everyone suffers from his or her own “tunnel” vision, based on experience and personal views. The tunnel may be wide or tightly focused, but in order to think in a critical manner, leaders must think outside their tunnel and explore other avenues to create a true view of a situation.



FAIRNESS deals with ethics, integrity and, to some extent, reality. It entails the ability and willingness to be open-minded, impartial and free of the preconceptions and biases that limit thinking. Thoughts and decisions are often biased in the direction of the thinker; in the perceived interests of the thinker rather than the rights and needs of others. Leaders must actively work to make sure they are applying the intellectual standard of fairness to their thinking. People naturally see themselves as fair even when, in reality, they are not. Knowing and understanding their limitations in this regard will help leaders during the critical thinking process.



Leaders
need to
possess the
flexibility
that allows
them to
adopt
different
perspectives.

It's the dawn of a new day.




Garland's revolutionary new OptiMax is the world's first and only polyurethane-modified asphalt-based roof membrane.

- Unique chemistry combines industry's two most effective waterproofing materials
- Remains more resilient over time
- Unmatched mineral adhesion
- Longest lasting membrane in the commercial roofing market

The Garland Company, Inc. • www.garlandco.com



FM needs sharp
critical thinkers
who can evaluate
situations, realize
potential for
positive outcomes
and seize
opportunities.

Attributes of critical thinkers

Leaders need to possess the flexibility that allows them to adopt different perspectives. Overcoming blanket assumptions and harnessing multiple perspectives are deductive skills. Today's facility management landscape is diverse, with different cultures and genders offering unique ideas on problem resolution. A facility manager from the European Union may not view a problem the way one practicing in the United States would. Both may have the same problem-solving toolkit, but their different experiences can provide valuable insights.

As leaders, FMs need to be comfortable operating in environments of constant change. In a world of growing uncertainty, one thing is certain: facility management needs sharp critical thinkers who can evaluate situations, realize potential for positive outcomes and seize opportunities through prompt decision making. Crisis can bring out the best critical thinking because it forces leaders to question how and why trouble arose. However, use of proper critical thinking may help avoid crisis situations in the first place.

To achieve success as a leader in 21st-century facility management, critical thinking has become a necessity. Leaders need to continually hone their thinking skills, whether it's through questioning assumptions or viewing problems from multiple points of view. Critical thinking has always been a prized attribute of leadership, but over the years, especially as facility management has tended to drift toward quantitative over qualitative results, critical thinking has lost some of its emphasis. Now, as the rate of complexity rises, the importance of critical thinking has resurfaced.

Final thoughts

Critical thinking is the use of those cognitive skills or strategies that increase the probability of a desirable outcome; thinking that is purposeful and reasoned. It is the kind of thinking involved in solving problems, formulating inferences, calculating likelihoods and making decisions.

Critical thinking is not one isolated skill or a random list of skills. It's an orchestrated way of thinking that enables FMs to deconstruct their thinking at any moment. It evaluates thinking for its quality, for its clarity, for its accuracy, for its precision, for its relevance. It raises thinking to a higher quality: it makes it better. Facility managers perform in a world of accelerated change. Along with these rapid developments, it is becoming a world of intensifying

complexity. Critical thinking appears to be exactly what is needed from leaders who are navigating the volatility of the “new normal.”

In reading this, someone may get the impression that the new model for facility management is Rodin’s statue of The Thinker, sitting in contemplation, chin resting on fist; that the critical thinking process is a time-consuming activity for which there is no place in the fast-paced world of facility management. Obviously, that cannot be the case. The speed of thought is irrefutable. Placing those thoughts in the correct order to arrive at the best possible solution is a practiced art.

Developing and improving on critical thinking processes requires practice. FMs, as leaders, might want to think through the intellectual standards and apply them to everyday experiences. Creating such discipline can be a useful and often meaningful exercise. It will assist in creating a heightened awareness of each of these standards.

Critical thinking requires leaders to work on their thinking continually. It is meant to make behavior the object of thinking; to make it second nature. Success is never an

accident. Invariably, it is the result of intelligent planning, focused effort and well-thought-out decisions. If FMs are not learning to think critically, they are going to find it increasingly difficult to maintain their ability to keep up with the changes in their world. It is something to think about, and it may be critical. **FMJ**



Bill Conley, CFM, SFP, FMP, LEED AP, IFMA Fellow, 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 40 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 received the association’s distinguished author award three times. He has been a regular contributor to FMJ for more than 20 years and has authored more than 50 FMJ articles.



IFMA’s **World Workplace India 2016** Conference & Expo

11-12 November 2016 | **Shangri-La Hotel** | **Bangalore, Karnataka, India**

**A world-class exploration of facility management
developments and best practices in India.**

REGISTER TODAY at worldworkplaceindia.ifma.org

Brought to you by





The IFMA Foundation at IFMA's World Workplace Conference & Expo

Through your participation in Foundation activities at World Workplace this October, you make a significant contribution to programs that promote higher FM education and provide scholarships and support to FM students. Help us make FM a career of choice, and have a great time doing so!

**Doug Underwood Memorial
/IFMA Utilities Council Golf Tournament**
Tuesday, Oct. 4 | 8 a.m. – 2:30 p.m. | Steele Canyon Golf Club
Proudly presented by:



The Utilities Council of IFMA, the IFMA Foundation and C&W Services invite you to get into the swing of World Workplace with a round of golf in support of FM student scholarships. Proceeds from the tournament are used to fund scholarships awarded through the Foundation to FM undergraduate/graduate students and to pay the recipients' expenses to attend the conference. *(Missed the early-bird deadline? There's still time to register: US\$200/person by Sept. 25; US\$250/person on site.)*

IFMA Foundation Celebration "Good Foundation Vibrations"

Tuesday, Oct. 4 | 7 p.m. – 10 p.m.
Parq, in San Diego's Gaslamp district

The IFMA Foundation's annual event to honor donors and celebrate student scholarship recipients includes cocktails, hors d'oeuvres, an auction benefitting the Foundation and videos on the Global Workforce Initiative. You won't want to miss the inspiring stories from those who are making FM a career of choice! *(US\$125/person; or World Workplace Full Event PLUS! registration includes a ticket to this event.)*

IFMA Foundation Silent Auction

Tuesday, Oct. 4 – Friday, Oct. 7

It's back, and better than ever! Bid on must-have treasures and sports/entertainment memorabilia. All proceeds go toward the work of the Foundation.

IFMA Foundation 5K Fun Run/Walk

Wednesday, Oct. 5 | 7:30 a.m.
Meet behind the Marriott Marquis

New for 2016! Get your morning workout by walking or running along the beautiful San Diego boardwalk. *(Registration: US\$60/person)*

IFMA Foundation FM Academic Awards Ceremony

Thursday, Oct. 6 | 5:30 p.m. – 6:30 p.m. | 1st Level, Hall C, SDCC

The work of the Foundation culminates in this annual ceremony to award student scholarships, recognize colleges and universities in the Accredited Degree Program, and announce the International Student of the Year and ePoster Competition winners. All World Workplace attendees, exhibitors, sponsors and speakers are invited to join us for this inspiring event – see first-hand what the IFMA Foundation accomplishes with your contributions.

"I've been an IFMA chapter treasurer for 16 years. I've written the scholarship check every year, knowing that our chapter was helping an upcoming FM with their tuition. It was not until I attended the Academic Awards Ceremony for the first time in Denver 2015 that I realized the true impact of those dollars. I was brought to tears as I saw the students receiving their scholarships from IFMA chapters. The life-changing connection was being made right before my eyes."

-Ann Marie Ayres, FMP,
IFMA East Bay Chapter Treasurer



IMAGINE TRANSFORMING

AN AMERICAN ICON WHILE HONORING TRADITION

When International Speedway Corporation set out to give Daytona International Speedway® a \$400 million renovation, they enlisted the construction services of Barton Malow Company. Jason, Barton Malow's Project Director, needed to work with over 60 project partners to deliver aggressive results without interrupting the existing race schedule. Learn how the PDF editing, markup and real-time collaboration features in Bluebeam® Revu® enabled all project partners during this project to work seamlessly on the same documents during the facility's busiest season.

Imagine the possibilities

bluebeam.com/features



bluebeam®
A NEMETSCHEK COMPANY

Barton
Malow

Behind every successful FM is a host of product and service providers that offer solutions to make the hectic task of ensuring seamless facility operations a little smoother. This showcase goes behind the brand to reveal the culture that makes these powerhouse businesses the best in their class.

IFMA's Corporate Sustaining Partners (CSPs) are trusted vendors that support the operational excellence of facility management teams. By partnering with IFMA, this elite group demonstrates the highest commitment to creating a more comfortable and efficient built environment.



COMPANY NAME Aramark
EXPERTISE FM Consultants/Services/Providers
CSP LEVEL Platinum
CSP SINCE 2002
WEBSITE www.aramarkfacilities.com

FMJ: WHAT TRENDS ARE ON THE HORIZON FOR THE FACILITIES INDUSTRY?

ARAMARK: Embraced for some time in Europe and other countries, activity-based working (ABW) is quickly gaining traction in the U.S. Organizations are implementing ABW in part or as a whole to optimize their facilities and provide flexible workplaces and practices.

ABW allows for better space utilization; the creation of environments that foster productivity, efficiency and collaboration; and environments that appeal to multi-generational employees. Most importantly, there is also an experiential component designed to drive employee satisfaction: happy employees are more engaged, productive and loyal to their employer.

In the facilities industry going forward, we anticipate an increase in hospitality models to be included as part of ABW strategies.

FMJ: CAN YOU SHARE SOME BEST PRACTICES FM LEADERS SHOULD FOLLOW?

ARAMARK: Facility leaders should become significantly more versed in data analytics. Smart technologies and the Internet of Things (IoT) are creating volumes of performance data at a rapid pace.

Organizations now have the ability to measure and monitor almost every aspect of their operation's performance. However, the challenge is in interpreting this information and then making smart, informed decisions. Data is great, but it is the associated analytics that provide the real value.

For example, through our I-QCTM quality control process, we continually collect real-time quality data points at dozens of locations for each customer, resulting in thousands of data points across all of our clients. By analyzing this information, we are able to not only report on the performance and create benchmarks for each client, but also to identify where additional process improvement opportunities may exist across the enterprise.

The more data FM leaders have available, the more facts and proof points they have at hand to support fact-based improvements in their operations and their decisions going forward.

FMJ: IN AN INCREASINGLY COMPLEX FACILITY MANAGEMENT ENVIRONMENT, WHAT SETS ARAMARK APART?

ARAMARK: The complexity of building systems and the adoption of technology have created a marketplace need for technical expertise.

Aramark long ago recognized this need for specialized, technical staff that addresses our clients' needs. Our Engineering and Assets Solutions group consists of engineers, certified and accredited professionals, experts in building systems, strategic facility planning, energy management, performance measurement, and change management. This team is an active extension of our clients' operations, ensuring quality decisions are made and actions are taken to protect and maximize the facility life cycle.

Aramark seamlessly integrates services such as commissioning, energy management and procurement, utility planning, and construction management into our operational service delivery.



COMPANY NAME Milliken
EXPERTISE Carpet/flooring/textiles
CSP LEVEL Silver
CSP SINCE 1985
WEBSITE www.millikenfloors.com

FMJ: HOW CAN THE RIGHT FLOOR COVERING SOLUTION HELP FMS MEET THEIR GOALS?

MILLIKEN: Flooring plays a key role in helping facility managers provide safe, attractive and productive facilities within their budget. The proper entryway systems can prevent costly slip-and-fall accidents and help keep interiors clean; beautiful patterning can elevate the aesthetic of interiors; while flooring designed to perform can protect budgets and even promote employee satisfaction and well-being.

Noise is a known barrier to productivity in the open office, but the right flooring can absorb sound and help alleviate disruptive background noise. Modular carpet with open-cell cushion backing reduces noise up to 50 percent more than hard-backed carpets, and three times more than hard surfaces. Cushion can also provide ergonomic underfoot comfort so that employees with sit-to-stand desks can keep their focus.

FMJ: WHAT DRIVES THE CULTURE OF INNOVATION THAT MAKES MILLIKEN AN INDUSTRY LEADER?

MILLIKEN: Milliken is driven by the purpose to create innovations that “do good” – to add value to daily lives, improve health and safety, and help make the world more sustainable. These cultural mainstays are wholly reflected in every flooring solution we bring to the market.

All Milliken modular carpet collections are standard with built-in, open-cell cushion backing. Even just this one feature embodies our mantra to “do good.” Our cushion backing prolongs the first life of the carpet by as much as 40 percent, protecting facility managers’ budgets and protecting the environment. It also offers comfort and ergonomic benefits for employees with standing desks, as it can reduce muscle fatigue by as much as 24 percent. Moreover, the PVC-free construction contributes to clean indoor air quality by not only trapping airborne allergens but also allowing moisture to wick through to prevent mold and mildew growth.

We apply this multifaceted approach to every solution we provide so that facility managers have a trusted partner to help achieve their complete range of fiscal, aesthetic and environmental goals.



COMPANY NAME Infor
EXPERTISE FM software
CSP LEVEL Silver
CSP SINCE 2016
WEBSITE www.infor.com/cloud/cloudsuite-facilities-management

FMJ: WHY SHOULD FMS CONSIDER IMPLEMENTING AN ENTERPRISE ASSET MANAGEMENT SOLUTION?

INFOR: Facility managers face ongoing challenges: cost control; safety and security; optimization of operations; efficient vendor and service management; and the need for data visibility in order to make informed decisions. More and more professionals are realizing that they can’t reach desired levels of effectiveness without employing technology purpose-built for their needs.

A modern enterprise asset management solution can automate work orders and asset tracking; monitor critical assets; store documentation online for mobile access; enable easy vendor and tenant interactions; and provide dashboards, KPIs and analytics that enable better decision making – allowing an organization to more effectively support business goals with their maintenance strategy and approach.

FMJ: HOW DOES INFOR INCORPORATE DISRUPTION TO DELIVER SOFTWARE EXCELLENCE?

INFOR: Disruption is a catalyst for change. The organizational culture has to be disrupted in order to improve business processes.

Infor incorporates changes in how facility managers work by providing clarity of information for more effective, actionable decisions; increasing efficiency through the use of mobile and cloud computing; improving contractor communications and work assignments through a contractor portal; enabling the reservation of all types of assets; managing keys and security access; providing case management to track and document accidents and events outside of work orders; and helping track and improve performance through dynamic key performance indicators – all via software that is pleasant and easy to use to promote rapid acceptance.



IFMA's **Corporate Sustaining Partners (CSPs)** are an elite group of companies that have made a powerful statement in support of facility management by partnering with IFMA. It goes beyond just selling a product or service - these companies believe in the FM profession and believe in supporting its future.

These outstanding providers can enable you to;

- Easily find the top FM products and providers
- Make informed buying decisions
- Take part in increasing the role of your profession
- Help your association offer exceptional services, products, resources and opportunities



Contact **April Tone** to learn more about how you can benefit from IFMA's corporate programs.

+1-281-617-1338 | april.tone@ifma.org

Platinum



Gold



Silver



THE ULTIMATE FLOORING EXPERIENCE



FM DEALS & DISCOUNTS PARTICIPANTS

ACOUSTICAL/SOUND MASKING

Cambridge Sound Management | www.csmqt.com
 Lencore Sound Masking & Acoustics | www.lencore.com
 LogiSon Acoustic Network | www.logison.com

AUDIO/VISUAL

AVI-SPL | www.avispl.com 

BUILDING CONSTRUCTION/DESIGN

Julius Blum | www.juliusblum.com

BUILDING MAINTENANCE/SUPPLIES

Caterpillar | www.cat.com

The Home Depot | www.homedepot.com

JLG Industries Inc. | www.jlg.com

CARPET/FLOORING/TEXTILES

INVISTA/ANTRON® Carpet Fiber | www.antron.net

Mannington Commercial | www.mannington.com

MilliCare Commercial Carpet Care | www.millicare.com

Milliken Contract | www.millikencarpet.com

Philadelphia Commercial | www.phillyqueencommercial.com

Mohawk Group | www.mohawkgroup.com

CEILING/CEILING CARE

Armstrong World Industries | www.armstrong.com

DISASTER RECOVERY/EMERGENCY RESPONSE

BELFOR USA Group Inc. | www.belforusa.com

Servpro | www.servpro.com

Skyline DKI | www.skylinedki.com

ELECTRICAL/WIRE MANAGEMENT

Connectrac | www.connectrac.com

FreeAxez LLC | www.freeaxe.com

Legrand | www.legrand.com

ENERGY SOLUTIONS/MANAGEMENT

ChargePoint Inc. | www.chargepoint.com

Waldron Engineering Construction Inc. | www.waldron.com

FLOORING INSTALLATION/MAINTENANCE

Corporate Care | www.corporatecare.com 

Forbo Flooring | www.forbo.com

Tarkett | www.tarkettna.com

FM CONSULTANTS/SERVICES/PROVIDERS

ABM | www.abm.com

ALPHA Facilities Solutions LLC | www.alphafacilities.com

Al Shirawi Facilities Management | www.alshirawifm.com

Al Wifaq Properties LLC | www.awpco.ae

ARAMARK | www.aramarkfacilities.com

BT Advanced Operations & Maintenance (BTAM) | www.btam.fm

Brookfield Global Integrated Solutions | www.brookfieldgis.com

C&W Services | www.cwsservices.com

Campaign WIS Complete Solutions Co. Ltd. | www.ocsinternational.com

CH2M | www.ch2m.com

Emaar Community Management | www.ecm.ae

Emco Qatar | www.emcoqatar.com

EMCOR Facilities Services | www.emcorfacilities.com

Facility Engineering Associates, PC | www.feapc.com

FBG Service Corp. | www.fbgsservices.com

FSCOM | www.fscm.com

Green Drain | www.greenrains.com

HD Supply Facilities Maintenance | www.hdsupply.com

ISS Facility Services | www.us.issworld.com

JLL | www.us.jll.com

MCS | www.mcssolutions.com

Michael Baker International | www.mbakerial.com

Qatar Foundation | www.qf.com.qa

S.A: Temco Services Industry, Inc. | www.temcoservices.com

Sodexo | www.sodexousa.com

Terranum Administracion | www.terranum.com

FM SOFTWARE

ARCHIBUS Inc. | www.archibus.com

FM:Systems Inc. | www.fmsystems.com

Infor | www.infor.com

iOffice. | www.iofficecorp.com 

Oracle | www.oracle.com/goto/falm

Planon | www.planonsoftware.com

Trimble | www.trimble.com

FURNITURE

CORT Furniture Rental | www.cort.com

Davies Office Refurbishing | www.daviesoffice.com

EvensonBest LLC | www.evensonbest.com

Herman Miller | www.hermanmiller.com

Keilhauer | www.keilhauer.com

VARIDESK | www.varidesk.com

Versteel | www.versteel.com

HVAC/INDOOR ENVIRONMENTAL QUALITY SOLUTIONS

AeraMax Professional | www.aeramaxpro.com

enVerid | www.enverid.com

Halton Group Americas | www.halton.com

JANITORIAL SERVICES/CLEANING PRODUCTS

Excel Dryer | www.exceldryer.com

GCA Services Group Inc. | www.gcaservices.com

Redlee/SCS Inc. | www.redleescs.com

ServiceMaster Clean | www.servicemasterclean.com

LANDSCAPE/MAINTENANCE/PLANTS /SERVICES/SUPPLIES

Ambius | www.ifma.ambius.com

U.S. Lawns | www.uslawns.com

OFFICE SUPPLIES/PRINTING

Office Depot | www.officedepot.com

Staples | www.staples.com

PEST CONTROL

Rentokil Steritech | www.rentokil-steritech.com

RESTROOM PRODUCTS

Kimberly-Clark Professional | www.ifmaandchess.com

ROOFING

Astec Re-Ply Roofing Systems | www.whyreplace.com

North American Roofing | www.narofing.com

Sika Sarnafil Inc. | www.usa.sarnafil.sika.com

SECURITY

Allied Universal | www.aus.com

American Security Force | www.americansecurityforce.com

Securitas Security Services USA | www.securitasinc.com

SIGNAGE

APCO Sign Systems | www.apcosigns.com 

STORAGE/SHELVING/FILING

REB Storage Systems International | www.rebsteel.com

TECHNOLOGY SOFTWARE TOOLS

ARC Document Solutions | www.e-arc.com

WATER & FIRE RESTORATION

Coit Cleaning & Restoration Services | www.coit.com



INSIGHTS ON WORK ON THE MOVE 2

The role of work, place and leadership in the digital economy

BY DIANE COLES LEVINE AND
NANCY JOHNSON SANQUIST

PHOTOS VIA WEWORK

PICTURED ABOVE: London's WeWork
South Bank Lounge

In 2012, the IFMA Foundation published the book “Work on the Move: Driving Strategy and Change in Workplaces.” This book was well received, won the IFMA Book Author of the Year Award, reached more than 25,000 facility managers and is even used as a textbook for higher education. Work on the Move was the catalyst for the creation of the IFMA Workplace Evolutionaries (WE) — a thriving community of more than 650 professionals — and two Workplace Strategy Summits. The first summit was held at Cornell University in New York and the second in cooperation with University College London.



Bring your floor to life!

Forbo's renewed **Marmoleum® Striato** collection presents exciting linear floor designs in a complete range of warm neutrals and outspoken bright colors.



marmoleum® striato

The natural embossings of eight beautiful Textura designs add tactility and movement to Striato, creating vibrant floors that play with light and direction to subtly changes appearances.

This award winning collection is made from natural, renewable ingredients and features inherent antimicrobial and antistatic properties. Marmoleum® is naturally free from PVC, phthalates, pesticides, and other harmful additives. It's sustainable, water-based Topshield² finish provides occupancy-ready installation and exceptional performance against soiling, staining, scratching and scuffing.

Create beautiful, healthy interior environments with Marmoleum® Striato. Learn more by visiting www.forboflooringna.com.



creating better environments



COMMITTED
TO THE HEALTH
OF ONE



Forbo

FLOORING SYSTEMS

The book focused on helping the “boots on the ground” facility managers from around the globe in large, mid-size and small organizations prepare for the future of work. Work on the Move examined the forces driving workplace change and its effects on facility professionals, providing tools that allow them to become more strategic leaders in the ongoing revolution of place and space.

Questions discussed include:

- *What role can the physical workplace play in a world of work that is increasingly global, networked, distributed and virtual?*
- *How will this transformation change the practice of facility management?*
- *What are the emerging trends and current best practices in the workplace today?*
- *How is FM technology changing to meet new workplace demands?*
- *What will the office of the future look like?*
- *What skills will the future facility manager need?*

The publication brought together workplace experts from around the world to analyze how work and technology are changing, the impact this is having

on the workplace and how facility professionals can respond and enable their organizations to be more profitable and competitive. Work on the Move includes forward-looking case studies from around the world and provides practical tools facility professionals can use to take workplace strategies from idea, to implementation, to measuring success.

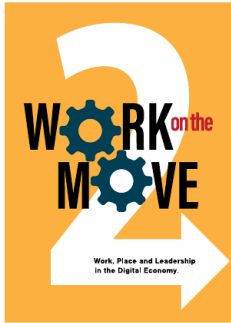
Like the changing nature of work in and out of the office, Work on the Move was created in a collaborative, virtual work environment over a nine-month period. The global authors from six different countries never actually met face-to-face, proving that this new way of working really can work. Authors from different continents who were literally strangers meeting for the first time were paired and collaborated using technology like Skype. The initial in-person author meeting was held at the launch of the book at IFMA’s World Workplace 2012 Conference and Expo.

Work on the Move is the most well-liked and widely distributed publication by the IFMA Foundation. Because of its popularity, members of IFMA and other readers from around the world requested a sequel to update the book with new developments and trends. Many of the new trends that have emerged in the four years since the original publication will be covered by some of the same authors in “Work on the Move 2: The Role of Work, Place and Leadership in the Digital Economy,” which will launch at IFMA’s World Workplace 2016 Conference and Expo in San Diego, California, USA.

The following chapter summaries give a flavor of some of the topics discussed in the book, which include the sharing economy, building digital workplace, corporate social responsibility and crafting alliances.



D.C.’s WeWork Wonderbread office



THE SHARED WORKFORCE WILL MOVE FROM A FRINGE PORTION OF THE WORKFORCE TO A VARIABLE MAJORITY.

The Sharing Economy

CHRIS HOOD

When confronted recently with a question regarding the likelihood of the shared workforce reaching the 40 percent level by 2020, a Silicon Valley HR leader indicated that she thought the estimate was conservative and could possibly exceed 50 percent. While we are not starting from scratch, as perhaps 15-20 percent of the workforce already operates on a contract basis, this figure is still staggering!

Writing this piece in 2016, the mind races at the immensity of the mind-shift required to face this new reality in such a short period of time. Today we are typically not well prepared to face the consequences or the opportunities offered by this change in the workforce dynamic:

- The shared workforce will move from a fringe portion of the workforce that is often not recognized and rarely planned for to a variable majority.
- How do we positively impact the effectiveness of people with no apparent loyalty beyond the next contract?
- How do we treat these people well so that they return when we need them?
- How do we better organize business forecasting, HR engagement, facility planning and IT infrastructure to plan effectively for their presence (or lack thereof)?
- How do we support their existence and success when they are not working for us? A flourishing and successful shared workforce is essential; without it we will need to revert to traditional working arrangements, thereby ceding the flexibility that is otherwise enjoyed by both parties.

Today, many executives see the shared workforce as something to be taken advantage of: a for-hire entity that can be engaged and discarded at will as the business needs rise and fall with a natural cadence. But these are people, too! There will be competition for this talent: they will appear at a premium cost and should be well supported and well connected to the permanent workforce and to other contracted workers, otherwise they will choose to work elsewhere in the future.

One of the interesting sections within this chapter is the description of the rise of coworking centers, which can be traced back more than 10 years ago to the creation of the Hub in London. An alternative to the rather drab, undistinguished design of most serviced centers, the goal of the coworking center is to create great experiences and a strong sense of community. People working in these locations want to be a part of this serendipitous ecosystem of like-minded individuals working in “cool” spaces. As Hood describes it, “members take an interest in each other — they help and support each other and tend to thrive on the diversity of work, thinking and experience that is converging all around them.”

One of the best examples of a coworking model is WeWork, which was valued at US\$16 billion this spring. Begun in 2010 by Adam Neumann and architect Miquel McKelvey, the idea was to rent space in office buildings on a long-term basis, fit it out with comfortable, unique interiors and build a community attractive to workers who are doing innovative, creative projects or building new business models for the digital economy. In six years it has grown to a membership of more than 50,000, with centers all over the U.S. and Europe and opening soon in Asia.

The next chapter in our review points out that WeWork is also one of the first organizations, along with Brookfield Global Integrated Services, to understand the value of the building digital workplace.

NYC's WeWork West Broadway Lounge



The Building Digital Workplace

JOE POSKIE AND NANCY JOHNSON SANQUIST

The building digital workplace (BDW) is a concept which is based on Gartner research on the Nexus of Forces (the convergence of mobility, cloud computing, big data/analytics and social media). It was created in response to the lack of a methodology to address the new technology requirements for knowledge workers in the digital business era.

The digital workplace is the creation of new business processes and models of engagement brought about by the application of new technologies for individual workers which blur the boundaries between the physical and the digital worlds. The authors have created a vertical architecture for technology mapping for all of the stakeholders in the built environment.

The building digital workplace is a methodology and architecture which allows real estate or facility management technologists to identify the right technology tools for individuals involved in the planning, design, construction, management, operation and optimization of a building during part or all of its life cycle. The building digital workplace chapter also includes a BDW playbook which describes the implementation process involving all of the people, processes, business models, places and things that

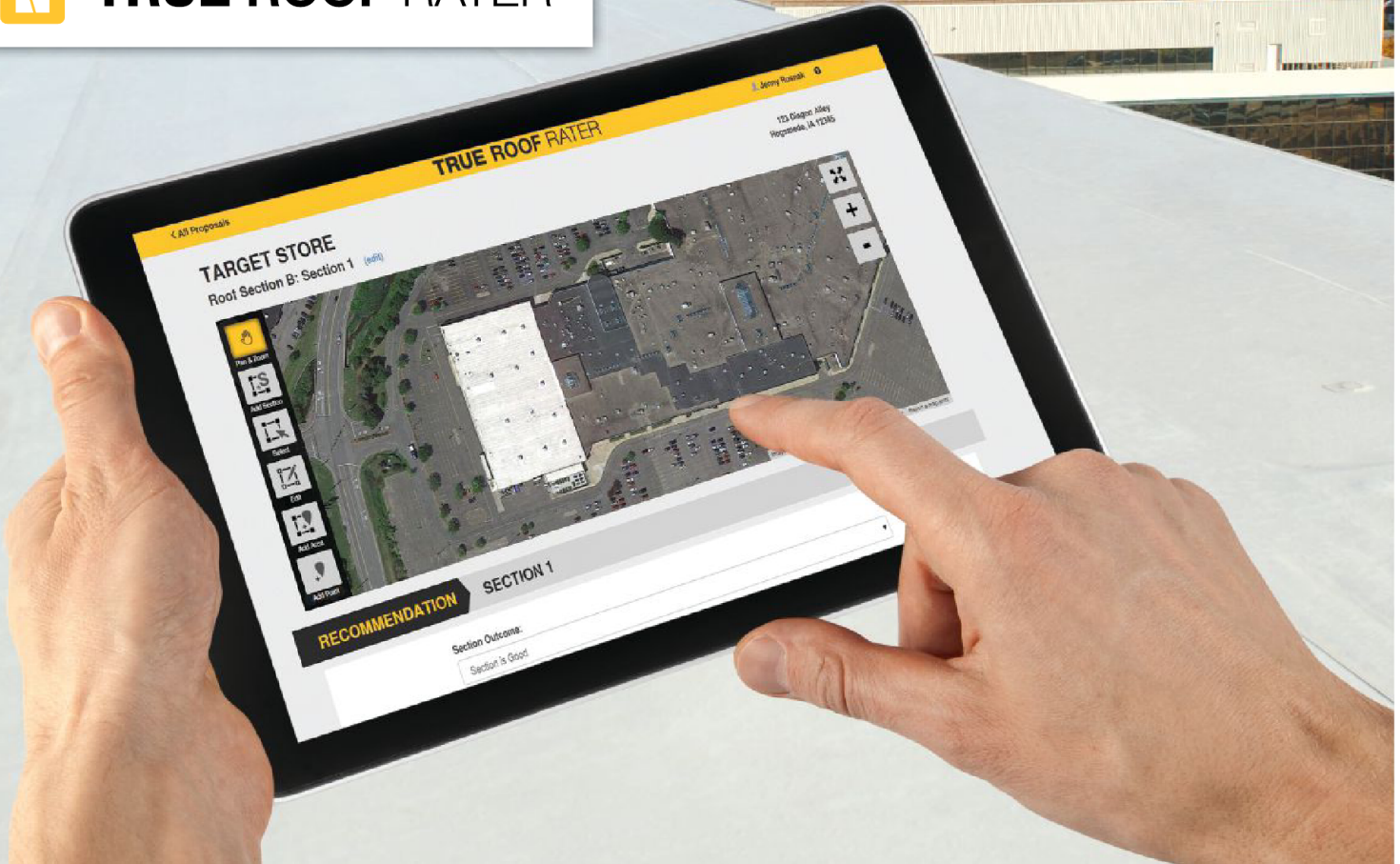
need to be considered when using this methodology. The benefits include reduced costs and increased performance and engagement in the work of FM and RE.

WeWork did not need a playbook to create their own building digital workplace. Instead, they bought a technology company last summer called Case. The value that this firm brought to the innovative coworking company was a deep understanding of the need to use the digital world to improve every aspect of the planning, design, construction and operations of the physical world.

They did this as a consulting firm by pushing building information modeling to new heights. Now they are going further as part of WeWork, utilizing their own BDW to create digital twins of the spaces through electronic scans to produce highly detailed models that allow them to determine revenue projections on occupancy per floor. Then the physical environment team creates the floorplans, including all meta-data, such as amount of natural light in each area. Once completed, they utilize BIM throughout the construction phase, collaborating with all team members. They then use it to become what they call a “vertically integrated real estate venture,” fabricating their own interior components like desks, chairs and even custom-made wallpaper.



TRUE ROOF RATER



When was the last time you checked on the roof?

The rooftop endures more abuse from the elements than any other part of a building's exterior, so preventative maintenance is critical to prolonging the roof's service life and saving money for you, the building owner. When a roof system is maintained properly, it performs better, lasts longer, and provides more reliable protection of a building and its contents.

That's why Versico Roofing Systems has developed professional rooftop evaluation software perfect for developing quick and easy rooftop maintenance and repair proposals.

True Roof Rater features include:

- Web-enabled GPS and mapping technology that provides an immediate view of the roof
- Easy-to-use drawing tools to paint a complete picture
- Identifying deficiencies and conducting moisture surveys
- Instant delivery of the proposal

Contact your Versico Sales Rep and ask for your free inspection with True Roof Rater.



SCAN HERE TO FIND A LOCAL REP



A Single Source for Single-Ply Roofing

800.992.7663 | www.versico.com





ABOVE: Boston's WeWork South Bank Lounge



RIGHT: NYC's WeWork Park South Lounge

Corporate Social Responsibility Today

ALEX REDLEIN AND PAT TURNBULL

Corporate social responsibility (CSR) is the summation of a corporation's initiatives to assess and take responsibility for the company's effects on environmental and social well-being. Also called corporate conscience, corporate citizenship or responsible business, CSR is a form of corporate self-regulation integrated into a business model. (Triple Bottom Line – People, Profit and Planet, ISO 2000).

Today, CSR efforts go beyond what is required in terms of legal compliance to include broad alignment with business vision, culture and values. The continued advancement of technology, globalization, a multi-generational workforce and the worldwide financial crisis of 2008-09 have contributed to a radical rethinking and shifting of priorities in corporations around the world.

An outcome of these evolving forces has been the realization that corporations that act in an economically, ecologically and socially responsible manner (triple bottom line) are better able to attract and retain talent, achieve higher levels of employee engagement and sustain longer-term market success. (Guiling, Wei 2010, 2013).

One of the interesting aspects of this chapter is the description of the Global Reporting Initiative (GRI), the purpose of which is to establish a framework for voluntary reporting on CSR. One of the authors of the chapter, Dr. Alex Redlein, in his research with his graduate school program at the Technical University of Vienna, mapped the key performance measures categorized by the GRI to the responsibilities of the real estate and facility management group. He found a direct correlation between the two in areas such as green building certification, recycling, space efficiency, energy

management, waste reduction and e-mobility.

Therefore, as the authors point out, this is an excellent way for RE/FM groups to make the value of the work they do for an organization more recognized by taking a larger role in CSR reporting.

Leveraging the Power of the Executive Suite

DIANE COLES LEVINE AND SUSAN WEINER

Organizations are not fully leveraging the opportunity in moves or redesigns to meet multiple business objectives. When transforming their workplace, the vast majority of companies are at great risk of wasting money, losing talent and negatively impacting productivity in the process. Even with the best intentions, money is not being spent smartly and space isn't being used to the greatest advantage. Executive decisions about real estate and the move management process can have an adverse effect on both the bottom line and talent retention.

These companies are failing to leverage how a change in workplace, aligned with the overall business, people, place and technology strategies can deliver valuable business results, such as:

- Better employee engagement
- Increase in talent attraction and retention
- Lower turnover rate
- Higher employee productivity
- Enhance corporate sustainability and wellness initiatives
- Improve processes and ways of working
- Increase in collaboration

The problem is that the conversation is confined to either too narrow an audience or not the right audience in the early stages. And, after a move, the C-suite is usually unaware of how much money was left on the table. While the initial outcome may be

acceptable, shortly after settling in, there frequently is a realization that the building was not in the right location to attract talent, the space wasn't sized correctly, the design inhibits productivity and the technology doesn't support the way employees work.

This chapter explores how companies are overcoming this problem and achieving positive business results by aligning the C-suite, HR, IT and real estate to leverage their move through strategic alignment, stakeholder engagement, a conscientious governance process, and the use of metrics and data to drive decisions and conversations. The authors weave in some fascinating interviews with advice and lessons learned from CEOs, CFOs and CIOs who got it right.

Hopefully, these insights into Work on the Move have created enough interest that you will rush to purchase your copy. **FMJ**



Diane Coles Levine, MCR, brings more than 20 years of experience in corporate real estate, workplace strategy, facility management and business continuity to her role as principal at Workplace Management Solutions. Prior to that, Coles Levine was director, workplace solutions at

SCAN Health Plan for more than a decade. She previously held positions with CalOptima and the Orange County Transportation Authority.

Coles Levine is a cofounder of and senior advisor to WE, and editor and co-author of "Work on the Move: Driving Strategy and Change in Workplaces," for which she was recognized as an IFMA Distinguished Author in 2012. She has also served as chair of the IFMA Foundation Board of Trustees. Some of her additional accolades include receiving the 2010 FMJ Editor's Picks Award for the article "Workplace Violence: Finding and Fixing the Gaps," the 2009 IFMA George Graves Facility Management Achievement Award and numerous awards from the IFMA Orange County Chapter.



Nancy Johnson Sanquist, IFMA Fellow, AIA Associate, is a real estate and workplace solutions strategist for Trimble. An internationally recognized technology specialist with 25 years of diverse experience in corporate real estate and facility management, Sanquist is a leader in the field and created the first seminar for IFMA more than 20 years ago.

She has contributed substantially to the research and development of CRE and FM through her many written works, including the award-winning IFMA Foundation publication "Work on the Move." Additionally, she currently serves on the foundation's board of trustees.

WORLD WORKPLACE UAE
Conference & Exhibition

6-7 December 2016
Dubai, United Arab Emirates
Dusit Thani Dubai

As one of the Middle East's most important economic centers, the United Arab Emirates needs smart, strategic and sound infrastructure. Facility management will lead the way. Gain best practices for creating, maintaining and managing efficient facilities.

REGISTER TODAY at
www.worldworkplaceuae.ifma.org

Brought to you by



IFMA CELEBRATES FM PROFESSIONALS ON **WORLD FM WEEK 2016**

BY ERIN SEVITZ



Since its founding by Global FM seven years ago, World FM Day has gained international traction as an opportunity to recognize the advancement of the facility management profession and thank its practitioners. While July 13 was officially designated as World FM Day 2016, celebrations took place throughout the entire week of July 11-15. This year's theme, "empowering people for a productive world," highlighted how FM enables people across the globe to achieve positive results.

Building on past celebrations, IFMA broadened its approach in 2016 to more roundly demonstrate appreciation of facility managers for all they do to make the built environment a healthier, safer, more productive place.

IFMA's activities

This year, World FM Week coincided with the annual visit of the incoming IFMA Board of Directors and IFMA Foundation Board of Trustees and Advisors to the Houston Service Center of Excellence for strategic planning. IFMA staff members took advantage of this opportunity by hosting a "tradeshow" for the boards, as well as members of the local Houston chapter. The tradeshow format offered a unique way for members to learn about the roles of each staff team.

In the digital sphere, IFMA showed its support by adding the official World FM Day "Twibbon" to its social media accounts and thanking FMs. IFMA also facilitated and continued the

FM conversation on Periscope, a live-streaming video app, to increase public awareness of the profession.

In appreciation for the contributions of FMs to the built environment and our world, IFMA launched a “Five Days of FM Gratitude” series, sharing a free content resource for each day of World FM Week. The daily features included contributions from IFMA’s Knowledge Library, the Royal Institution of Chartered Surveyors (RICS), IFMA Gold-level Corporate Sustaining Partner Planon and more.

IFMA also offered a discount on its professional credential programs, which provide a means of tapping into the collected knowledge of the international FM community. Individuals who purchased the FMP®, SFP® or FM Learning System™ for CFM® Exam preparation by July 31 were eligible to receive a gift of US\$100 toward their career development.

Component group celebrations

IFMA local chapters, industry councils and competency-focused communities also contributed to the festivities. Here are some highlights:

IFMA’s Minneapolis/St. Paul Chapter held a volunteer appreciation event at the newly opened Inbound Brewing Company. The event included distribution of the chapter’s annual awards and insight into the brewery’s recent facility transition.

The Hong Kong Chapter of IFMA offered a guided tour of the Hong Kong Jockey Club Sha Tin Racecourse. In addition to a pristine horse racing sports arena, this impressive multi-use facility is the home of the world’s first retractable roof over a parade ring and received a 2003 Guinness World Record for the world’s longest Diamond Vision display screen.

IFMA’s Facility Management Consultants Council outdid themselves, hosting a marathon virtual conference which included 18 educational, strategic and trend-setting webinars, starting in Australia and New Zealand and continuing in China, India, the Middle East, Eastern and Central Europe, Africa, the Caribbean, South America, and the United States. The presentations covered 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. Session recaps are available on the council’s blog at fmcc-workplace.com.

The Brier Creek Country Club in Raleigh, North Carolina, was the venue for the Greater Triangle Chapter’s July meeting. Speaker Ken Atkins gave a presentation on the Chatham Park Development, and then attendees participated in a World FM Day social and silent auction benefiting the IFMA Foundation’s Global Workforce Initiative.

In conjunction with the Trinidad and Tobago Chapter’s seventh anniversary, they held a World FM Day Conference and Exhibition in Barbados. The two-day event focused on maintaining asset value across the Caribbean and Latin America.

The Real Estate Advisory and Leadership Community (formerly the Corporate Real Estate Council) teamed up with the vibrant Workplace Evolutionaries Community to host a two-day innovation workshop. The event location — Nike’s world headquarters campus in Portland, Oregon, USA — provided workplace inspiration for attendees.

IFMA member wins silver in Global FM 2016 Awards of Excellence

In conjunction with World FM Day, Global FM announced the winners of its 2016 Awards of Excellence, a prestigious competition recognizing the world’s top projects and performers within facility management.

The recipient of the 2016 Global FM Silver Award of Excellence in FM was Gaetano D’Altrui of the IFMA Italia Chapter, submitting on behalf of Centostazioni S.P.A. for the project “The Italian Experience in Service Management in Public Buildings Complex: Railway Stations.” Additional recipients included Platinum Award of Excellence in FM winner “Empowering People for a Productive World” (Commonwealth Bank of Australia via Sarah Murray and the Facilities Management Association of Australia) and Gold Award of Excellence in FM awardee “Learning and Development at Europe’s Leading Airport” (Heathrow Airport Limited via Karen Weeks and the British Institute of Facilities Management). **FMJ**



WHAT'S THIS BOX EVERYONE TALKS ABOUT?

BY
ANDREA
SANCHEZ

1
2
3
4
5

CHALLENGES
TO MAKE
INNOVATION
A PRIORITY

THE NORM. STATUS QUO. ROUTINE.

And let's not forget the famous box that people should be thinking outside of.

We've all heard the terms that are often associated with what's known and for some people, simply what feels comfortable. With belonging and self-esteem among the foundational human needs, it is no surprise that thinking, acting and even looking differently than others are seen as risks by many.

But why do we insist on being like everyone else when we were born unique? Why do we hide who we really are in an effort to blend in or belong?

The box is an illusion

Just like each person is not one size fits all, our thoughts do not all necessarily fit tightly in boxes — at times they may be triangles, circles or even hexagons. What and how you think is unique to you.

Whether we notice it or not we constantly fill in gaps with either facts, stories or what we believe is reality. The mind cannot stay still.

If asked to “think out of the box,” what do you define as the box? Who determines what is in the box?

The idea of the box involves a common set of rules, views and expectations that attempt to give structure to a world of infinite possibilities. When asked to complete a task, we often repeat the steps that have guided us to success in the past. Think about the last time you were asked to cut a piece of

paper. One mind may immediately look for scissors, another may fold the paper with a sharp crease and tear the crease horizontally while a third may just rip the paper without thinking further. The actions we take depend upon our original thinking or the boxes that are available to us at the moment.

Other times our minds may go to a premature emotion. Have you ever felt like someone was withholding something from you? I bet anger or hurt feelings entered the picture. It probably wasn't until you went to the source that you may have realized that it was an unintended communication oversight. The mind fills in gaps, in this case with an emotion that was unnecessary.

Experience can work to your advantage but can also wreak havoc on original thinking and open-mindedness.

Be that person

The challenge in all of these cases is in thinking that is driven from routine, comfort or what we believe are expected actions. Throughout life, we witness how learned behavior earns acceptance and a sense of belonging. However, it takes one person to reset the norm or the new box that others will hold as standard. If it weren't for risk takers, we would still be dressing like cavemen and being chased by dinosaurs.

If you're ready for a challenge, join those who focus on actually thinking differently rather than just saying they're going to think differently. The box is an illusion. Be the person who breaks boundaries by being true to your word and to yourself.

CHALLENGE #1 CATCH YOURSELF WHEN YOU FALL INTO ROUTINE

I understand it's easier to stay within your comfort zone. Everything has its place, including familiarity, efficiency and process. Breaking out of routine is disruptive and takes extra energy. Why bother changing something that works? The answer is growth. If you are serious about expanding your horizons, making a difference, standing out or opening your mind to new possibilities, you must be willing to try new things. There is no innovation, no thought leadership and no standing out from the competition without some level of risk. Be comfortable with the uncomfortable.

CHALLENGE #2 MAKE YOUR MOTIVATION A PRIORITY

Happiness involves being in alignment with your true self. Each one of us is born with an inner fire that ignites us. Take time to discover what you are most passionate about. Is it helping others? Learning new things? Making connections? Schedule time each day to focus on your motivation. Better yet, creatively integrate what you

are most passionate about into your day's interactions and projects. Don't wait for permission, but rather, create a way to keep your fire lit daily. You will see a difference in your level of engagement and satisfaction.

CHALLENGE #3 ASK QUESTIONS, LOTS OF QUESTIONS

An innovative mind is perpetually curious. Ask questions when others are afraid to do so. Go to the source for clarification rather than let emotions and stories fill information gaps. Don't allow judgment to cloud your thinking. Collect facts, understand the reason people behave the way they do and most importantly, be a good listener. Most communication comes from the unspoken word. Don't let yourself dwell on doubts, false expectations or apprehension. Use inquiry to close the noise and open the door to new beginnings.

CHALLENGE #4 CREATE RATHER THAN WAIT FOR OPPORTUNITIES

Regret is one of the worst emotions to live with. Don't wait for the

moment, create the moment. Thinking out of the box involves courage, vulnerability and risk. Most often this includes not waiting for permission or the perfect day to pursue a new idea or dream. We only have once chance at life, you might as well go for what makes you happy.

CHALLENGE #5 WALK THE TALK

I must admit that one of my pet peeves is when people contradict themselves. If you say you want to do things differently, then show me you're doing something different. If integrity is priority, model behavior that fits that mindset. Anyone can say beautiful and powerful things, but acting on those words can at times interfere with comfort zones, processes and procedures. People like to talk but not everyone always follows up on those actions. Don't expect change to occur if nobody has the courage, resources or energy to model change and desired outcomes. We make time for what we consider priority. Dare to hold yourself accountable for the words you speak.

Beyond the box

Next time you are asked to think "outside of the box," forget the box. Start with just thinking. Put the noise aside, whether it's physical, emotional or social. We were all born with the ability to think for ourselves (a skill put aside by some during middle school years in order to fit in).

Life tends to repeat itself. If it's not middle school, there are other groups or communities that we strive to belong in as adults. Who's to say your idea of the box is the same as

your neighbor's idea of the box? The box can create false assumptions of acceptance. It's a security blanket society uses to make meaning out of a complex world.

It's time to grow up and not let boxes dictate our actions, words or thoughts. Think beyond the box. Make up your own shape if you need one. Break routine, fuel your motivation, feed your curiosity initiate opportunities, and most importantly, don't forget to be you along the ride. **FMJ**



Andrea Sanchez is IFMA's vice president of communications and organizational change. She has been with the association since 2007 and has more than 16 years of experience in the communications and editorial field. Her passion involves social media, challenging status quo thinking and assisting others to reach their full potential. In her spare time she hosts #DareToBe chat as @asanchez216 every Tuesday at 8 p.m. ET on Twitter. Sanchez can be reached at andrea.sanchez@ifma.org.



**FMJ
EXTRA**
CLICK TO READ:

IoT 2020
Business Report

TECH-SAVVY FMS LEAD THE EXECUTIVE CHARGE

BY WARREN ROSEBRAUGH

The role of the facility manager has quickly evolved from primarily maintaining buildings to playing a strategic part in helping organizations meet operational goals. Originally created from the need to keep buildings functional, comfortable and useable, the position has shifted to a point at which facility professionals are now making critical decisions to meet the demands of building owners, occupants and other stakeholders.

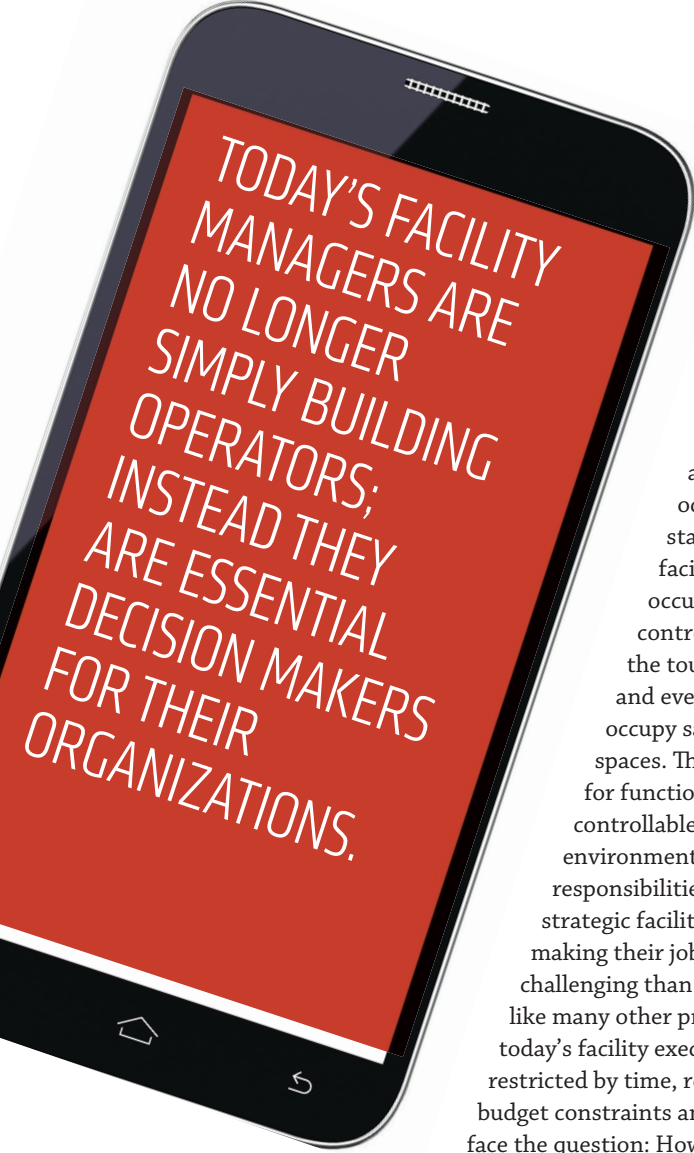


**BUDGETS ARE
SMALLER.
DEMANDS ARE
GREATER.
WE HAVE A
SOLUTION.**



**PROVEN IN FACILITIES
MANAGEMENT FOR
MORE THAN 25 YEARS.**

TMA Systems develops configurable maintenance management software solutions for facilities management professionals. Clients receive support from TMA service specialists that are trained to solve problems and improve efficiency – with one goal in mind, which is to make your organization operate at its highest level. **TMA Systems works where you work.**



Commercial building owners want to attract and retain occupants with state-of-the-art facilities, building occupants expect to control comfort at the touch of a button, and everyone wants to occupy safe and secure spaces. These demands for functional, smart, controllable building environments fall under the responsibilities of the new strategic facility executive, making their jobs more challenging than ever. And like many other professionals, today's facility executives are restricted by time, resources and budget constraints and increasingly face the question: How do I do more with less?

As technology advances, facility managers are evolving to meet the increasing demands of building stakeholders, making decisions to upgrade building equipment while remaining within budgetary constraints. Today's facility managers are no longer simply building operators; instead they are essential decision makers for their organizations. They calculate the return on investment (ROI) for infrastructure upgrades, find new ways to increase operational efficiencies and develop budgets for up-front capital expenditures. They are also impacted by industry trends, including connected technology, aging workforces and transitioning the traditional perception of the profession.

Connected technology and IoT

Building technology is evolving at an unprecedented pace, and building systems are becoming more digital and connected. The proliferation of the Internet of Things (IoT) has extended to buildings, creating mobile systems that can aggregate building data from numerous sources in the cloud. In fact, a recent study¹

predicts the global market for IoT in buildings will reach US\$85 billion by 2020, an increase from US\$23 billion in 2014. Building owners are adopting this new technology by retrofitting legacy systems with system-agnostic connected devices and designing new spaces with advanced building management systems (BMSs). As buildings become smarter and more technologically advanced, facility professionals are evolving to not only maintain these new advanced systems, but to draw new insights from the deluge of information made available — including increased visibility into energy use, HVAC efficiencies, building security and more.

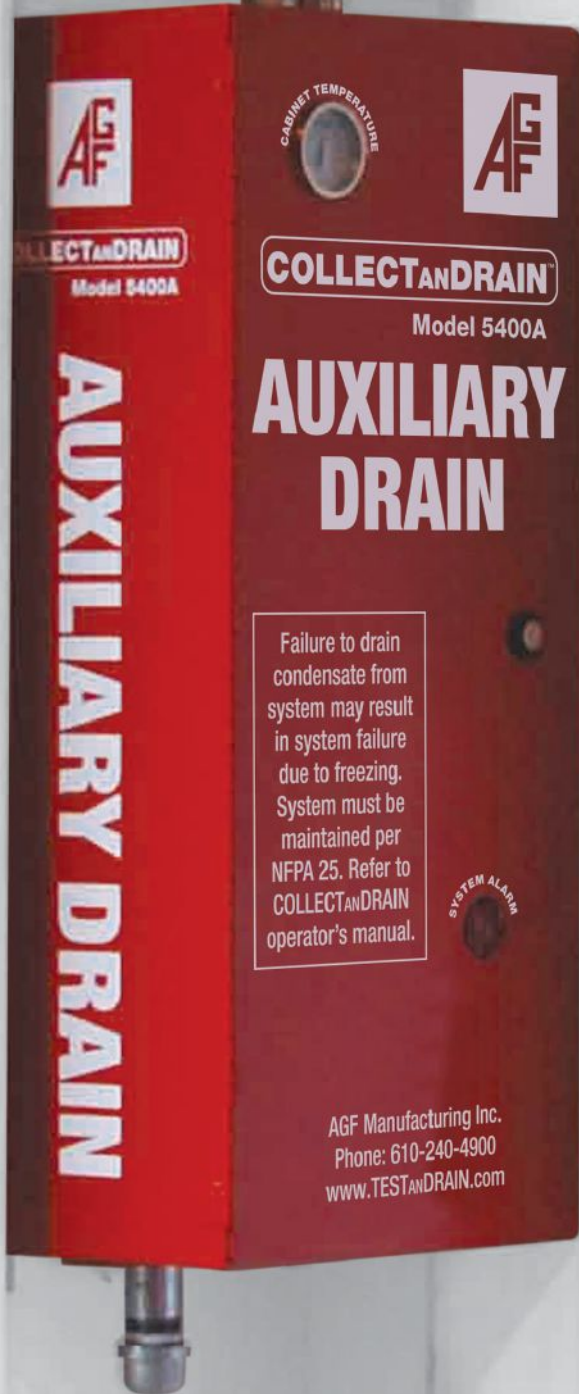
As building systems and equipment become increasingly connected, organizations are seeing a convergence of operational technology and information technology (IT). In order to create and manage spaces that consist of highly connected systems, facility personnel are increasingly interfacing with IT professionals to understand how to implement digital technology, taking into consideration factors like bandwidth and connectivity. Facility professionals are working hand-in-hand with IT staff to create digital workplaces with the capabilities to collect and analyze critical building data and use this information to operate buildings at peak performance.

Transition to proactive maintenance

Before connected technologies provided increased visibility into building performance, facility managers were often limited to approaching system and equipment maintenance from a reactive stance. Traditional facility managers employed break-fix strategies, discovering faulty or inefficient equipment after incidents occurred, which led to unnecessary costs and negatively impacted facility operations. Broken equipment is costly to repair or replace, and when added to labor costs and operational downtime, reactive maintenance can end up being an expensive approach that organizations can't afford. Today's strategic facility executives are focused on preventing these issues before they occur, which has proven to be a significantly more cost-effective solution to building management.

Buildings that incorporate new technology such as cloud-based BMSs, offer facility managers increased visibility into building systems. Digitization of systems allows facility managers to see the status of equipment, better understand power distribution and have immediate access to building data. All this data can be collected and aggregated using cloud technology, and when FMs approach historic data with analytics, they can identify system trends, locate faulty equipment and pinpoint potential issues.

IT'S TIME TO THINK INSIDE THE BOX



COLLECTANDRAIN®

This past winter cold weather was a main cause of dry fire sprinkler system failure and frozen auxiliary drains were the main cause of those failures. Stop replacing auxiliary drains that freeze and break with auxiliary drains that freeze and break.

AGF's COLLECTANDRAIN® Model 5400 provides a temperature controlled environment for the sprinkler system's auxiliary drains, increasing their capacity to collect condensation in colder temperatures while eliminating freeze-ups. Now is the time to install a Model 5400 so this winter's temperatures won't put your dry fire sprinkler system at risk.

www.testandrain.com

Using this information, facility executives can anticipate problems before they occur and deploy preventive maintenance measures. In doing so, they can avoid equipment failures and unnecessary downtime, possibly reducing overall maintenance costs and allowing them to reinvest funds into more valuable infrastructure upgrade projects.



FACILITY MANAGERS ARE INCREASINGLY INTERACTING WITH EXECUTIVE TEAMS TO STRATEGIZE AND ACHIEVE BUSINESS GOALS.

In addition to preventing maintenance issues before they occur, today's facility executives can use increased visibility and management capabilities to streamline building operations and save money through energy efficiencies. For example, facility managers can control heating and cooling to save energy and improve occupant comfort. In addition, mobile technology allows facility executives to manage building systems from any location, adjusting lighting, temperature controls and more at the touch of a button.

To even better manage energy costs, facility executives can analyze historical data to identify trends in energy use. By coupling trend knowledge with automation technologies, facility professionals can further reduce energy consumption. For example, if occupants are out of a building in the evenings, lights can be set to automatically turn off while heating and cooling functions decrease to maximize energy savings. These new technologies, coupled with system maintenance expertise, empower today's facility professionals with increased knowledge, making them more valuable than ever before.

Communicating at the executive level

According to the United Nations,² buildings consume about 40 percent of global energy and account for approximately one third of greenhouse gas emissions. Building owners are under increased pressure from their investors and stakeholders to reduce energy costs and implement environmental sustainability practices. While identifying efficiency and cost saving opportunities is a key part of the facility management role, FMs must be able to communicate these benefits up to the

organization's executive team in order to secure funding for building management projects.

As a result, facility managers are increasingly interacting with executive teams to strategize and achieve business goals. With a deep understanding of building analytics, facility managers are equipped to offer specifics about the ROI of energy savings projects and the positive effects energy-efficiency initiatives will have on the organization as a whole. Facility executives are able to communicate the financial and environmental implications of infrastructure improvements and build strong relationships with their executive teams.

Shifting demographics

While the day-to-day responsibilities of the facility executive are changing due to evolving technology, the industry faces a demographic shift that could impact the future of the profession. Research by IFMA and CBRE³ found that the average age of facility managers is 49. As facility professionals quickly approach retirement age, many will take institutional knowledge with them, leaving potential knowledge gaps particularly in environments where building management systems are not capturing and storing critical building data — both current and historic.

In cases where this generational gap exists, many companies are turning to third-party consultants to help them prepare their buildings for the next generation of facility executives. Third-party service professionals can analyze and prioritize updates that need to be made to a facility to create spaces that are digitally enabled and have the ability to capture and analyze data. They are also helping to fill the gap while organizational teams transition younger professionals to the strategic facility executive role.

When the next-generation facility professionals do fill the roles of their retired predecessors, there is a great opportunity for them to employ their knowledge of technology. This next generation of facility managers is inherently more familiar with digital and mobile technology and expect immediate access to building data.

Where previously facility managers relied on printed schematics and operated systems from one specific location, now facility managers can monitor and manage building systems on any device using centralized management platforms and mobile applications. Facility managers of the next generation prefer to interact with digital technology, giving them the opportunity to come up with streamlined procedures to improve the overall operations of a facility.

While new facility executives may be more inclined to use digital technology, they still require training and education to employ these new technologies in their roles. They will

be most effective when they have a combination of maintenance knowledge and also an understanding of building data and analytics. Education and training are essential to creating the new strategic facility executive.

The most successful programs will educate individuals comprehensively on traditional maintenance strategies, digital analytics, business planning and strategic prioritization. To be effective, these education and training programs must offer a combination of online and connected training as well as interactive simulations. Educational programs should also focus on the business value of facility practices to give facility managers the tools they need to effectively communicate ROI of infrastructure upgrades and energy-efficiency improvements up the organization chain.

Achieving more with less

The role of facility managers is evolving to one of digitally savvy professionals who are able to analyze building data and make strategic decisions. Facility executives today must not only be familiar with the role from which the position started, but also maintain a comprehensive knowledge of the capabilities of building analytics. They must be able to communicate with the executive team and make confident decisions about infrastructure upgrades and energy-efficiency projects. It is a large role to fill,

but with the help of an advanced BMS, analytic capabilities and increasingly automated processes, the strategic facility executive of today can truly accomplish more with less. **FMJ**

REFERENCES

1. www.businesswire.com/news/home/20141015005048/en/Global-Market-Internet-Smart-Buildings-Rise-85Bn.
2. www.unep.org/sbci/AboutSBci/Background.asp
3. www.cbre.us/services/research/AssetLibrary/2014 IFMA CBRE Trend Report.pdf



Warren Rosebraugh is the director of solution architects for Schneider Electric Buildings North America, specializing in the health care market. His approach is to simplify the health care environment by utilizing an integrated control platform. He designs customer solutions based on their unique needs and supports sales efforts by integrating Schneider Electric products with other best-in-class offers.

Schneider Electric products with other best-in-class offers.

Rosebraugh's extensive experience has been global in nature, working for Andover Controls as the Far East training and operations manager and then as the director of operations for strategic accounts. He formed and was the director of operations for the Security Center of Excellence in North Andover, Massachusetts, USA, before taking on his current role.

It's coming...

IFMA FACILITY FUSION Conference & Expo ————— 2017

2017 April 4-6

Caesar's Palace
Las Vegas, Nevada

2017 May 17-18

The Fairmont Royal York
Toronto, Ontario, Canada

www.facilityfusion.org

Brought to you by





INNOVATIVE SOFTWARE PLATFORM INTEGRATES MULTIPLE SYSTEMS INTO A SINGLE SUITE

To streamline health care facility service management, Aramark, a Platinum-level Corporate Sustaining Partner of IFMA and a global leader in food, facility management and uniforms, has integrated multiple systems into a new web-based platform called FacilityFit™.

FacilityFit™ works through mobile devices, traditional work stations or call center environments that link facility associates to the system. The platform can be customized for multiple activities, including asset and work order management, space care management, bed management, central transportation, inspections/quality control and personnel management.

Across all of these functions, FacilityFit™ generates reports that offer hospitals and health care facilities a real-time operating dashboard to evaluate metrics such as: work completion rates, throughput efficiency, cleaning efficiency, response times, labor utilization, safety performance, work history and financial efficiency.

FacilityFit™ operates in a highly secure environment and is supported by dedicated Aramark technical experts. The system upgrades automatically and users have access to a 24/7 National Service Center for ongoing support. To learn more about FacilityFit™, visit www.facilityfit.com.



MODULAR SEATING COLLECTION EMPOWERS USERS TO CREATE THEIR OWN SPACES

Keilhauer introduces a new collection, Hangout (designed by EOOS) to support collaboration within today's diverse workplace. The six-piece collection provides multifaceted solutions that not only benefit individuals within a team but multiple teams at a time. Possible configurations are able to accommodate break-out meetings, informal lounging, private one-on-one sessions or even offer an individual user personal alone time.

Hangout consists of multiple product series, including:

- » **Visit** sofas and benches that stand on ash wood legs with an optional straight back at high or low height to provide various degrees of privacy. Benches can be connected, with or without inline tables, to create various beautiful, organic shapes. Attachable shelves are provided to offer alternative points of view.

- » The **Ponder** lounge chair provides a dynamic, seating option with a softly formal presence. Available in high or low back with a wide seat, it encourages a lengthy and comfortable sit with a touch of authority.
- » **Plunk** ottoman's soft and unexpected saddle curves and boat front provide flexibility of the mind and form.
- » **Sip** stools and tables feature a pure and simple design, adding joviality to the collection.

Keilhauer is a Silver-level Corporate Sustaining Partner of IFMA that offers a complete range of seating and tables to accommodate all types of meetings. For more information about the Hangout collection, visit www.keilhauer.com/products/collections/hangout. Learn more about EOOS at www.eoos.com.

HEALTH AND WELLNESS TOOL MEASURES WELLNESS DESIGN COST BENEFITS

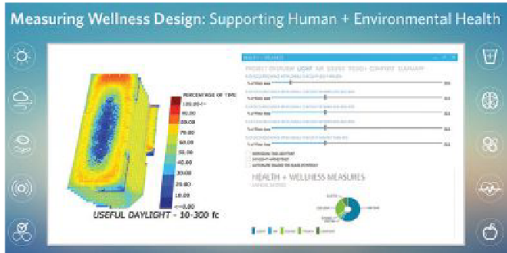


Image provided by HDR

The new wellness dashboard tool from HDR Inc. measures wellness design cost benefits in the built environment by providing hard metrics for clients during the early design stages. The tool analyzes the physical environment and overlays peer-reviewed research to determine the impact on an occupant's stress, safety, effectiveness, quality of work and overall behavior. The dashboard captures information on the quality of air and water, connections to nature, beneficial acoustics, fitness and nourishment.

HDR specializes in engineering, architecture, environmental and construction services with nearly 10,000 employees in more than 225 locations around the world. For more information about developing technology at HDR, visit www.hdrinc.com.

INVENTOR OF FIRST CEILING FAN BRINGS EXPERTISE TO THE INDUSTRIAL MARKET

More than 100 years ago, Hunter Fan Co. invented the ceiling fan and has dominated the ceiling fan market ever since. Now Hunter has launched Hunter Industrial, designing and manufacturing huge 14- to 24-foot fans engineered to efficiently distribute air throughout large industrial spaces.

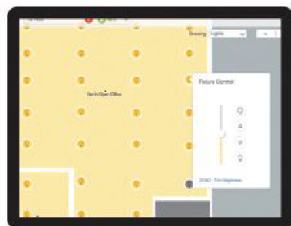
Their debut product, the TITAN Industrial fan, is designed to deliver more output while requiring less horsepower. In fact, it's the most efficient industrial ceiling fan

on the market based on published and unpublished cubic feet per minute/watt figures.

Key differentiators:

- » Smaller, more powerful motor
- » Fewer blades for less stress-inducing torque
- » Slower velocity for far-reaching airflow

To learn more about the Hunter TITAN Industrial Fan, visit www.industrial.hunterfan.com.



NEW SOFTWARE USES ADVANCED DATA ANALYTICS TO HARNESS THE POWER OF THE INTERNET OF THINGS

Lighting control pioneer Lutron Electronics has unveiled an updated version of its Quantum Vue™ facility management software. Enabling remote control and monitoring of individual lighting fixtures from a graphical floorplan, Quantum Vue 3.2 introduces advanced analytics capabilities that empower customers to optimize more than just their lights – delivering robust space utilization reports that help maximize real estate usage and optimize

building operations based on when and how often spaces are occupied.

Quantum Vue 3.2 is web-based, designed for both mobile devices and desktops, and delivers the same user experience on all platforms, so facility managers can leverage the system's benefits from anywhere using any device. For more information, visit www.lutron.com/quantum.

ENTERPRISE BUILDINGS INTEGRATOR PROVIDES REAL-TIME FACILITY DATA FOR BOTTOM-LINE BENEFITS

Honeywell has announced a new release of its leading building management system, Enterprise Buildings Integrator (EBI). EBI R500 leverages the connectivity of today's buildings to help make them strategic assets to organizations. The new features help facility managers better streamline management and decision making, promoting improved business efficiencies and providing greater control over operations.

New features include increased data point capacity, enhanced IT compliance and cloud connectivity. In addition, EBI communicates with industry-leading open protocols like BACNet®, OPC® and LonWorks®, which helps customers integrate with third-party software and hardware and benefit from the scalability and flexibility that come with an interoperable architecture.

More than 25,000 EBI systems have been deployed in more than 160 countries over the last decade. Current customers can easily migrate to the latest release, providing them with the new functionality, as well as continued returns on their investment. For more information, visit www.ebi.honeywell.com.



COLLABORATIVE TABLE SERIES DELIVERS CLEAN, ACCOMMODATING DESIGN

National Office Furniture introduces Strassa, a new collaborative table series. Strassa's sleek, rectilinear design features refined lines and classic style. Strassa was designed to elegantly work in education spaces, corporate areas, café spots, design studios and more.

The smooth, one-piece work surface accommodates group gatherings, work sessions or individuals that need additional working space. Standard, counter or bar heights allow flexibility so that Strassa can be used throughout entire interior environments. The Strassa table series can also be maximized with

optional charging stations and grommets that easily power up the work surface while built-in cord management keeps the work surface sleek and cords routed cleanly.

National Office Furniture, a brand unit of Kimball International, Inc. has built a reputation for excellence with stylish furniture of exceptional value, a dedication to personalized service, product designs that reflect a passion for the user's comfort and productivity and a commitment to environmental responsibility. For more information about National and its products, visit www.nationalofficefurniture.com.

SUPERIOR NOISE-REDUCING DRYWALL SOLUTION NOW AVAILABLE IN US AND CANADA

Easier, more efficient acoustic interior finishing is now possible with new CertainTeed® SilentFX® QuickCut noise-reducing gypsum board. Designed for commercial construction projects requiring a high sound transmission class rating of 50 and higher, SilentFX QuickCut can be used for interior walls and ceilings in new construction or renovations over wood or steel framing.

GREENGUARD® Gold certified, SilentFX QuickCut meets several acoustic building guidelines, performance criteria and codes,

including credits and prerequisites for LEED®, Green Guide for Health Care, International Green Construction Code and American National Standards Institute.

Offering a broad range of gypsum and finishing products for interior and exterior needs, CertainTeed Gypsum has served the North American building industry for more than 80 years and is a subsidiary of Saint-Gobain, the world's leading producer of gypsum products. For more information about CertainTeed solutions, visit www.certainteed.com.



WE EQUIP SUCCESS.

Sunbelt Rentals is one of the largest equipment rental companies in North America with more than 575 locations nationwide. We offer a full-line of equipment for all your indoor and outdoor facility maintenance projects. From aerial work platforms to dehumidifiers to surface cleaning equipment, we have the right equipment rental solutions for you.

800-508-4760 **24/7** sunbeltrentals.com



THE "NO SWEAT" GUARANTEE. Satisfaction • Delivery • Service • Availability • After-Hours Response



MEMBERS ONLY

Special Offers
Discounts

**TOP products.
TOP companies.**

Connect here:
www.ifma.org
under "Marketplace /Deals & Discounts"




EVACUATION PLAN SIGNS

PLANNING, DESIGN AND PRODUCTION - SINCE 1992

FOR FIRE / SAFETY CODE AND OSHA REQUIREMENTS

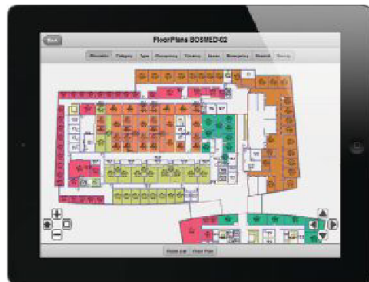
PHOTOLUMINESCENT SIGNS AVAILABLE




CALIFORNIA CONTRACT™
COMMERCIAL DESIGNS
LICENSE #925079

WWW.CAContract.COM

#1 Solution for Real Estate, Infrastructure, and Facilities Management in the World



- Mobile Framework
- Performance Metrics
 - BIM 4.0
- Geospatial Extensions
- Workplace Services
- Home Page Navigation
- Quick Start Methodology
- Environmental & Risk Management
 - Space & Occupancy
 - On Demand/PM
 - Lease Administration
 - ...and much more.



ARCHIBUS, Inc.
Boston, MA USA
Tel: 1 617-227-2508
www.archibus.com

IFMA's FM BUYER'S GUIDE ONLINE

IFMA's 24/7 Web database will narrow your online search, connecting you to the facility solutions you need *FASTER*.

WHEN SEARCHING FOR FM PRODUCTS, SERVICES, AND LOCAL IFMA MEMBERS TURN YOUR SEARCH into FIND.



www.onlinefmguide.com

Looking for a job in facility management?

Looking for qualified facility managers?

IFMA's **JOBnet** is the go-to resource for your FM career! Go online today to post resumes and/or job openings.

jobnet.ifma.org



Are you seeking FM interns?

IFMA's INTERNnet links students and young professionals preparing to enter the workplace with opportunities to gain hands-on experience in facility management.

Create your INTERNnet Recruiter Account online. Reach highly motivated internship candidates through the search engine specifically geared toward facility management.

Help the next generation of FMs build the skills employers expect from qualified job candidates.

www.ifma.org/intern-net



WORLD WORKPLACE
2016 BOOTH #

ACOUSTICAL/SOUND MASKING			
Lencore Acoustics Corp.	57	+1-516-682-9292	www.lencore.com
LogiSon Acoustic Network	116		www.logison.com
BEVERAGE COMPANIES/COFFEE/VENDING			
Easy Ice	65	+1-866-easyice	www.easyice.com
BUILDING MAINTENANCE/SUPPLIES			
Lowe's Companies, Inc.	114		www.lowesforpros.com/fmj
CARPET/FLOORING/TEXTILES/FLOOR COVERING			
Forbo Flooring Systems	91		www.forboflooringna.com
DISASTER RECOVERY/EMERGENCY RESPONSE			
California Contract	112		www.cacontract.com
Paul Davis National	53	+1-888-222-4122	www.pdnational.com
ELECTRICAL/WIRE MANAGEMENT			
Connectrac	2	+1-877-480-5637	www.connectrac.com
Legrand	13		www.legrand.us/outdoor
EQUIPMENT RENTALS			
Sunbelt Rentals, Inc.	111	+1-800-508-4760	www.sunbeltrentals.com/services/facility-maintenance
ENERGY SOLUTIONS/MANAGEMENT			
Zoo Fans, Inc.	47	+1-855-ZOO-FANS	www.zoofans.com
FIRE PROTECTION SYSTEMS			
AGF Manufacturing, Inc.	105	+1-610-240-4900	www.testandrain.com
FM CONSULTANTS/SERVICES/PROVIDERS			
ABM	79	+1-866-809-9002	www.abm.com/commercial
Aramark Facility Services	5		www.aramark.com/facilities
C&W Services	35	+1-888-751-9100	www.cwservices.com
Rentokil Steritech	23	+1-877-926-9591	www.rentokil-steritech.com
Sodexo Facilities Management	17		www.sodexousa.com
FM SOFTWARE			
ARCHIBUS, Inc.	3, 112	+1-617-227-2508	www.archibus.com/wc3d
FM:Systems, Inc.	115	+1-800-648-8030	go.fmsystems.com/fmj
iOFFICE	25		www.iofficecorp.com
Oracle	41		www.oracle.com/goto/falm
TMA Systems LLC	103	+1-800-862-1130	www.tmasystems.com/industries/corporate
FURNITURE			
Domore Seating	31		www.domoreseating.com
VARIDESK	45	+1-877-734-9001	www.varidesk.com
HAND DRYERS			
Excel Dryer	11	+1-800-255-9235	www.exceldryer.com
LANDSCAPE/MAINTENANCE/PLANTS/SERVICES/SUPPLIES			
Ambius	75	+1-888-446-5491	ifma.ambius.com
PEST CONTROL			
Terminix	7	+1-877-837-6464	www.terminix.com/commercial
RESTORATION/MAINTENANCE			
Miracle Method Surface Refinishing	37	+1-800-444-8827	www.miraclemethod.com/commercial
ROOFING			
Sika Sarnafil, Inc.	9	+1-800-576-2358	usa.sarnafil.sika.com/platinum
The Garland Company	81		www.garlandco.com
Versico Roofing Systems	95	+1-800-922-7663	www.versico.com
SECURITY			
Townsteel, Inc.	67	+1-877-858-0888	www.townsteel.com
TECHNOLOGY SOFTWARE TOOLS			
Bluebeam Software, Inc.	85		www.bluebeam.com/features
UTILITY VEHICLES			
Club Car	71		www.clubcarinfo.com/gov/ifma
WATER & FIRE RESTORATION			
SERVPRO	29	+1-800-SERVPRO	www.servpro.com/commercial

Gain visibility among the network that represents US\$526 billion in FM buying power.
Download IFMA's media kit at http://bit.ly/IFMA_MediaKit or contact diana.maldonado@ifma.org.



See a different side of Lowe's.

Turns out the same Lowe's you go to for keeping your home in shape is the same Lowe's you can count on to keep your facility running like a machine. You'll find all the supplies, resources and savings you need. Plus, you can **get 5% off every day*** when you use **Lowe's Business Credit**.

- Visit Lowe'sForPros.com/FMJ to learn more or just stop by the ProServices Desk at your nearest Lowe's to get started.

LOWE'S ProServices

*Get 5% off your single-receipt purchase made in-store, on Lowe's.com or Lowe'sForPros.com of eligible in-stock or Special Order merchandise charged to your Lowe's Business Rewards Card from American Express or Lowe's® Business Account or Lowe's® Accounts Receivable. Valid at Lowe's stores based in the United States, on Lowe's.com and Lowe'sForPros.com. Look for the discount or discounted price on your receipt. Except as set forth below, if applicable, 5% discount will be applied after all other discounts. Cannot be used in conjunction with any other coupon, discount or promotional offer including Lowe's military discounts; Lowe's employee discounts; Lowe's volume discount programs such as Quote Support Program "QSP"; government contract pricing; or any other special pricing programs. Cannot be used in conjunction with the following products and/or services: extended protection plans; shipping, assembly or delivery charges; gift cards; service purchases; previous sales; Dacor®, ICON®, Fisher & Paykel®, Monogram, Smeg or Liebherr appliances (some brands not available in all markets/stores), Weber products or Kichler. Offer is subject to credit approval. Excludes Lowe's® Consumer Credit Card, Lowe's® VISA® Accounts and all Lowe's® Canada Credit products. We reserve the right to discontinue or alter these terms at any time. ©2015 Lowe's. LOWE'S and the Gable Mansard Design are registered trademarks of LF, LLC.

TOOLS FOR MANAGING THE DYNAMIC WORKPLACE

Rapidly changing workplaces are requiring facilities teams to plan, optimize and manage their portfolios in new ways.

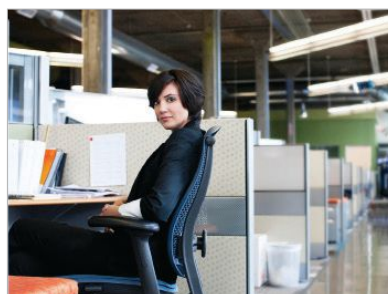
Modern organizations are adopting new approaches to workplace planning and operations that have been enabled by mobile technologies and a highly dynamic workforce. These new approaches include flexible workspace, support for cross functional teams, ad-hoc and collaborative areas, and flexible workspaces that break away from the practice of assigning one workstation per employee.



FM:Systems® has a powerful set of tools that are part of the FM:Interact® Integrated Workplace Management System that help organizations plan and manage alternative workplace strategies. Stop by and see us in **booth 1027** at IFMA's World Workplace & Expo or learn more at <http://go.fmsystems.com/fmj>.



Agile Workplace Management



Hoteling/Room Scheduling



Mobile Technologies



Don't miss your **TARGET**

LogiSon TARGET rapidly and accurately tunes the masking sound to the specified spectrum, ensuring it's comfortable and effective. It also gives you a detailed report proving the results. After all, you're purchasing a sound masking system to increase speech privacy and control noise, not for the pleasure of owning the equipment.

Visit us at World Workplace, Booth 826.

logison.com

© 2016 K.R. Moeller Associates Ltd. LogiSon is a registered trademark of 777388 Ontario Limited.



FMJ EXTENDED

SEPTEMBER/OCTOBER 2016

THIS EXCLUSIVE ONLINE SECTION FOCUSES
ON EXPANDED FM COVERAGE.

118 Ask the Experts

*Contributed by IFMA's Facility Management
Consultants Council*

121 Building Rating Systems: More Options, More Opportunities

MAYRA PORTALATIN, VICKY WORDEN AND BARRY GILES

*Contributed by IFMA's Environmental Stewardship,
Utilities and Sustainability Strategic Advisory Group*

126 Vendor Profiles

ASK THE EXPERTS

CONTRIBUTED 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 **"Leadership."**

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, CFM, FMP, LEED AP, IFMA Fellow, 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: Your client is the newly hired director of FM and administration at a large law firm with a total of 600,000 square feet (60,400 square meters) of leased space in multi-tenant buildings located in four major U.S cities and London, Paris and Dubai. In the short time the FM director has been with the law firm, it has become clear that FM is seen as very tactical. Senior management often refers to FM as merely a cost center. The FM director wants to develop a plan to transform the firm's perception of FM to that of a strategic partner. From a leadership perspective, what advice would you give her?

ANSWER: The underlying philosophy for the planned transformation is to get away from "cost cutting" and replace it with "value/business contribution." In a law firm this could mean getting the right kind of documentation for compliance purposes, mitigating risk, increasing space utilization and contributing to the well-being of lawyers during their long working hours.

ANSWERED BY:

Joachim W. Hohmann, PhD, MSc, CFM
Bensheim, Germany
+49-6251-138569
hohmann@consultants-circle.com

Hohmann is a professor at the School of Building Construction of the Technical University Kaiserslautern, Germany, teaching foundations of facility management and information technology. As a cofounder and CEO of Consultants Circle in Frankfurt, Germany, he provides consultancy in facility management strategy and technology to major companies and federal agencies, state and local governments. He is a chartered surveyor of the European Patent Office and author of numerous books, articles and surveys on IT in facility and real estate management. For information on Consultants Circle, visit www.consultants-circle.com.

ANSWER: Look for opportunities to deliver high value and visibility quickly for both external customers and managing partner(s).

Customer facing

When clients of high-end law firms arrive, their reception experience should be low key, discreet and reassuring. Are they recognized and met at once by someone who is well informed, with an assured manner and appearance? Are they impressed by visible security provisions and personnel, by privacy afforded, and not required to wait, especially in areas where they might feel conspicuous?

Two principal factors for success here are accurate appointment logistical information shared between reception and legal staff, and the manner and actions of reception and security. Approach logistics by process planning for reliability, then trying out changes. Later implementations may vary by region and country. Technology is important, but unless appropriate technologies are already in place and familiar, hold off with new technology at first, if possible.

Executive facing

Put yourself in the managing partners' shoes. Bearing the expense of supporting the space is a burden, potentially a constant bother, and at the same time an opportunity to support continual improvement in the firm. Attorneys can be strongly detail oriented, so evaluate whether you have a clear, graphic, thorough and immediate view of all aspects of the portfolio, from O&M, to capital planning, to threats and risks. Can you readily share the same view with the managing partners? If so, hold a live demonstration featuring issues and areas that most concern the managing partners (FM technology providers will be very willing to help).

ANSWERED BY:

David Reynolds, CFM, FMP

Jackson, Mississippi, USA

+1-504-481-2627

davidreynoldsfm@pobox.com

Reynolds is with FM-CONSULT-CREATE. 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, models, data and measurements can better frame FM in alignment with strategies and objectives. His pro bono work includes construction, maintenance, safety and health. He is also a member of IFMA's Operations and Maintenance, Health and Safety Community.

ANSWER:

1. Create a communication program with all of your property managers at each site. Include the local leader from your firm. Ensure that he or she is kept informed on local issues.
2. Develop your standards, benchmark them and begin to share with each leader by location.
3. Follow the money — prepare to build and/or rebuild the operating and capital budgets. Consider the following:
 - *Research local vendors with your IFMA chapter to ensure you're hiring the best and that the vendors that service your customers have the same values as your company.*
 - *Develop planned life cycle budgets for higher-cost capital items and determine their current life expectancy.*
 - *You don't necessarily have to wait for a new budget cycle — reforecast as soon as new information is available.*
 - *Capture a total understanding of all space currently under your watch. You'll learn who the space hogs are.*
 - *Define the headcount allocation by department and report accordingly. Look for opportunities to manage down waste.*
4. Create an environment that fosters trust, both with the leadership and your team.
5. Very important: Establish monthly meeting(s) with leadership to report progress and/or roadblocks.

Be specific in both your needs and execution. If you are already doing all of the above, it may still take some time to change the culture. Don't allow yourself to step into the last person's shoes. If you're going to fail, fail on your own terms. The answer is not in a conversation — it's a lot of actions!

ANSWERED BY:

James Delgado, CFM

St. Louis, Missouri, USA

+1-314-808-4267

jdelgado7723@gmail.com

Delgado is principal consultant at Facility Workplace Solutions. He holds a master's degree in real estate management and has actively supported many large corporate businesses in the role of leader, manager, director and — most recently — region director, managing 1,200,000 square feet with hundreds of internal customers. He has been in the facilities world for 20 years and joined Facility Workplace Solutions in 2011. He is also a commercial real estate broker in Missouri and Illinois.

ANSWER: To transform the firm's perception, track cost avoidance/savings and present the data to senior management on a quarterly basis to show the benefits of FM.

Make sure they are aware of everything else FM can do to save money (e.g., lease strategies, space planning, ergonomics, etc.).

Join corporate planning meetings (if not already doing so) to give strategic input.

Repairing, planning and reorganizing workspaces improves productivity, so create a survey to gauge the impact of workplace improvements on clients and staff.

ANSWERED BY:

David Bryan

Midhurst, Ontario, Canada

+1-705-735-2939

c +1-705-331-5189

david.bryan@brookfieldgis.com

Bryan is facility manager of TD Bank Group and has worked with Brookfield Global Integrated Solutions for close to three years taking care of roughly 80 retail sites. Prior to that he worked for Direct Energy running the service department in charge of dispatch, quoting, scheduling, coordinating projects and managing major customers. For information on Brookfield GIS, visit www.brookfieldgis.com.

ANSWER: Transforming perception of FM has multiple parts, all of which are very important.

First, the director should track performance data and collect information that will help tell the story of FM, its importance to the company and its success. If there is no information available, this is the time to put measurement and tracking in place. Focus on efficiency, productivity, asset value, risk, etc. and less on costs. This will provide you with concrete facts you can use to promote FM as well as insight into improvements you can make to highlight FM within the company.

Second, you can't be strategic in FM if you don't know your company's strategy. Read available company reports and start a fact-finding mission by meeting with executives and heads of departments like finance, IT and HR. Be organized and clear about your goals and ask questions that help you understand the most important ways FM supports individual departments and the overall corporate strategy. Transform your new knowledge into actions and changes that fit with this strategy. Learn about FM issues in each department and work with those teams to implement the best ideas from your FM peers and network.

Third, you need to take a promotional approach. When an FM department simply does its job in the background, it is taken for granted. You need to sell and influence within the company if you want to change perception of FM as a strategic partner. Develop your own mission and vision for the department in support of the company's own mission and vision. Create a department logo and standard communications that are professional and consistent (notices, emails, "what we do and how to reach us" fliers, "we were here" cards, etc.). Document and promote accomplishments that meet the strategic objectives of the department and the company.

Every opportunity you or your staff get, use information, data, insight and your accomplishments to demonstrate FM's strategic value to your organization. If they can't see or hear you, your organization will never consider FM to be a strategic partner.

ANSWERED BY:

Michel Theriault, FMP, RPA, LEED AP

Guelph, Ontario, Canada

+1-519-803-5401

michel@strategicadvisor.ca

Theriault has been in FM for 25 years, working in-house and with an outsource provider and has been an FM consultant for nearly a decade. He is an award-winning author, international speaker and a qualified IFMA FMP® instructor. His award-winning book, "Managing Facilities and Real Estate," emphasizes strategy, management and leadership in the FM role.

As principal and strategic advisor of FM Insight Consulting Ltd., 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. For more information, visit his website at www.strategicadvisor.ca or his blog at thebuiltenvironment.ca.



BUILDING RATING SYSTEMS:

MORE OPTIONS, MORE OPPORTUNITIES

BY MAYRA PORTALATIN, VICKY WORDEN AND BARRY GILES

Contributed by IFMA's Environmental Stewardship, Utilities and Sustainability (ESUS) Strategic Advisory Group

Over the years, sustainability has evolved from a focus on the environment around us and how we use the resources that it provides for the built environment. How we operate our buildings and how these buildings come to be gave birth to green building certification systems as early as 1990, when the Building Research Establishment, LLC (BRE) created a voluntary environmental assessment method, BRE Environmental Assessment Method (BREEAM), to reduce the environmental impact of buildings. Now, more than 16 rating systems exist around the world, including many regional adaptations to already existing green building rating systems such as BREEAM and the United States Green Building Council's (USGBC) Leadership in Energy and Environmental Design (LEED) building certification.¹

While the initial focus of building certification was on new construction, this left a big gap between building design and actual operation. Green building rating systems began to include certification under the “existing building” or “in-use” label to provide a vehicle for building operators to show that their facilities were sustainable and energy efficient. This was also a way for operators of buildings certified under the new construction scheme to demonstrate performance at or above the design parameters.

Some found that green building certification did not equate to operational sustainability. For example, Manhattan’s Bank of America tower, which achieved LEED Platinum in 2010, was found to be one of the city’s biggest energy hogs in a 2015 Green Building Economic Impact Study released by USGBC.² While this is not the case for every building, it proves the need for continual improvement beyond building design through efficient operations.

Just as we learn from what works and what doesn’t in our buildings, building rating systems have also been updated to keep up with technology and embrace innovation. The availability of multiple rating systems in the market has also helped facility managers make the case for building certification.

One such market is the United States. For many years, LEED was the leading (and only) green building rating system marketed for either new construction or existing buildings. Now, building operators have other options: Green Globes and BREEAM USA. Green Globes was adapted in 2004 by the Green Building Initiative (GBI) from the Canadian web-based, interactive learning tool of the same name. More recently, BuildingWise and BRE modified the UK-established BREEAM to fit U.S. needs, resulting in BREEAM USA.

We asked BREEAM USA and GBI to answer a few questions about their building certification systems (specifically for existing buildings) and their take on the U.S. building certification market.

BREEAM USA

What are the benefits of certifying a building through your rating system? In particular, how does the process help facility managers?

The increasing demands from regulators and the market for greater sustainability in building developments has, perhaps inevitably, led to a rash of “green” claims for building products and services. The fact that many of these are not backed up by any credible scientific data or third-party certification can make selecting them for use in a development project a risky proposition. Achieving a more sustainable built environment depends on building owners and facility managers being able to trust the claims made for building products, systems and services.

Providing impartial, authoritative information that the industry can trust is a key element of the work that BRE undertakes through all the various programs and services that it runs, including BREEAM USA In-Use. One way that facility managers are assured that products and services can be trusted to perform as claimed is to select those that have been appropriately certified. Expert, independent approval and certification schemes ensure not only that sustainability claims are substantiated, but also that the products and services meet performance standards as claimed.

BREEAM USA In-Use is all about outcomes. It’s a framework based on scientific research for understanding how your building is performing today and how to improve building performance and reduce environmental impacts going forward. The online assessment tool assists FMs in making informed decisions on next steps, based on your budget, by providing robust and accessible information that support continual benchmarking and ongoing improvements.

What does the existing building certification market look like at the moment?

It is definitely increasing. We are seeing continual growth in both developed and new markets. A true indicator is that all markets display a hunger to improve. The main problem has been the association between green certification systems and costs. Many buildings have not been able to make significant headway because the starting point is too high for them.

For buildings to gain the information they need to make plans for improvement, they must first be able to launch a robust system that can provide them with quality measurements without the huge outlay of costs or barriers to participation. BREEAM USA In-Use makes those necessary starting steps easy: results are immediate, what to do next is stated clearly and the costs to get results are low.

**FOR MORE INFORMATION ON BREEAM USA, VISIT:
www.breeamusa.com, or contact www.breeamusa.com/contact
or info@breamerica.com.**



Shrinking budgets have facility managers going the ABC (all-but-certified) route instead of attaining certification. How do you respond when asked, “Why should I get certified?”

Certification in BREEAM In-Use provides market recognition for the performance being achieved by the building, signed off by a third-party providing an impartial assessment. Tenants are provided assurance that the claims made about the performance are not simply “greenwash.” While building owners, facility managers, investment managers and building occupiers can use the BREEAM In-Use system to benchmark and manage performance internally using the real-time unverified score, certification allows them to realize value beyond the direct savings generated by running a more efficient building or operations: commanding higher rental rates, retaining and attracting new tenants, and lower financing costs.

However, the benefits to certification need to outweigh the costs of the certification program. BREEAM In-Use is broken down into three parts: an assessment of the environmental performance of a building, the operations of the building, and how clients (occupiers) are managing their activities within the building. Owners or property managers can choose to complete one, two, or all three parts.

Current performance can be measured against one or more parts and an unverified score instantly provided at a cost of US\$1,000. This provides access to the measurement portal

for up to one year and allows the user to determine what improvements can be made within their available budget to improve their score. This is well below comparable systems’ costs and the barriers to entry are much lower: there are no prerequisites to receiving a building score or to achieving certification. Certification confirms the performance achieved and yearly recertification confirms ongoing commitment to achieving higher performing best practices.

How has the introduction of competition impacted the building certification market in the United States?

All competition is good, especially when we focus on the green building industry. There are so many existing buildings in the USA that all the certifying systems need to pull their socks up and get buildings benchmarked and certified. BREEAM has the advantage that it simplifies access and provides recognition without compromising on standards.

What differentiates you from your competition?

BREEAM USA In-Use has no prerequisites to get started — it is available to every existing building regardless of age, size or condition. It provides an easy-to-access online questionnaire to measure performance that can be continually updated for up to a year and which provides guidance on how building performance can be improved. Finally, BREEAM USA has a very affordable entry cost of US\$1,000 to complete the building registration process.

GREEN GLOBES

What are the benefits of certifying a building through your rating system? In particular, how does the process help facility managers?

Green Globes is an interactive design guidance, environmental assessment and rating tool introduced in the United States in 2004 by the Green Building Initiative (GBI). The goal of Green Globes is to promote resource-efficient, healthier and environmentally sustainable buildings using credible and practical approaches. The assessment process promotes interaction between the assigned assessor and building owners and/or facility managers. New and existing buildings adhering to Green Globes criteria typically yield reduced operational costs, increased occupant satisfaction and minimized environmental impacts.

What does the existing building certification market look like at the moment?

The market for existing building certification has experienced a surge in recent months due to increased tax and lender incentives. Green Globes has been in the U.S. market for 12 years. As of Aug. 21, 2016, GBI had awarded 822 certifications under Green Globes programs, representing more than 107 million square feet.

Green Globes for Existing Buildings can be applied to a variety of building types regardless of size or budget. Of the 822 certified buildings, 440 have been certified under the existing buildings program, representing more than 76 million square feet. An additional 245 projects, representing nearly 61 million square feet, are currently undergoing Green Globes assessment, 52 under the Existing Buildings program, representing more than 39 million square feet.

Shrinking budgets have facility managers going the ABC (all-but-certified) route instead of attaining certification. How do you respond when asked, "Why should I get certified?"

Facility managers using Green Globes can benchmark a building's current operations and performance and monitor both over time to ensure the building retains or improves its level of sustainability. The Green Globes assessment provides direct interaction with a third-party assessor, who creates a detailed assessment report outlining the current sustainability achievements and areas of opportunity in a cost-effective manner.

How has the introduction of competition impacted the building certification market in the United States?

While Green Globes is one of several rating system options in the U.S., the GBI recognizes that the availability of multiple approaches for assessing and certifying buildings fosters competition and innovation. Rating system developers can learn from each other and grow along with the evolving built environment. In addition, competition benefits end users because they can choose the best option for their needs and goals.

What differentiates you from your competition?

GBI and Green Globes are known for flexibility, fast response times and ease of use. Green Globes has no prerequisites and allows criteria to be classified as non-applicable by the third-party assessor. No GBI-specific forms are required for credit. Instead, standard documentation that supports the responses — such as utility bills, equipment operating manuals (boiler, water heater, etc.), an environmental management plan and goals, and an emergency response plan, to name a few — is accepted. In addition, GBI offers high-touch customer service, providing clients with direct access to their GBI project manager throughout the assessment process, and the opportunity to meet face-to-face with the assigned assessor.

These attributes have made GBI's Green Globes a solution of choice for a variety of owners and facility managers from federal agencies, such as the Veterans Administration, to corporate portfolio managers such as Whole Foods, Fidelity Investments and MGM Resorts.

All Green Globes assessments begin with the completion of an interactive online survey that calculates a preliminary score based upon the responses. Existing Building assessments include a site visit by a third-party assessor who typically has more than 10 years of experience in sustainability and must be completed prior to Green Globes certification being awarded. During the assessment process, the assessor will review the survey, verify the responses with the supporting documentation provided and visually inspect the building. All assessments include a detailed report containing the final rating, the assessor's evaluation of compliance with the Green Globes criteria and recommendations for future improvement.

**FOR MORE INFORMATION ON GREEN GLOBES, VISIT:
www.thegbi.org, or contact info@thegbi.org or +1-503-274-0448.**

Enhancing building performance

While certification is not a requirement in most countries (including the United States), the availability of more building rating systems certainly provides more opportunities for building owners and facility managers to certify their buildings to show that they are doing their part to be a corporate socially responsible organization. If making the business case for certification is still an uphill battle, facility managers can still use the different rating systems as guides to running a more sustainable operation, what is typically called the “all-but-certified” (ABC) option.

In the ABC option for an existing building, the key is to modify building operations to the standards of a green certification without actually receiving the certification. Because guidance and resources for these systems are available to users (generally at little to no cost), building owners or managers can use them to enhance their building’s performance without spending the additional money on consulting, third-party assessors and/or certification fees. **FMJ**

REFERENCES

1. cdn.ifma.org/sfcdn/membership-documents/green-rating-systems-htg-final.pdf
2. www.ecmag.com/section/your-business/leed-buildings-remain-energy-hogs



Mayra Portalatin, SFP, LEED AP O&M, is a senior professional at Facility Engineering Associates (FEA), based in Fairfax, Virginia, USA. A civil and environmental engineer, Portalatin has more than 18 years of consulting

experience in the built environment ranging from condition assessments to sustainability audits. She has presented on the subject of sustainability and the built environment to property and facility managers in various venues, including Greenbuild and IFMA’s World Workplace Conference and Expo. She co-wrote IFMA’s Green Rating Systems Guide and is an IFMA instructor for the Sustainability Facility Professional® credential. Portalatin teaches FM technology in Catholic University’s facility management master’s program.



Barry Giles is the CEO of BREEAM USA. He is a BREEAM International, BREEAM In-Use Assessor and BREEAM Fellow and the leader in developing the partnership between BuildingWise and BRE Group to create the BREEAM USA

standard. Giles was a LEED for Existing Buildings pioneer and a founding member of its core committee and, as a LEED Fellow, has continued to assist the USGBC in the development of the LEED EB rating system. Giles has been previously recognized by Monterey County as the “Green Person of the Year,” and was invited by Mayor Gavin Newsom to be on San Francisco’s Green Building Task Force, which led to the city’s requirement of energy benchmarking for all existing buildings.



Vicky Worden is the executive director of the Green Building Initiative (GBI), with more than 20 years of experience working with industries, governments, and a variety of non-profit organizations in the advancement of broad

sustainability objectives. She holds an MBA from Loyola University in Maryland and a bachelor of arts in political science from West Chester University in Pennsylvania. Prior to GBI, she was president of Worden Associates, Inc., a consulting firm where she worked to progress sustainability goals in sectors that included government agencies, international non-profits and diverse industries, such as solar, furniture, composites, wood products and rainwater harvesting.

VENDOR PROFILES

The following product and service providers offer solutions for your everyday and specialized facility management needs.



Companies in **BOLD ITALIC** are IFMA Corporate Sustaining Partners.

WORLD WORKPLACE 2016 BOOTH NUMBER

ACOUSTICAL/SOUND MASKING

Lencore Acoustics Corp. BOOTH #1207

At Lencore, we transform environments that change people's lives by providing more privacy, greater comfort and improved safety. We engineer and build system solutions for mass notification and emergency communications (MNEC), sound masking, paging and audio with applications in a variety of industries. We innovate and push the boundaries of technologies to deliver superior systems and services because we understand the uniquely human side of technology, how it connects us and enriches our lives. We believe that people matter.

www.lencore.com | +1-516-682-9292

LogiSon Acoustic Network BOOTH #826

Sound masking is a reliable and cost-effective method of providing speech privacy and noise control. The LogiSon Acoustic Network is a recognized industry leader with numerous awards for innovation, performance and ease of use. Small zones allow the masking sound to be customized for each facility. Networked control facilitates setup and takes the headaches out of making changes after moving furniture or personnel. Adjustments can be made in minutes, without opening the ceiling or altering cabling. Such a high degree of flexibility maximizes the masking's effectiveness and occupant comfort, helping to safeguard your most valuable investment: employees.

www.logison.com/target | +1-866-LOGISON

BEVERAGE COMPANIES/COFFEE/VENDING

Easy Ice

All-inclusive national subscription program for commercial ice machines and dispensers. You provide the electricity, water and drainage, and we handle everything else to guarantee your company always has ice. Ice machine performance guaranteed! Subscriptions include: top-of-the-line ice machines/dispensers, preventive maintenance, repairs (labor and parts), water filter replacements, sanitations, breakdown ice and 24/7 support for a low monthly fee. No capital. No hassle. Just ice!

www.easyice.com | +1-866-easyice

BUILDING MAINTENANCE/SUPPLIES

Lowe's Companies, Inc.

Lowe's Commercial Services is your best partner in business with more than 1,700 stores and over one million items available for all your facility management needs.

www.lowesforpros.com | +1-336-232-4801

CARPET/FLOORING/TEXTILES/FLOOR COVERING

Forbo Flooring BOOTH #1402

Creating better environments...this statement reflects the mission and values for Forbo Flooring. From the indoor environment to the natural environment, Forbo's products and services combine design and functionality in world-class flooring solutions.

www.forboflooringna.com | +1-800-842-7839

DISASTER RECOVERY/EMERGENCY RESPONSE

Paul Davis National BOOTH #501

Paul Davis National is a full-service general contractor specializing in emergency disaster mitigation and restoration services throughout North America. With over 350 locations we can quickly get businesses back up and running after any fire, water, storm or environmental disaster. From the free first priority preparedness program to reduce losses, to complete contents restoration (including documents and electronics), structural drying and re-construction, we are a single-source solution.

www.pdnational.com | +1-888-663-7633

ELECTRICAL/WIRE MANAGEMENT

Connectrac BOOTH #334

Connectrac® wireways are the best floor-based solution for bringing power, data and communications from the wall to all interior commercial applications without core drilling, trenching or unsightly power poles. Available in in-carpet or on-floor options, Connectrac provides its customers with cable management that is easy to install and gives a subtle and elegant look to a workspace. Connectrac is quickly becoming the go-to solution for top corporations, government agencies and universities.

www.connectrac.com | +1-877-480-5637

Legrand BOOTH #1017

Every day, Legrand brings power, light and data to millions of spaces around the world. Product lines include Cablofil, Pass & Seymour, Wattstopper and Wiremold.

www.legrand.us | +1-877-BY-LEGRAND

ENERGY SOLUTIONS/MANAGEMENT

ZOO Fans BOOTH #226

ZOO Fans energy-efficient, high-performance fans noticeably improve comfort and save energy in any facility. These patented, variable-speed fans gently mix the air, eliminating hot and cold spots in spaces with open and drop ceilings, from 8 to 140 feet high. Fans can be operated individually, in zones, manually, automatically or via building management systems. Comfort goes up, energy costs go down. Visit us at Booth #226 in San Diego, online at zoofans.com or call +1-855-966-3267 to learn more.

www.zoofans.com | +1-855-966-3267

EQUIPMENT RENTALS

Sunbelt Rentals, Inc. BOOTH #1533

Sunbelt Rentals is one of the largest equipment rental companies in North America. Backed by more than 575 locations nationwide, we're easily accessible and offer the youngest and broadest equipment in the industry. When it comes to facility maintenance projects, our areas of specialization are diverse and include concentrations in flooring solutions, power generation, climate control, dehumidification, aerial solutions and more. With 24/7 emergency response, trained experts and online account management, Sunbelt Rentals can help solve your toughest equipment challenges.

www.sunbeltrentals.com/services/facility-maintenance
+1-800-508-4760

FIRE PROTECTION SYSTEMS

AGF Manufacturing, Inc. BOOTH #1426

AGF Manufacturing, Inc. fabricates specialized products for the fire protection industry. AGF has introduced a number of original products that accommodate the varying demands of the fire protection industry and we are continually working to improve existing products and introduce new ones. AGF provides the best products backed by a strong commitment to customer service and helps you manage your fire safety systems more efficiently, resulting in more reliable systems that save resources.

www.agfmanufacturing.com | +1-610-240-4900

FM CONSULTANTS/SERVICES/PROVIDERS

ABM BOOTH #801

Building value with a leader in integrated facilities solutions

Do you seek — more than ever — to lower your facility's operating costs, increase efficiency and improve performance? ABM works with you to reduce expenses while keeping your property safe, clean, comfortable and energy efficient through stand-alone or integrated facility solutions.

www.abm.com | +1-800-874-0780



ARAMARK Facility Services BOOTH #1101

Innovation is what Aramark brings to the everyday to deliver comprehensive facility management. United by a passion to serve, more than 270,000 employees make a meaningful difference each day for millions of people in 22 countries around the world. It's a quest for excellence that involves people with a strong sense of pride and passion in their work. This quest is simple in intent; complex in execution. It's all about continuously finding the perfect balance of doing things incredibly well over and over again to deliver experiences that enrich and nourish people's lives.

www.aramarkfacilities.com | +1-800-901-7373



C&W Services BOOTH #1501

C&W Services is one of the largest facility services companies in the United States and Canada with a 65-year history of helping clients drive down operating expenses, increase facility efficiency and enable strategic business decisions. Services are janitorial, maintenance, critical environments, landscaping and office services. Formed by the merger of Cushman & Wakefield and DTZ, C&W Services is the only firm in commercial real estate to self-deliver facility services.

cwservices.com | +1-888-751-9100

Rentokil Steritech, World Workplace 2016 BOOTH #919

Rentokil Steritech is the North American brand of Rentokil, the world's largest commercial pest control company. Rentokil Steritech's three regional brands, Ehrlich, Presto-X and Western Exterminator, have served facility management properties for more than 90 years. Our team of professionally trained experts provides a full range of pest control solutions to our customers, delivered with world-class service.

www.rentokil-steritech.com | +1-877-926-9591



QUALITY OF LIFE SERVICES

Sodexo Facilities Management BOOTH #1133

Sodexo is the global leader in services that improve quality of life, an essential factor in individual and organizational performance. Operating in 80 countries, Sodexo serves 75 million consumers at 32,000 sites through a combination of on-site services, benefits and rewards services and personal and home services. Through more than 100 services, Sodexo provides clients an integrated offering in facilities and equipment management, food services, reception, maintenance and cleaning, and more.

www.sodexousa.com | +1-888-50DEX07

FM SOFTWARE

ARCHIBUS, Inc. BOOTH #518

ARCHIBUS is the No. 1 global provider of real estate, infrastructure and facility management solutions and services. With more than 30 years of continual innovation, our industry-leading enterprise software delivers savings. Organizations of all sizes benefit from rapid deployment, improved business processes, lower life cycle costs, increased productivity and reduced total cost of ownership.

www.archibus.com | +1-617-227-2508

FM:Systems, Inc. BOOTH #1027

FM:Systems helps facilities and real estate professionals reduce costs and increase productivity. FM:Systems software improves management of space, occupancy, moves, maintenance, leases and property.

www.fmsystems.com | +1-800-648-8030



iOffice BOOTH #1041

iOffice's SaaS platform equips C-suite executives, strategic planners and FMs with the real-time data and communication tools they need to plan effectively for the future of their workforce and workspace. With 10 customizable modules supporting FM, iOffice was built to be simple and robust, requiring minimal training or clicks to accomplish any task. Founded in 2000, iOffice supports thousands of fast-growing companies to manage, plan and grow their businesses around the world.

www.iofficecorp.com | +1-713-526-1029

Oracle BOOTH #307

Oracle Primavera Facilities and Asset Lifecycle Management Solution provides a single, integrated platform that brings together every phase of the facility life cycle. With best-in-class, robust yet flexible capabilities, the solution is designed to solve simple and complex business process needs for the plan, build and operate phases of any facility. For more information, visit www.oracle.com/goto/falm.

www.oracle.com/goto/falm | +1-800-423-0245

TMA Systems LLC BOOTH #927

TMA Systems is a provider of maintenance management software and computerized maintenance management systems. Their solutions assist facilities in effectively accounting for, maintaining and extending the life of physical assets. With TMA Systems, you have the ability to manage your workflow process from planning stage to completion of the job.

www.tmasystems.com | +1-918-858-6657

FURNITURE**Domore Seating** BOOTH #1512

Established in the 1920s, Domore Seating manufactures purpose-built, ergonomically designed seating. Domore developed the original intensive 24/7 use seating for the U.S. Federal Aviation Administration in the late 1960s and continues this heritage today, offering a full complement of purpose-built seating solutions for demanding needs of multi-shift intensive, electrostatic discharge protection, big and tall, 500-pound capacity and durable standard-use seating. To see our whole story and product line, visit us at domoreseating.com.

www.domoreseating.com | +1-888-443-9888

VARIDESK BOOTH #741

VARIDESK is the most effective and affordable way to make height-adjustable desks a part of your company's wellness initiative. It gives users the freedom to switch easily between sitting and standing throughout the day. VARIDESK comes fully assembled and ready to use right out of the box — no assembly required. Our wide range of models and sizes means VARIDESK works with most desks or cubicles, so you can keep your existing furniture and office design intact. To learn more, visit varidesk.com.

www.varidesk.com | +1-800-207-9725

HAND DRYERS**Excel Dryer** BOOTH #1506

For over 50 years, Excel Dryer has manufactured the finest American-made hand dryers and redefined the industry with the original, patented, high-speed and energy-efficient XLERATOR® hand dryer. XLERATOR model hand dryers help facility managers reduce labor, maintenance and waste while creating a more hygienic restroom environment. Excel Dryer offers the industry's most comprehensive options and complete line of accessories to create the best hand drying solution for any restroom environment.

www.exceldryer.com | +1-888-311-2342

HEALTH/SAFETY**California Contract**

Manufacturer of evacuation plan signs since 1992 for fire/safety codes and U.S. Occupational Safety and Health Administration requirements. Scope of work includes planning, design, production and installation. Photoluminescent signs available.

www.cacontract.com | +1-323-549-4270

**LANDSCAPE/MAINTENANCE/PLANTS/
SERVICES/SUPPLIES****Ambius** BOOTH #919

Ambius is the world's leading expert on interior landscaping for commercial environments. Our designers work with you to understand your business needs and offer customized solutions to enhance your brand and give you a competitive advantage for a total ROI — return on interiors.

ifma.ambius.com | +1-888-446-5491

PEST CONTROL**Terminix** BOOTH #1733

Terminix Commercial provides comprehensive solutions for every pest that dares to invade your business. With over 85 years of experience, we know how to custom fit every commercial pest management solution to your specific business needs in order to keep your facility pest-free. Whether you have one location or locations across the country, we have effective solutions to keep you protected.

www.terminix.com | +1-877-837-6464

RESTORATION/MAINTENANCE

Miracle Method Surface Refinishing BOOTH #506

Miracle Method restores and update existing tile, porcelain, laminate, cultured marble and fiberglass surfaces, saving its customers millions of dollars in renovation costs. By hiring Miracle Method, facility managers eliminate costly replacement of leaking shower pans, ugly tile, laminate countertops and bathtubs from their capital budget. With 135 offices, Miracle Method is a time- and money-saving solution for facility managers of office buildings, government facilities, schools and hotels.
www.miraclemethod.com | +1-800-444-8827

ROOFING

Sika Sarnafil, Inc. BOOTH #646

Sika Sarnafil supplies high-quality thermoplastic roofing and waterproofing systems for commercial buildings. This includes energy-saving reflective roofs, vegetated green roofs and solar-ready roofing.
usa.sarnafil.sika.com | +1-800-576-2358

The Garland Company

The Garland Company, Inc. is one of the worldwide leaders of quality, high-performance roofing and building envelope solutions for the commercial, industrial and institutional markets. For more than 100 years, Garland has continually developed unique product and service offerings that have raised the bar of performance while exceeding the individual needs of customers throughout the world. The Garland Company Inc., headquartered in Cleveland, Ohio, USA, is an ISO 9001:2008 certified company.
www.garlandco.com | +1-800-321-9336



Versico Roofing Systems BOOTH #115

Versico's product offerings include VersiGard® EPDM, VersiWeld® TPO, VersiFleece® TPO and PVC, VersiFlex® PVC, VersiFlex-E PVC with Elvaloy, garden roof systems and a complete line of insulation and accessory products. Each of these systems comes with several warranty options ranging from five to 30 years. Whatever your needs, Versico provides a comprehensive offering of products and services, which is why Versico is your single source for single-ply roofing.
www.versico.com | +1-800-922-7663

SECURITY

TownSteel, Inc.

TownSteel is a manufacturer of high-quality commercial grade builder's hardware, including locks, door closers, exit devices, hinges and general hardware.
www.townsteel.com | +1-877-858-0888

TECHNOLOGY SOFTWARE TOOLS

Bluebeam Software, Inc.

Bluebeam Software's innovative desktop, mobile and cloud solutions push the limits of digital collaboration to enable facility professionals to do what they do, better. Bluebeam's award-winning PDF solutions are used by facility and operations management to speed up project communication by 60 percent, reduce printing and distribution costs by 80 percent and deliver electronic O&Ms for quicker access to critical information at the completion of a project.
www.bluebeam.com | +1-626-788-4203

UTILITY VEHICLES



Club Car BOOTH #607

What makes Club Car the leader in the U.S. commercial utility vehicle market?

Club Car® offers comprehensive transportation planning and the largest line up of commercial vehicles in the industry.

- Carryall® utility vehicles
- Carryall street-legal low speed vehicles (LSVs)
- Transporter™ passenger vehicles
- Villager™ passenger vehicles
- Street-legal Villager™ low-speed work vehicles (LSVs)
- Café Express™ merchandising vehicles

www.clubcar.com

WATER & FIRE RESTORATION

SERVPRO BOOTH #841

SERVPRO® is a U.S. leader and provider of fire, water, mold and other specialty cleanup and restoration services, responding to property damage emergencies of any size, from coast to coast.

servpro.com | +1-800-SERVPRO